



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4795th

Date: Monday, April 13, 2026

Time: 7:00 P.M.

Location: Council Chamber, City Hall

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

Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services, 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/83071309285?pwd=5pBUcUI4D2lTA9K6aZjOpbaAgqe3lD.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.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

3. **Adoption of the Minutes:**

10 - 33

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated March 23, 2026 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 April 13, 2026 be added to the Agenda as printed.

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

5.1 At the April 13, 2026, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Report of the CEO of investStratford with respect to the potential purchase of property (CM-26-12) - 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).

4.2 Confidential Report of the CEO of investStratford with respect to the City Industrial Land Pricing Policy – 2026 Annual Review (CM-26-11) - 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).

4.3 Confidential Report of the CEO of investStratford with respect to the appointment of a director to the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) (CM-26-13) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

5.1 Confidential Report of the Manager of Human Resources with respect to Collective Bargaining Update – IBEW Local 636 Parallel Transit (CM-26-10) - Labour relations or employee negotiations (section 239.(2)(d)).

6. Hearings of Deputations and Presentations:

Delegations are scheduled in sections 7 and 8.

7. Orders of the Day:

7.1 Resolution - University of Waterloo Student Presentation on Official Plan Monitoring and Evaluation (COU26-046) 34 - 35

Rachel Baker, Maria Khanani, Marniesa Vassel, and Bob Allen, Students from the University of Waterloo School of Planning to speak to the recommended Official Plan monitoring and evaluation approaches for the City.

Motion by

Staff Recommendation: THAT Council receive the presentation from the University of Waterloo School of Planning (PLAN 452/652) student team regarding recommended Official Plan monitoring and evaluation approaches for the City of Stratford, for information.

7.2 Resolution - Community Emergency Preparedness Grant Transfer Payment Agreement (COU26-042) 36 - 37

Motion by

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of Emergency Preparedness and Response, to purchase critical supplies and equipment, to improve local emergency response and to improve and enhance the level of emergency management preparedness 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 Community Emergency Preparedness Grant on behalf of the Corporation.

7.3 Resolution - Erie Street - 0.3 metre Reserve for Lands Located at 976 Erie Street (COU26-043) 38 - 41

Motion by

Staff Recommendation: THAT the City of Stratford declare Part 4 on Plan 44R-6473 as public highway and dedicate it as forming part of Erie

Street.

- 7.4 **Resolution - Purchase of Landfill Compactor (COU26-041)** 42 - 44
- Motion by
Staff Recommendation: THAT the Tender for the supply and delivery of one new Landfill Compactor from SMS Equipment of Etobicoke, Ontario at a total cost of \$1,720,374.15, including HST, be approved.
- 7.5 **Resolution - T-2025-54 Downtown Intersection Improvements Tender Award (COU26-044)** 45 - 48
- Motion by
Staff Recommendation: THAT the Tender (T-2025-54) for the Downtown Intersection Improvements project be awarded to Steve Smith Construction Corporation at a total cost of \$390,737.50, including HST;
AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the contract agreement for T-2025-54.
- 7.6 **Resolution - To Supply and Deliver Seven (7) Vehicles (COU26-045)** 49 - 52
- Motion by
Staff Recommendation: THAT the portion of the tender (T-2026-03) for the supply and delivery of three (3) Mid-size SUVs be awarded to Listowel CDJR LTD. at a total tender price of \$178,890.30, including HST;
THAT the portion of tender (T-2026-03) for the supply and delivery of two (2) Hybrid Full Size Pickup Trucks be awarded to East Court Ford Lincoln at a total tender price of \$135,956.92, including HST;
AND THAT the portion of the tender (T-2026-03) for the supply and delivery of two (2) Full Size One (1) Ton Work Vans be awarded to Blue Mountain Chrysler Ltd. at a total tender price of \$159,183.10, including HST.
- 7.7 **Resolution - Ontario Small Urban Municipalities (OSUM) Executive Nomination** 53
- Councillor McCabe has expressed an interest in being nominated to the OSUM Executive Committee.
- Motion by
THAT direction be given on the endorsement of nomination(s) of members of Council to the Ontario Small Urban Municipalities (OSUM) Executive Committee.

7.8 Proclamation - World Migratory Bird Day

Motion by

THAT Stratford City Council hereby proclaims May 9, 2026, as World Migratory Bird Day in the City of Stratford;

AND THAT World Migratory Bird Day be proclaimed on an annual basis on the second Saturday of May.

7.9 Proclamation - Human Values Day

Motion by

THAT Stratford City Council hereby proclaims April 24, 2026, as "Human Values Day" in the City of Stratford in support of the fundamental Human Values of Truth, Right Conduct, Peace, Love and Non-Violence in daily life.

7.10 Proclamation - Melanoma and Skin Cancer Awareness Month

54

Motion by

THAT Stratford City Council hereby proclaims May 2026, as "Melanoma and Skin Cancer Awareness Month" to keep our community aware, informed and vigilant about the potential risks of over-exposure to the UV radiation of the sun.

8. Business for Which Previous Notice Has Been Given:

8.1 Notice of Motion from Councillor Burbach

55 - 57

At the March 23, 2026 Regular Council meeting, notice was given that Councillor Burbach intended to put forward the following motion for consideration:

"THAT the Council of the City of Stratford support Bill 21, Protect Our Food Act, 2025 and strongly urges the provincial government to support this and every measure to protect our farmland, to aggressively prevent further losses and to ensure the future of agriculture in Ontario for future generations; and

THAT a copy of this resolution be sent to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness, the Minister of the Environment, Conservation and Parks; Guelph MPP Mike Schreiner, Perth Wellington MPP Matthew Rae, the Ontario Federation of Agriculture, the Association of Municipalities of Ontario, and all Municipalities in Ontario."

Ian Morton, representing MPP Bobbi-Ann Brady and MPP Mike Shreiner,

will be speaking to Bill 21 in support of the recommendation.

Correspondence was also received from MPP Mike Shreiner, dated March 31, 2026, in support of Bill 21.

Motion by

THAT Ian Morton representing MPP Bobbi-Ann Brady and MPP Michael Shreiner be heard;

AND THAT correspondence from Michael Shreiner MPP, dated March 31, 2026, be received.

Motion by

THAT the Council of the City of Stratford support Bill 21, Protect Our Food Act, 2025 and strongly urges the provincial government to support this and every measure to protect our farmland, to aggressively prevent further losses and to ensure the future of agriculture in Ontario for future generations; and

THAT a copy of this resolution be sent to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness, the Minister of the Environment, Conservation and Parks; Guelph MPP Mike Schreiner, Perth Wellington MPP Matthew Rae, the Ontario Federation of Agriculture, the Association of Municipalities of Ontario, and all Municipalities in Ontario.

9. Reports of the Standing Committees:

9.1 Report of the Social Services Committee

Motion by

THAT the Report of the Social Services Committee dated April 13, 2026 be adopted as printed.

9.1.1 2025 Rent Supplement and Housing Allowance Review (SOC26-003) 58 - 60

THAT the report titled, "2025 Rent Supplement and Housing Allowance Review" (SOC26-003), be received for information.

9.1.2 Ontario Works Division 2025 Year in Review (SOC26-006) 61 - 67

THAT the report titled, "Ontario Works Division 2025 Year in Review" (SOC26-006), be received for information.

9.1.3 Children's Services Division 2025 Year in Review (SOC26-004) 68 - 74

THAT the report titled, "Children's Services Division 2025 Year

in Review" (SOC26-004), be received for information.

9.1.4 Housing and Homelessness Divisions 2025 Year in Review (SOC26-005)

75 - 82

THAT the report titled, "Housing and Homelessness Divisions 2025 Year in Review" (SOC26-005), be received for information.

10. Notice of Intent:

10.1 Notice of Motion - Councillor Biehn

At the April 27, 2026, Regular Meeting, Councillor Biehn intends to put forward the following motion for consideration:

THAT Resolution R2026-07 adopted at the January 12, 2026, Regular Meeting be reconsidered.

Should the reconsideration motion be successful, the following motion is to be considered:

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 (downtown residents only), and
- 10 daily overnight parking permits;

THAT monthly overnight Erie Lot parking permit holders be permitted to park in the lot 24 hours per day;

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.

11. Reading of the By-laws:

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

Motion by

THAT By-laws 11.1 to 11.5 be taken collectively.

Motion by

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

Motion by

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

- | | | |
|-------------|--|-----------------|
| 11.1 | Award Tender for a Landfill Compactor | 83 |
| | To authorize the acceptance of a proposal by SMS Equipment of Etobicoke Ontario for the supply and delivery of a new Landfill Compactor. | |
| 11.2 | Award Tender (T-2026-03) for Seven Vehicles | 84 - 85 |
| | To authorize the acceptance of a proposal by Listowel CDJR LTD for the supply and delivery of three (3) Mid-size SUVs, by East Court Ford Lincoln for the supply and delivery of two (2) Hybrid Full Size Pickup Trucks and by Blue Mountain Chrysler Ltd. for the supply and delivery of two (2) Full Size One (1) Ton Work Vans (T-2026-03). | |
| 11.3 | Award Tender (T-2025-54) Downtown Intersection Improvements | 86 |
| | To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Steve Smith Construction Corporation for the Downtown Intersection Improvements project (T-2025-54). | |
| 11.4 | Community Emergency Preparedness Grant Ontario Transfer Payment Agreement | 87 - 88 |
| | To authorize the execution of an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of Emergency Preparedness and Response to receive funds through the Community Emergency Preparedness Grant program. | |
| 11.5 | Dedication of Part of Erie Street as Public Highway | 89 |
| | To dedicate Part 4 on Plan 44R-6473 as public highway forming part of Erie Street in the City of Stratford. | |
| 12. | Consent Agenda: CA-2026-034 to CA-2026-039 | 90 - 104 |
| | 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 April 27, 2026 in the Council Chamber, City Hall.

15. Confirmatory By-law:

105

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 13, 2026.

Motion by

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

Motion by

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

16. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the April 13, 2026 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session

MINUTES

Meeting #: 4794th
 Date: Monday, March 23, 2026
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Briscoe and Councillor Henderson

Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Taylor Crinklaw - Director of Infrastructure Services, Michael Koktan - Manager of Financial Services, Nick Sheldon - Project Manager, Marc Bancroft - Manager of Planning, Sean Beech - Manager of Environmental Services, Alexander Burnett - Intermediate Planner

Also Present: Members of the Public and Media

1. Call to Order:

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

Councillor Henderson and Councillor Briscoe provided regrets for the 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

Councillor McCabe declared a pecuniary interest with respect to Item 7.6, "Outdoor Patio Program Update". Councillor McCabe owns a business that participates in the Outdoor Patio Program.

3. Adoption of the Minutes:

R2026-109

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated March 9, 2026 be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2026-110

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated March 23, 2026 be added to the Agenda as printed.

Carried

5. Report of the Committee of the Whole In-Camera Session:**5.1 At the March 23, 2026, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

4.1 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-08) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e); and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-09) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e).

4.3 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-07) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e).

5.1 Confidential Report of the Chief Administrative Officer with respect to an update on the CAO's performance (CM-26-06) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Session, a discussion was held with respect to Item 4.1 and direction was given to staff and Councillor Hunter regarding the item. The remaining items were to be considered at the reconvened In-camera Session.

6. Hearings of Deputations and Presentations:**6.1 Request for Delegation - Consent Item CA-2026-032**

R2026-111

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT Michael Bannerman, Patricia Smith and Deepika Mishra representing the Avon Maitland District School Board be heard.

Carried

Avon Maitland District School Board (AMDSB) representatives Michael Bannerman, Chair and Deepika Mishra, School Board Trustee presented their request for Council to endorse the AMDSB letter dated March 7, 2026. The AMDSB is requesting Provincial consultation and transparency regarding potential changes to English Public School Board Governance. Highlights of the presentation included:

- a request for Council to send a letter to endorse the AMDSB's correspondence;
- an overview of the role of the AMDSB school board trustees; and
- an overview of the concerns related to the changes to the school board governance structure.

6.2 ADDED - Request for Delegation – Item 9.1.3 “Queen Street Reconstruction – Open House and Recommendations” (ITS16-007)

R2026-112

Motion by Councillor Burbach

Seconded by Councillor Beatty

THAT Rowan Lubke and Tara Bissett be heard.

Carried

The delegates were not available to present.

7. Orders of the Day:

7.1 Resolution - Draft Plan of Subdivision 31T22-001, Official Plan Amendment Application 001-22; and Zoning By-law Amendment Application Z07-22 - 3980 Road 111 (COU26-038)

The Director of Building and Planning Services provided an overview of the planning report.

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

- there being additional information provided regarding potential changes that can be done for the development including the addition of green standards;

- an overview of the history of the property;
- the developer continuing to work with the Township of Perth East prior to the registration of the plan and the commencement of any construction work;
- the detailed design stage of Road 111 having been done through the Ministry of Transportation and the City and County having been consulted as part of the process;
- the improvements to Road 111 being anticipated for 2026; and
- further design upgrades to be at the developer's expense.

R2026-113

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT the Zoning By-law Amendment, as recommended by staff as per Report COU24-152 for application Z07-22 to rezone the subject lands municipally known as 3980 Road 111 to Residential Fourth Density Zone with site specific regulations (R4), BE APPROVED;

THAT the Official Plan Amendment, as recommended by staff as per Report COU24-152 for application OPA 001-22 to redesignate the subject lands municipally known as 3980 Road 111 to Medium Density Residential, BE APPROVED;

THAT Draft Plan of Subdivision 31T-2201, as recommended by staff as per Report COU24-152, submitted by Paradize Properties Development Ltd., prepared by Municipal Development and Planning Services Inc. (MDPS), and as revised and dated February 27, 2026 to include the 0.3 m reserve blocks requested by the Township of Perth East, for lands known municipally as 3980 Road 111 originally surveyed by Trevor D.A. McNeill, O.L.S. on May 3, 2022, BE APPROVED by the City of Stratford pursuant to Section 51(31) of the Planning Act, subject to the updated conditions attached to Report COU26-038;

THAT the conditions of draft plan approval, as presented in Report COU26-038, include an additional condition requiring the

provision of a minimum affordable housing rate of 25% of the proposed dwelling units;

THAT the conditions of draft plan approval, as presented in Report COU26-038, include an additional condition requiring the provision of energy efficiency and construction standards as part of this development;

AND THAT approval of the Zoning By-law Amendment, Official Plan Amendment, and Draft Plan of Subdivision is recommended for the following reasons:

I. Public interest was considered;

II. The recommended approvals are consistent with the Provincial Planning Statement;

III. The recommended Official Plan and Zoning By-law Amendments will facilitate development that is appropriate for the lands;

IV. It will provide for a range of housing types to meet the needs of existing and future residents; and

V. It is an efficient use of land and infrastructure.

Carried

The meeting moved back to Item 6.2 as the delegates were now present at the meeting.

6.2 ADDED - Request for Delegation – Item 9.1.3 “Queen Street Reconstruction - Open House and Recommendations” (ITS26-007)

Rowan Lubke and Tara Bissett presented to Council with respect to the Queen Street Reconstruction project. Highlights of the presentation included:

- an overview of the proposed changes related to the reconstruction project;
- an overview of the concerns related to the removal of the sidewalk as part of the project;

- an overview of the importance of sidewalks for residents and the neighbourhood; and
- Council being requested to deny the proposal for the sidewalk removal.

The meeting moved to Item 7.2.

7.2 Resolution - Applications for Part Lot Control (PLC01-26) and (PLC02-26), for Blocks 90 and 91 respectively, on Plan 44M-101 (COU26-036)

R2026-114

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT Council APPROVE Part Lot Control Applications PLC01-26 and PLC02-26 to exempt Blocks 90 and 91 respectively, on Registered Plan 44M-101 from Part Lot Control for one year from the date of the passing of the By-law to permit the creation of separate lots for each of the street townhouse dwelling units such that each unit will be under separate ownership.

Carried

7.3 Resolution - Recommendation Report with respect to City-initiated Application for Zoning By-law Amendment Z05-25 (COU26-034)

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

- an overview of the purpose of the proposed housekeeping amendment;
- a summary of the proposed changes;
- an overview of the planning analysis with respect to the proposed amendments;
- an overview of the agency and public consultation completed; and
- an overview of the recommended amendments and deferrals.

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

- there being no changes to the 180-day requirement for short term accommodations;
- any further changes to the Zoning By-law related to short-term accommodations to be done in tandem with changes to the Short-Term Accommodation Licensing By-law;
- an overview of how amendments can be appropriately put forward as a housekeeping amendment in comparison to changes that would require a specific review;
- further amendments related to short-term accommodations to be completed under a focused and comprehensive review;
- there being changes proposed to clarify the permitted use of existing accessory dwelling units in industrial zones;
- this being a historical carry over as the intent of the by-law was to permit one dwelling unit for a caretaker who oversees a facility;
- daycare uses currently being permitted if accessory to an existing institutional use; and
- planning being more permissive to allow daycare use as a standalone use in IN1 and IN2 zones.

R2026-115

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT City Planning-initiated Housekeeping Zoning By-law Amendment to the City of Stratford Comprehensive Zoning By-law 2022-22, be subject to the following amendments:

a) That the definition for “converted dwelling” be retained including related references under the general provisions and any applicable site-specific zones;

- b) That duplex dwellings be included as a form of housing, similar to a single detached, semi-detached and townhouse dwelling, to accommodate an Additional Residential Unit (ARU);**
- c) That Table 9.2 be revised by permitting a new dwelling unit accessory to an industrial use under the General Industrial (I2) Zone;**
- d) That a 0 metre setback apply to balconies limited to the Central Commercial (C3) Zone;**
- e) That the "Structure" definition be revised in that "any hard surface located directly on the ground" be qualified by adding "including a hard surface walkway and stairs related thereto";**
- f) That the provision governing the maximum number of days allowable to operate a short-term rental accommodation, being 180 days, be retained.**

BE APPROVED for the following reasons:

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

THAT no further notice be required under Section 34(17) of the Planning Act given the recommended amendments are minor in nature following the public and agency consultation process;

AND THAT the following matters be deferred for consideration as either part of a City-initiated amendment to the City's Comprehensive Zoning By-law or as part of the City's Comprehensive Zoning By-law review within 3 years of the completed Official Plan review:

- i) The Upper Thames River Conservation Authority's Sourcewater Protection Division's recommendation to update the list of prohibited uses and activities in wellhead protection areas**

consistent with recent amendments to the Thames-Sydenham Source Protection Plan;

ii) The Upper Thames River Conservation Authority's Planning Division request to prohibit Additional Residential Units on lands that would be rendered inaccessible to person and vehicles during flooding and erosion hazards;

iii) Further increasing the maximum height requirement for rear-yard Additional Residential Units.

Carried

7.4 Resolution - Intent to Designate - 87 Nile Street under Part IV, Section 29 of the Ontario Heritage Act (COU26-039)

The Intermediate Planner, referring to a PowerPoint Presentation, provided an overview of the planning report. Highlights of the presentation included;

- an overview of the request for designation and how it came to be;
- an overview of the heritage properties and historical value of the property;
- an overview of the heritage designation criteria under the Ontario Heritage Act and how the property meets the criteria; and
- an overview of the recommendation including the specific heritage properties being designated.

R2026-116

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT City Council issue a notice of intention, consistent with Heritage Stratford's recommendation, to designate 87 Nile Street under Part IV, Section 29 of the Ontario Heritage Act, specifically the:

- a. Red brick house with symmetrical façade**
- b. Low hip roof**
- c. First storey rectangular 6/6 windows**

d. Yellow brick window headers

e. Yellow brick quoins

f. Front door with multi-paned sidelights and transom

AND THAT, subject to designation, a commemorative plaque be installed on the subject lands.

Carried

7.5 Resolution - 2025 Annual Water Summary Report (COU26-037)

The Manager of Environmental Services provided an overview of the report. Highlights of the presentation included:

- an overview of the summary report;
- an overview of the findings related to the City's Drinking Water System; and
- an overview of the inspection results from the Ministry of Environment, Conservation and Parks.

R2026-117

Motion by Councillor Biehn

Seconded by Councillor Beatty

THAT the 2025 Water Summary Report be received for information to keep within the compliance standards set out in Ontario Regulation 170/03.

Carried

7.6 Resolution - Outdoor Patio Program Update (COU26-040)

Members of Council and staff held a discussion with respect to the outdoor patio program update. Highlights of the discussion included:

- the program being very successful and the Downtown Stratford Business Improvement Area (BIA) being supportive of improvements to the program;
- Option 1 to include maintaining the program within the current parameters and as approved during the budget process; and

- a financial analysis including a review of the fees and program funding to be included in the investigation for the replacement of the boardwalks.

R2026-118

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT direction be given to staff to maintain status quo for the 2026 Outdoor Patio Boardwalk season;

AND THAT direction be given to staff to investigate a full replacement of the Outdoor Patio Boardwalks for the 2027 season.

Carried

7.7 Resolution - Treasurer's 2025 Statement of Council Remuneration and Expenses (COU26-035)

R2026-119

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT the report titled, "Treasurer's 2025 Statement of Council Remuneration and Expenses" (COU26-035), be received for information.

Carried

7.8 Resolution - Ontario Pork Congress Municipal Significance

R2026-120

Motion by Councillor Nijjar

Seconded by Councillor Beatty

THAT City Council hereby designates the Ontario Pork Congress trade show to be held June 17-18, 2026, at the Stratford Rotary Complex as having municipal significance for the purpose of obtaining liquor licenses from the AGCO, subject to necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

Carried

7.9 Proclamation - Harriet Tubman Month

R2026-121

Motion by Councillor Wordofa

Seconded by Councillor Burbach

THAT Stratford City Council hereby proclaims March 2026 as Harriet Tubman Month to honour the legacy of Harriet Tubman, the black woman born into slavery in Maryland, United States, in or around 1820, who had the courage to escape slavery in 1849 and went on to become a "conductor" on the Underground Railroad leading hundreds of slaves to freedom;

AND THAT March 10 is hereby proclaimed on an annual basis as Harriet Tubman Day in the City of Stratford beginning on March 10, 2027, in honour of her heroic efforts to stand for human rights, justice and opportunity, and to empower action towards racial equality that continues on after her death on March 10, 1913.

Carried

7.10 Proclamation - Retired Teacher's of Ontario Stratford Branch

R2026-122

Motion by Councillor Wordofa

Seconded by Councillor Burbach

THAT Stratford City Council hereby proclaims April 9, 2026, as a day to celebrate the 70th Anniversary of the Retired Women Teacher's of Ontario Stratford Branch and to honour the contributions they have made in our community.

Carried

7.11 Proclamation - Fibromyalgia Awareness Day

R2026-123

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT Stratford City Council hereby proclaims May 12, 2026, as "Fibromyalgia Awareness Day" in the City of Stratford in support of those living with Fibromyalgia and their families.

Carried

8. Business for Which Previous Notice Has Been Given:

None noted.

9. Reports of the Standing Committees:

9.1 Report of the Infrastructure, Transportation and Safety Committee:

A member requested that Items 9.1.3 and 9.1.5 be taken separately.

R2026-124

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT the Report of the Infrastructure, Transportation and Safety Committee dated March 23, 2026 be adopted as printed, excluding 9.1.3 and 9.1.5.

9.1.1 Drinking Water Quality Management Standard 2025 Infrastructure Review (ITS26-002)

THAT the DWQMS Infrastructure Review 2025 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

9.1.2 Drinking Water Quality Management Standard 2025 Management Review (ITS26-003)

THAT the Management Review Minutes 2025 and Summary Table of Action Items 2025, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

9.1.4 Encroachment Application for 86 Athlone Crescent (ITS26-004)

THAT the application to permit the encroachment of the tandem parking space at 86 Athlone Crescent onto the Athlone Crescent road allowance be approved;

THAT the annual fee of \$254.89 adjusted yearly by the CPI, be added to the property tax bill for 86 Athlone Crescent;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 86 Athlone Crescent.

9.1.3 Queen Street Reconstruction – Open House and Recommendations (ITS26-007)

THAT Council receive the design summary for the Queen Street Reconstruction Project for information;

THAT Council approve the design as outlined in report ITS26-007 and as presented at the Public Open House and on Engage Stratford;

AND THAT Council authorize Staff to proceed with construction tendering.

The Project Manager provided an overview of the report related to the Queen Street Reconstruction - Open House and Recommendations.

Members of Council and staff held a discussion regarding the Queen Street Reconstruction – Open House and Recommendations. Highlights of the discussion included:

- an overview of the trees that will be impacted should sidewalks be installed on both sides of the street;
- there being impact to trees due to the sewer work required;
- there being a policy regarding the installation of sidewalks and the policy needing to be changed should there be an increased priority for keeping sidewalks;
- the road being widened marginally from 6.7 metres to 7 metres as there is not a lot of room for further widening; and
- snow storage being an issue and would be exacerbated if another sidewalk is added to the street.

R2026-125

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT Council receive the design summary for the Queen Street Reconstruction Project for information;

THAT Council approve the design as outlined in report ITS26-007 and as presented at the Public Open House and on Engage Stratford;

AND THAT Council authorize Staff to proceed with construction tendering.

Carried

9.1.5 Encroachment Application for 17 Nile Street (ITS26-005)

THAT Option 2, to permit the existing stairs, walkway, fence, and retaining wall to encroach onto the Nile Street road allowance be approved;

THAT the encroachment application to expand the existing driveway be denied;

THAT the annual fee of \$92.43 adjusted yearly by the CPI, be added to the property tax bill for 17 Nile Street;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 17 Nile Street.

R2026-126

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT Option 2, to permit the existing stairs, walkway, fence, and retaining wall to encroach onto the Nile Street road allowance be approved;

THAT the encroachment application to expand the existing driveway be denied;

THAT the annual fee of \$92.43 adjusted yearly by the CPI, be added to the property tax bill for 17 Nile Street;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 17 Nile Street.

Carried

9.2 Report of the Planning and Heritage Committee:

R2026-127

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT the Report of the Planning and Heritage Committee dated March 23, 2026 be adopted as printed.

Carried

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

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.

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

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).

10. Notice of Intent:

10.1 Notice of Motion

At the April 13, 2026 Regular meeting, Councillor Burbach intends to put forward the following motion for consideration:

THAT the Council of The Corporation of the City of Stratford support Bill 21, Protect Our Food Act, 2025 and strongly urges the provincial government to support this and every measure to protect our farmland, to aggressively prevent further losses and to ensure the future of agriculture in Ontario for future generations;

AND THAT a copy of this resolution be sent to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness, the Minister of the Environment, Conservation and Parks; Guelph MPP Mike Schreiner, Perth Wellington MPP Matthew Rae, the Ontario Federation of Agriculture, the Association of Municipalities of Ontario, and all Municipalities in Ontario.

11. Reading of the By-laws:

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

A request was made to take Item 11.2 separately.

R2026-128

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT By-laws 38-2026 to 43-2026 be taken collectively.

Carried unanimously

R2026-129

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-laws 38-2026 to 43-2026 be read a First and Second Time.

Carried two-thirds support

R2026-130

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT By-laws 38-2026 to 43-2026 be read a Third Time and Finally Passed.

Carried

R2026-131

Motion by Councillor McCabe

Seconded by Councillor Nijjar

THAT By-law 44-2026 be read a First and Second Time.

Carried two-thirds support

R2026-132

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-law 44-2026 be read a Third Time and Finally Passed.

Carried

11.1 Encroachment Agreement - 86 Athlone Crescent - By-law 38-2026

To authorize the entering into and execution of an encroachment agreement with Balaji Ramachandiran and Hemalatha Balaji Jambunathan to permit the tandem parking space to encroach onto the Athlone Crescent road allowance at 86 Athlone Crescent.

11.2 Encroachment Agreement - 17 Nile Street - By-law 44-2026

To authorize the entering into and execution of an encroachment agreement with Robert Bosworth and Caroline Babb to permit the existing stairs, walkway, fence, and retaining wall to encroach onto the Nile Street road allowance.

11.3 Part Lot Control Application PLC01-26 - Cachet - Block 90 - By-law 39-2026

To exempt Block 90 on Plan 44M-101, being Parts 1 to 12 (inclusive) on Plan 44R-6461 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 PLC02-26 - Cachet - Block 91 - By-law 40-2026

To exempt Block 91 on Plan 44M-101, being Parts 1 to 9 (inclusive) on Plan 44R-6462 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 Housekeeping Zoning By-law Amendment - By-law 41-2026

To amend By-law 10-2022 as amended, with respect to a housekeeping amendment regarding updated provisions to provide necessary clarifications to ensure a more efficient administration of said By-law applying to all lands in the City of Stratford.

11.6 Adopt OPA No. 36 - 3980 Road 111 - By-law 42-2026

To adopt Official Plan Amendment No. 36 to redesignate the lands municipally known as 3980 Road 111 in the City of Stratford to "Medium Density Residential" designation.

11.7 Zoning By-law Amendment 3980 Road 111 - By-law 43-2026

To amend By-law 10-2022 as amended, with respect to Zoning By-law Amendment application Z07-22 by Paradize Properties Development Ltd. to amend the zoning at 3980 Road 111 within Draft Plan of Subdivision 31T22-001 to be 'Medium Density Residential' (R4) as described herein.

12. Consent Agenda: CA-2026-027 to CA-2026-033**12.1 CA-2026-032**

R2026-133

Motion by Councillor Burbach

Seconded by Councillor Sebben

THAT CA-2026-032, being a letter from the Avon Maitland District School Board regarding a Request for Provincial

Consultation and Transparency Regarding Potential Changes to English Public School Board Governance, be supported;

AND THAT Council send a letter to the Premier and the Minister of Education in support of the request.

Carried

12.2 CA-2026-033

R2026-134

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT CA-2026-033, being a resolution from The Regional Municipality of York regarding Circular Materials Ontario, be endorsed.

Carried

13. New Business:

None noted.

14. Adjournment to Standing Committees:

The next Regular Council meeting is April 13, 2026 in the Council Chamber, City Hall.

R2026-135

Motion by Councillor Nijjar

Seconded by Councillor Hunter

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

- **Social Services Committee [7:05 or thereafter following the Regular Council meeting];**

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

Carried

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

The Municipal Conflict of Interest Act requires any member of Council declaring a pecuniary interest and the general nature thereof, where the

interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the Act.

Declarations of Pecuniary Interest made at Standing Committee meetings held on March 23, 2026 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 March 23, 2026 Council Reconvene meeting.

15.2 Reading of the Confirmatory By-law:

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

By-law 11.8 Confirmatory By-law 45-2026

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on March 23, 2026.

R2026-136

Motion by Councillor Beatty

Seconded by Councillor Nijjar

THAT By-law 45-2026 be read a First and Second Time.

Carried two-thirds support

R2026-137

Motion by Councillor Biehn

Seconded by Councillor Sebben

THAT By-law 45-2026 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2026-138

Motion by Councillor Beatty

Seconded by Councillor Burbach

THAT the March 23, 2026 Regular Council meeting adjourn to convene into the Committee of the Whole In-camera Session for the following items and reconvene into Open Session after the closed session:

4.1 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-08) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e); and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-09) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e).

4.3 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-07) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e).

5.1 Confidential Report of the Chief Administrative Officer with respect to an update on the CAO's performance (CM-26-06) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Carried

Council moved into the In-camera Session at 8:35 P.M.

Council reconvened into Open Session at 9:04 P.M.

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

5.1 At the March 23, 2026, Reconvene Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-08) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e); and Advice

that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

4.2 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-09) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e)).

4.3 Confidential Verbal Update of the Chief Administrative Officer with respect to an update on a litigation matter (CM-26-07) - Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (section 239.(2)(e)).

5.1 Confidential Report of the Chief Administrative Officer with respect to an update on the CAO's performance (CM-26-06) - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Reconvene Session, verbal updates were received with respect to Items 4.2 and 4.3 and no direction was given. Discussion continued with respect to Item 4.1 and no further direction was given. An update was received with respect to Item 5.1 and no direction was given.

R2026-139

Motion by Councillor Burbach

Seconded by Councillor Nijjar

THAT the March 23, 2026 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 8:25 P.M.

Reconvene Meeting Start Time: 8:28 P.M.

Reconvene Meeting End Time: 9:06 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



PLANNING REPORT

Date: April 13, 2026
To: Mayor Ritsma and Council
From: Stuart Filson, Supervisor of Planning Policy and Placemaking
 Adam Betteridge, Director of Building and Planning Services
Report Number: COU26-046
Attachments: None

Title: University of Waterloo Student Presentation on Official Plan Monitoring and Evaluation

Objective: To receive a presentation from a team of students in the University of Waterloo School of Planning course PLAN 452/652, outlining their recommendations for an Official Plan monitoring and evaluation framework for the City of Stratford.

Background: The City of Stratford participated as a “real-world” case municipality for senior undergraduate and graduate-level plan evaluation projects led by Dr. Mark Seasons. Stratford was selected alongside six other municipalities/jurisdictions, including Vernon (BC), Saanich (BC), Calgary (Alberta), Airdrie (Alberta), Kitchener (Ontario), and Hollywood (Florida).

The students’ work focuses on official plan monitoring and evaluation practices, with the intent of supporting municipalities in developing practical approaches to track Official Plan implementation and outcomes over time.

Analysis: As part of Stratford’s Official Plan Review/Update, staff continue to advance work to modernize policy direction and strengthen implementation practices. The student team have prepared recommendations intended to support a structured monitoring and evaluation approach, including proposed indicators and responsibilities that can be considered as part of the Official Plan update and associated implementation tools.

The presentation provides an overview of the recommended monitoring framework (including example indicators for housing, sustainability, transportation, and employment) and how an approach could be applied following adoption of an updated Official Plan. Planning Staff will review and consider the recommendations as part of ongoing Official Plan work.

Financial Implications: There are no financial implications resulting from this report.

Staff Recommendation: **THAT Council receive the presentation from the University of Waterloo School of Planning (PLAN 452/652) student team regarding recommended Official Plan monitoring and evaluation approaches for the City of Stratford, for information.**

Recommended by: Stuart Filson, MSc, GDPA, MCIP, RPP, Supervisor of Planning Policy and Placemaking
Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services

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



MANAGEMENT REPORT

Date: April 13, 2026
To: Mayor and City Council
From: Richard Anderson, Deputy Fire Chief/CEMC
Report Number: COU26-042
Attachments: None

Title: Community Emergency Preparedness Grant Transfer Payment Agreement

Objective: Objective: To seek City Council approval to authorize the Mayor and City Clerk to sign the Funding Agreement between the Province of Ontario and City of Stratford. This agreement is in support of a recent successful application for \$40,679.25.

Background: On September 16, 2025, the Ontario government announced a third iteration of the Community Emergency Preparedness Grant to boost emergency preparedness across the province. This application-based grant allocates up to \$15 million province wide for the purchase of critical emergency supplies, equipment and deliver training and services to improve local emergency preparation and response.

Grants were available in the amount of \$5,000 to \$50,000 per project. This was a competitive application-based program with successful applicants demonstrating need (how often an emergency occurs and its impact), capacity (ability to complete the project and manage resources acquired through grant funding) and alignment with program objectives. Projects must be completed by end of September 25, 2026.

Analysis: The Community Emergency Management Coordinator (CEMC) applied for just over \$40,000 of grant funding to enhance and prepare the City's Emergency Operation Centre (EOC) and to properly equip both first responders at ground zero (Emergency Shelter) as well as properly outfitting the Reception Centre.

Based upon the grant allocated, the CEMC applied for an Inflatable Emergency Shelter (\$25,679.25), equipment and items to properly equip an EOC for short to long term sustainability (\$15,000).

The quote for all items amounts to \$40,679.25. The item will be recorded as a capital purchase and funded from the grant revenues.

To receive the funds through the Ontario transfer program, the Ontario Transfer Funding Agreement must be signed by signatories who have the authority to bind the Corporation.

Financial Implications:

Financial impact to current year operating budget:

There would be no financial impact to the 2026 budget.

Link to asset management plan and strategy:

This grant will enhance and prepare the City's Emergency Operation Centre (EOC), first responders, as well as a Reception Centre.

Once the resources are in place, their upkeep will be supported through regular allocation of budget dollars in the existing Emergency Management line item. Many of the resources requested would be replaced on an 'as required' basis, due to their loss of function, and planned for based on estimated useful life. Most of the items require limited or no upkeep and only occasional replacement. The items that expire would be tracked by the CEMC, and replacement planned appropriately, based upon their expiration date.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report and corresponding investment in asset replacement aligns directly with this Strategic Priority as it is asset and infrastructure maintenance and replacement.

Alignment with One Planet Principles:

Not applicable: This investment does not align with the One Planet Principles.

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of Emergency Preparedness and Response, to purchase critical supplies and equipment, to improve local emergency response and to improve and enhance the level of emergency management preparedness 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 Community Emergency Preparedness Grant on behalf of the Corporation.

Prepared by: Richard Anderson, Deputy Fire Chief/CEMC

Recommended by: Neil Anderson, Director of Emergency Services/Fire Chief
André Morin, Chief Administrative Officer



MANAGEMENT REPORT

Date: April 13, 2026
To: Mayor and Council
From: Ryan Queenan, Planner
Report Number: COU26-043
Attachments: None

Title: Erie Street - 0.3 metre Reserve for Lands Located at 976 Erie Street

Objective: To declare as public highway, Part 4 on Plan 44R-6473, a 0.3 m reserve on Erie Street, to allow driveway access for a proposed building materials yard on the subject lands.

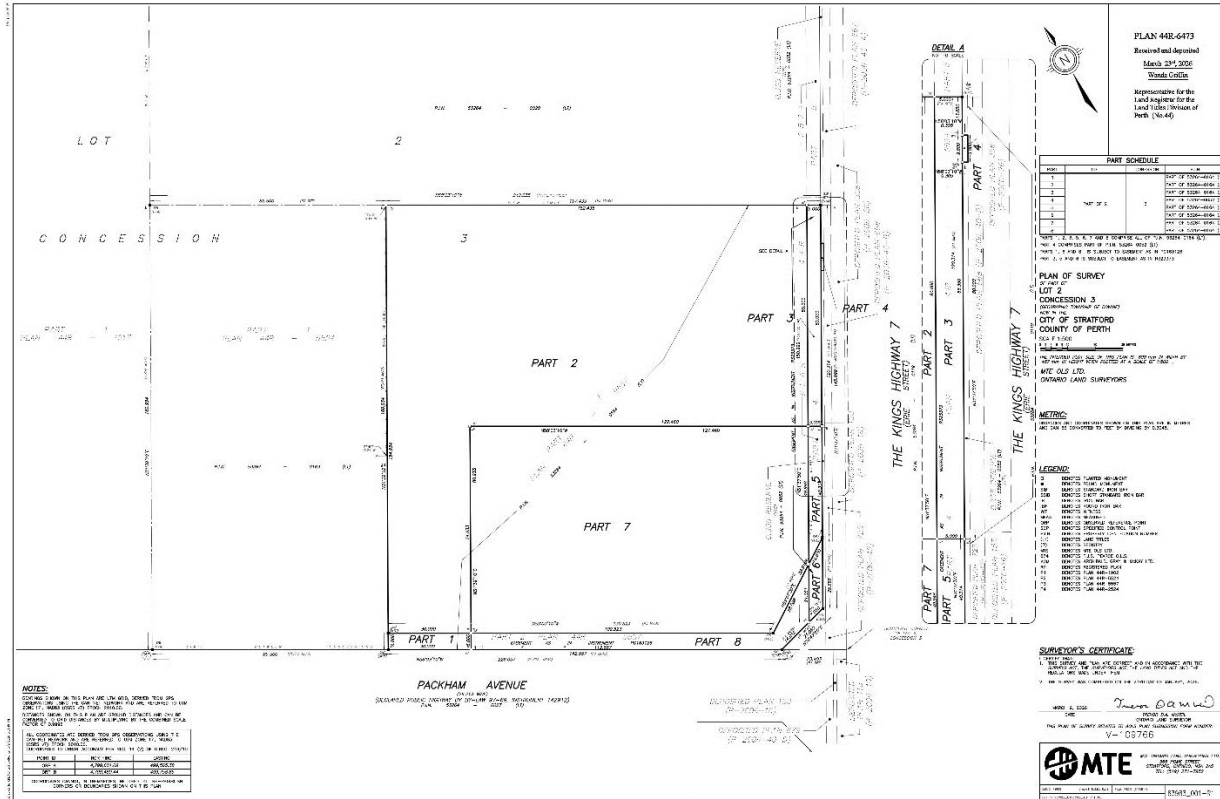
Background: The lands are located on the west side of Erie Street and on the north side of Packham Avenue. These lands are subject to Application for Consent B15-25 and Application for Site Plan Approval SP06-25 submitted by Zelinka Priamo Ltd. (c/o Aliyah Richards) on behalf of 1935362 Ontario Inc. (c/o Pete Hyde).

On February 18, 2026, the City of Stratford's Committee of Adjustment granted consent to allow for the creation of two lots at 976 Erie Street, subject to several conditions, including that the 0.3 m reserve along the Erie Street frontage of the subject lands shall be removed limited to the driveway access for the proposed lands to be severed.

The purpose of this request is to clear the condition for Application for Consent B15-25, ultimately to facilitate the proposed site layout associated with Site Plan Approval Application SP06-25 and limited to the development of the lands to be severed. There is no development proposal for the lands to be retained.

Analysis: To facilitate the direct driveway access to Erie Street for the proposed building materials yard, the applicant retained an Ontario Land Surveyor who provided Plan 44R-6473 (shown below).

Reference Plan 44R-6473



Prepared to the satisfaction of the Manager of Planning, Part 4 on said Plan aligns with the proposed driveway access outlined in the proposed Site Plan for Application SP06-25 (shown below).

Staff Recommendation: THAT the City of Stratford declare Part 4 on Plan 44R-6473 as public highway and dedicate it as forming part of Erie Street.

Prepared by: Ryan Queenan, Planner

Reviewed by: Marc Bancroft, MPL, MCIP, RPP, Manager of Planning

Recommended by: Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services

André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: April 13, 2026
To: Mayor and Council
From: Brent Raycraft, Manager of Fleet Operations
Report Number: COU26-041
Attachments: None

Title: Purchase of Landfill Compactor

Objective: To award the Supply and Delivery of One Landfill Compactor to SMS Equipment of Etobicoke Ontario.

Background: The City of Stratford's budget included replacing one Landfill Compactor (D.7.8) that was at the end of its service life (10 years) at an estimated cost of \$1,600,000. The current unit is small and consistently failing, resulting in interruptions to operations on a regular basis. It has logged over 13,500 hours and repair costs are increasing each year. The waste study also identified this equipment as requiring replacement.

Analysis: The City of Stratford periodically participates in cooperative procurement programs. The Canoe Procurement Group of Canada, administered through Local Authority Services (LAS) in partnership with the Association of Municipalities of Ontario (AMO), enables municipalities to purchase commonly used goods and services at preferential pricing. Canoe offers access to pre-qualified, competitively priced suppliers without the City having to issue its own tender or RFP, as LAS completes much of the upfront vendor and contract vetting.

Through the Canoe Purchasing Group of Canada, Staff issued a Request for Tender to more than ten suppliers and received three submissions:

Valid Compactor Quotes (Excluding HST)

- Humdinger Equipment (Tana): \$1,661,335.00
- Toromont (CAT): \$1,604,127.32
- SMS Equipment (Bomag): \$1,522,455.00

A preventative maintenance service, complemented with a 60 month / 10000 hr Armour Premium warranty package, is included in the pricing.

The 2026 budget estimated the capital expenditure at \$1,600,000 and was to be funded through the transfers to reserve funds / Fleet Reserve Fund (R-R11-Flet). The actual spend cost to the City with HST rebates will be \$1,549,250.21.

Staff recommend proceeding with the purchase of a Bomag BC873 landfill compactor from SMS Equipment (Etobicoke, Ontario). SMS Equipment submitted the lowest-priced, fully compliant bid and provided a complete landfill compactor package that meets all required specifications.

The BC873 will support efforts to extend the service life of the City of Stratford landfill by complementing the existing fleet and improving compaction performance over the current compactor. This is expected to result in a denser, more stable working face and improved overall site operations.

The purchase of this unit will also advance the City of Stratford's climate change objectives through Stage V / Tier 4 Final emissions technology and a fuel-efficient Cummins engine, helping to reduce fuel consumption.

Financial Implications:

Financial impact to current year operating budget:

There is no financial impact to the current year operating budget that was prepared with this purchase included. Repairs and maintenance costs will be reduced with a newer unit.

Financial impact on future year operating budget:

There is no financial impact to the future year operating budget that was prepared with this purchase included, noting that while under warranty, operational costs are anticipated to be nominal.

Link to asset management plan and strategy:

Based on the estimated future timing and replacements cost of this system, there is an annual impact on future year operating budgets of approximately \$107,000 which is substantially included in the annual transfers to reserve funds already.

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 One Planet Principles:**Land and Nature**

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

Material and Products

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

Zero Waste

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

Zero Carbon Energy

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

Staff Recommendation: THAT the Tender for the supply and delivery of one new Landfill Compactor from SMS Equipment of Etobicoke, Ontario at a total cost of \$1,720,374.15, including HST, be approved.

Prepared by: Brent Raycraft, Manager of Fleet Operations
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: April 13, 2026
To: Mayor and Council
From: Nathan Bottema, Manager of Engineering
Report Number: COU26-044
Attachments: T-2025-54 Bid Summary

Title: T-2025-54 Downtown Intersection Improvements Tender Award

Objective: To obtain Council approval to accept the lowest bid from Steve Smith Construction Corporation of \$390,737.50 including HST, for the Downtown Intersection Improvements Project.

Background: The Downtown Intersection Improvement project scope includes geometric upgrades at three intersections identified in the 2021 Downtown Traffic Study (COU21-009) and 2023 Transportation Master Plan: Ontario Street at Church Street, Ontario Street at Waterloo Street, and Downie Street at George Street.

At each location, curb extensions are proposed to support traffic calming and shorten pedestrian crossing distances. In addition, a raised pedestrian crossing is proposed at Downie Street and George Street, and an infiltration trench and supplementary street lighting are proposed at Ontario Street and Church Street.

In 2024, the Active Transportation Advisory Committee requested that staff review the feasibility of a pedestrian crossing at Huron and York Street during the design phase. Given the existing horizontal alignment, surrounding roadway conditions, and inadequate stopping sight distance for westbound drivers, it is not feasible to develop a pedestrian crossing design that meets typical engineering standards and guideline requirements. In addition, any new pedestrian crossings on connecting link highways would require a consultant-led traffic impact assessment to evaluate impacts on traffic operations, with the final design and implementation subject to Ministry of Transportation review and approval.

Staff plan to install additional wayfinding/signage to direct pedestrians to cross Huron Street at a nearby signalized intersection.

The Downtown Intersection Improvement Project tender was posted on the City's website and on the Bids and Tenders public form on March 6, 2026, with the tender bidding period closing on March 27, 2026. Construction is planned to start mid-April 2026.

Analysis: There was a total of twenty-nine (29) contractors that picked up plans for the project, with six (6) submitting official bids. The lowest qualified bid of \$390,737.50 including HST was submitted by Steve Smith Construction Corporation. The submission was reviewed, and their experience and references were checked with positive results.

Financial Implications:

Financial impact to current year operating budget:

The 2024 budget was approved at an expenditure of \$1,200,000.00 for Downtown Intersection Improvements, funded from the Ontario Community Infrastructure Fund and Public Reserve Fund (R-R11-PWCA) and has been carried over to 2027. The actual spend is \$345,785.40 excluding HST, which equates to \$351,663.75 with non-recoverable HST. In addition to this amount there will be an additional cost for geotechnical material testing and to vegetate the infiltration trench, estimated to cost \$25,000.00.

The unspent budget will be carried forward to support a second Downtown Intersection Improvement contract in 2026 for the design and construction of improvements at the Ontario, Erie, and Downie Street intersection.

Financial impact on future year operating budget:

There will be a negligible impact on future year operating budgets.

Link to asset management plan and strategy:

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

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the improved intersection geometry enhances pedestrian safety and walkability, reinforcing the City's commitment to a connected, accessible, and well-functioning pedestrian network.

Alignment with One Planet Principles:

Health and Happiness

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

Land and Nature

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

Travel and Transport

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

Staff Recommendation: THAT the Tender (T-2025-54) for the Downtown Intersection Improvements project be awarded to Steve Smith Construction Corporation at a total cost of \$390,737.50, including HST;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the contract agreement for T-2025-54.

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

T-2025-54

Downtown Intersection Improvements

Closing Date: March 27, 2026

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Bid Submission</u>
Steve Smith Construction Corporation	Stratford, Ontario	Submission 1	\$390,737.50
Vista Contracting Ltd	Cambridge, Ontario	Submission 1	\$440,045.00
Dufferin Construction Company, A division of CRH Canada Group Inc.	London, Ontario	Submission 1	\$508,252.55
D Rock Paving	Brampton, Ontario	Submission 1	\$559,028.38
GIP Paving Inc.	Petersburg, Ontario	Submission 1	\$585,776.79
KWS Electrical Services	London, Ontario	Submission 1	\$593,736.25



MANAGEMENT REPORT

Date: April 13, 2026
To: Mayor and Council
From: Brent Raycraft, Manager of Fleet Operations
Report Number: COU26-045
Attachments: T-2026-03 Bid Analysis

Title: To Supply and Deliver Seven (7) Vehicles

Objective: To obtain Council approval to award Tender T-2026-03 for the supply and delivery of seven (7) replacement Fleet vehicles, as follows: Three (3) Mid-Size Hybrid SUVs to Listowel CDJR LTD of Listowel Ontario, Two (2) Full Size Hybrid Pickup Trucks to East Court Ford Lincoln of Toronto Ontario and Two (2) Full Size Work Vans to Blue Mountain Chrysler Ltd. Of Collingwood Ontario.

Background: In accordance with the approved 2026 Capital Budget, the Fleet Division has consolidated the purchase of seven (7) vehicles to replace the aging assets. Of these replacements, five (5) will be transition from gasoline-only to hybrid models, supporting the City's ongoing efforts to improve fleet efficiency and reduce green house gas emissions. The seven (7) vehicles included in this procurement are: three (3) hybrid mid-size SUVs (D.7.4, D.7.5 and a carry over from 2025 D.7.), two (2) full size hybrid pickup trucks (D.7.1 and D.7.1) and two (2) full size one ton work vans (D.7.6 and D.7.7). Staff issued the tender through the City's Bids and Tenders platform and received four (4) submissions. Following review, staff determined that a shared award to Listowel CDJR Ltd of Listowel, East Court Ford Lincoln of Toronto and Blue Mountain Chrysler LTD. of Collingwood, represents the compliant bids that best meet the required specifications for each vehicle category.

Analysis: This procurement supports the Fleet Division's vehicle replacement program and the City's broader climate sustainability objectives. With this purchase, the City will add five (5) additional hybrid vehicles to the municipal Fleet, bringing the total number of hybrid vehicles in service to thirty-nine (39). The transition from gasoline -only vehicles to hybrid models is expected to reduce fuel consumption and lower greenhouse gas emissions over the life cycle of the vehicles. The two (2) one (1) ton vans are intended to meet operational requirements for service delivery while also complying with current emissions standards applicable to their class.

Financial Implications:

Financial impact to current year operating budget:

The 2026 Budget had an overall total approval amount of \$470,000.00, the total amount of the submissions to be awarded is \$419,495.86 taxes not included, \$474,030.32 HST included, non-refundable HST totaling \$426,878.99 funded by the Fleet Reserve Fund (R-R11-Flet).

Financial impact on future year operating budget:

Preventative Maintenance Service only until warranty expires.

Link to asset management plan and strategy:

Based on the estimated future timing and replacements cost of this system, there should be a continued annual impact on future year operating budgets of approximately \$43,000. This is captured during the budget process, in the transfers to capital reserves to set aside funds for the eventual replacement with a useful lifecycle of 10 years.

Alignment with Strategic Priorities:

Intentionally Change to Support the Future

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

Alignment with One Planet Principles:

Travel and Transport

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

Material and Products

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

Zero Waste

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

Zero Carbon Energy

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

Staff Recommendation: THAT the portion of the tender (T-2026-03) for the supply and delivery of three (3) Mid-size SUVs be awarded to Listowel CDJR LTD. at a total tender price of \$178,890.30, including HST;

THAT the portion of tender (T-2026-03) for the supply and delivery of two (2) Hybrid Full Size Pickup Trucks be awarded to East Court Ford Lincoln at a total tender price of \$135,956.92, including HST;

AND THAT the portion of the tender (T-2026-03) for the supply and delivery of two (2) Full Size One (1) Ton Work Vans be awarded to Blue Mountain Chrysler Ltd. at a total tender price of \$159,183.10, including HST.

Prepared by: Brent Raycraft, Manager of Fleet Operations
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
André Morin, CPA, Chief Administrative Officer

Item	Qty	Blue Mountain Chrysler Ltd	Listowel CDJR 2020 Ltd	12699273 Canada Inc.	East Court Ford Lincoln
Mid-Size Hybrid Sport Utility (SUV)	3	\$157,284.00	\$158,310.00	\$136,338.00	
Full-Size Hybrid Pick Up Trucks	2				\$120,315.86
Full-Size One Ton Vans	2	\$140,870.00	\$149,390.00		\$155,917.08

March 9, 2026

Dear Head of Council, Members of Council, and Municipal Staff,

RE: 2026 Ontario Small Urban Municipalities (OSUM) Conference, Trade Show and Executive Committee Nominations

The 70th Ontario Small Urban Municipalities (OSUM) Annual Conference and Trade Show will be held in the Town of Parry Sound, Ontario, from April 29, 2026 to May 1, 2026. We look forward to welcoming members for an opportunity to connect, share ideas, and engage on issues important to small urban municipalities across Ontario.

OSUM is the small urban voice of the province. It is an integral part of the Association of Municipalities of Ontario (AMO) and includes a number of Board Members who serve on the AMO Board of Directors. OSUM provides an important forum for elected and appointed municipal officials to exchange information and examine pressing and emerging issues facing small urban communities. OSUM is the vehicle by which matters of common interest can be addressed through collective action to improve local government service across Ontario.

Nominations for the OSUM Executive Committee are now open. Please find the enclosed nomination form, which must be submitted to the undersigned no later than 4:00 p.m. on April 10, 2026.

Registration and accommodation information for the 2026 OSUM Conference in Parry Sound will be available here: www.osum.ca.

Yours truly,



Larry J. McCabe
Administrative Officer
Ontario Small Urban Municipalities
153 Bethune Crescent
Goderich, ON N7A 4M2
larryjmccabe@gmail.com
Cell: (519) 525-8122

PROCLAMATION***Melanoma and Skin Cancer Awareness Month*****May 1st to 31st,, 2026****“MELANOMA AND SKIN CANCER AWARENESS MONTH”**

WHEREAS It is imperative that communities across Canada be reminded of the importance of sun safety;

AND WHEREAS Over-exposure to UV radiation is one of the major causes of melanoma and non-melanoma skin cancers;

AND WHEREAS Skin cancer is the most common of all cancers. 1 in 6 Canadians born in the 1990s will get skin cancer in their lifetimes;

AND WHEREAS Many people seek sun without taking the advisable precautionary measures and are unaware that any darkening of skin colour, including a tan, is indicative of UV damage;

AND WHEREAS Skin self-examinations should be performed on a monthly basis because skin cancers are highly treatable when detected early;

AND WHEREAS Save Your Skin Foundation is dedicated to the fight against non-melanoma skin cancers, melanoma and ocular melanoma through nationwide education, advocacy, and awareness initiatives:

NOW THEREFORE I, Martin Ritsma, Mayor of Stratford, do hereby proclaim May 2026, as “Melanoma and Skin Cancer Awareness Month” in Stratford.

WHEREAS Private Member's Bill 21 has been introduced into the legislature, a bill to protect Ontario's future food sovereignty; and

WHEREAS arable land is a critical finite resource; and

WHEREAS Ontario has lost 2.8 million acres of farmland in the last three decades and Ontario currently loses as much as 319 acres of farmland a day; and

WHEREAS Ontario's farmland provides food, fiber and fuel to all of Ontario and beyond; and

WHEREAS Perth County holds some of the best farmland in Ontario and is facing pressures to increase sprawl into important agricultural lands. While we need housing, sacrificing our food security can cause issues for our local economies and communities and undermine our ability to provide food for our local communities.

WHEREAS the Bill is supported by the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers and the National Farmers Union, reflecting broad support within the farming community on an exploratory basis; and

WHEREAS the Bill will encourage farmers to create succession plans and to reinvest in their farms;

WHEREAS a significant portion of Ontario's food supply comes from the US, where current protectionism practices are creating ambiguity and uncertainty in the food supply chain;

AND WHEREAS the City of Stratford encourages the Province to continue to use all available tools and supports, including incentives, grants, infrastructure investment, and innovation programs to promote and expand local food production, enhance on-farm viability, and strengthen Ontario's food security;

NOW THEREFORE BE IT RESOLVED THAT the Council of the City of Stratford support Bill 21, Protect Our Food Act, 2025 and strongly urges the provincial government to support this and every measure to protect our farmland, to aggressively prevent further losses and to ensure the future of agriculture in Ontario for future generations; and

THAT a copy of this resolution be sent to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness, the Minister of the Environment, Conservation and Parks; Guelph MPP Mike Schreiner, Perth Wellington MPP Matthew Rae, the Ontario Federation of Agriculture, the Association of Municipalities of Ontario, and all Municipalities in Ontario.

Queen's Park Office
Main Legislative Building, Unit 451
Toronto, ON M7A 1A8

416 325.4664
mschreiner@ola.org



Mike Schreiner, MPP
Guelph

Guelph Constituency Office
173 Woolwich Unit 102
Guelph, ON N1H 3V4

519.836.4190
mschreiner-co@ola.org

March 31, 2026

Dear Stratford Council members.

Thank you for giving me the opportunity to address you in this letter and special thanks to Councillor Jo-Dee Burbach for her motion to support Bill 21, Protect Our Food Act.

Now more than ever - at a time when we are facing threats to our sovereignty and our economy - I believe we must work across party and jurisdictional lines to support our local economy, protect our ability to feed ourselves and ensure the viability of Ontario's food and farming sector.

Ontario farmers grow more than 200 different crops on 49,600 farms across the province and the province's agriculture sector contributes over \$52 billion to the provincial economy, employing over 875,000 people. One in nine jobs in Ontario are in the agrifood economy.

All of that is at risk because Ontario loses 319 acres of farmland every day - the equivalent of losing 9 family farms each week - to urban sprawl, major highway projects, aggregate mining and other developments.

In fact, in the past 35 years, Ontario has lost 2.8 million acres (18%) of its farmland to non-agricultural land uses.

This is especially concerning because only 5% of Ontario's land is suitable for growing food and raising livestock and only 0.5% of Ontario's land is prime farmland.

It is critically important to protect farmland because once you lose it, it is gone for generations. That's why MPP Brady and I teamed up to introduce Bill 21, the *Protect Our Food Act*, to create a Foodbelt to protect farmland.

If passed, the Bill will establish **The Foodbelt Protection Plan Advisory Committee**, comprised of farmers, agricultural experts, soil scientists, professional planners and food and agricultural organizations.

The committee would make recommendations for a Foodbelt Protection Plan that would ensure the preservation and enhancement of agricultural land.

The committee's work would result in a report addressing key priorities such as:

- Reducing farmland speculation
- Improving soil health
- And a plan to protect and enhance farmland

I want to emphasize that this would be a farmer led committee and a farmer-led process.

I have been so grateful to receive endorsements for Bill 21 from many farm organizations such as the Ontario Federation of Agricultural, the Christian Farmers Federation of Ontario, the National Farmers Union and others.

I also want to thank people for the support we have received from every part of the province, from urban and rural folks and from people across the political spectrum.

I think this bill has received so much attention and support because people know that now is the time to protect our farmland, support farmers, and grow more food right here at home.

Food security is national security and without farmland, there are no farms, no food, no future.

I want to thank you again for your interest in this bill. Your support would make a real difference in building support for protecting Ontario's farmland.

Yours sincerely,

A handwritten signature in cursive script that reads "Mike Schreiner". The signature is written in black ink on a white background.

Mike Schreiner
MPP, Guelph



MANAGEMENT REPORT

Date: March 10, 2026
To: Social Services Sub-Committee
From: Shannon Archer, Business and Integration Manager
Report Number: SOC26-003
Attachments: None

Title: 2025 Rent Supplement and Housing Allowance Review

Objective: To provide the Mayor and Council with an update of City initiatives relating to housing and homelessness programs, including rent supplements and housing allowances provided during 2025.

Background: Background: The Social Services Department of The City of Stratford serves as the Consolidated Municipal Services Manager (CMSM) for social services programs within the City of Stratford, Town of St. Marys, and the County of Perth. The department is responsible for addressing housing and homelessness by offering a variety of programs and services to community members who are actively experiencing or at risk of homelessness.

The Housing and Homelessness and Housing Stability divisions within the Social Services Department jointly administer housing allowance and rent supplement programs within the service area. These programs receive funding from both the Municipal and upper-tier government levels. Changes to program funding from upper-tier government levels in 2022 shifted toward streamlined funding to provide CMSMs with flexibility in targeting the greatest community need.

Staff actively pursue applicable program grants as they become available in order to enhance rent supplement and housing allowance programs. In 2025 The City of Stratford was successful in securing \$120,000 in funding through the Canadian Alliance to End Homelessness (CAEH), specifically through the Homelessness Reduction Innovation Fund (HRIF). Details of this program are outlined in report SOC25-009.

Analysis: The City of Stratford is committed to ending chronic homelessness and increasing the range of housing options is a crucial step in achieving this goal. Housing allowances and rent supplements play a significant role in assisting community members in securing appropriate and affordable housing.

In 2025, a total of \$943,205 in housing allowances and rent supplements was provided to 195 households in the CMSM service area. Further, twelve households were referred to the Canada Ontario Housing Benefit (COHB) program administered by the Province of Ontario.

Housing Allowances

Housing allowance agreements are provided directly to the household members and are a fixed monthly subsidy intended to assist in bridging the gap between current market rents and the household's calculated ability to pay. Because the allowance is tied to the members the benefit is portable if the client remains within the CMSM service area and continues to meet eligibility requirements. During 2025 there were forty-nine households assisted through housing allowances with an average monthly benefit of \$269.

Rent Supplements

Rent supplement agreements are entered directly with property owners and are based on the difference between the private market rent charge and the rent-geared-to-income calculation for the household. Because the rent supplement is tied to the property the benefit remains with the unit should a client relocate. A new eligible household would be referred to that unit and the benefit may be adjusted based on the new rent-geared-to-income calculation. During 2025 there were 146 households assisted through rent supplements with an average monthly benefit of \$448.

Canada Ontario Housing Benefit

The Canada Ontario Housing Benefit (COHB) is a housing allowance program administered by the Province of Ontario. Agreements are made directly with the household and are based on a calculation between the area's average market rent and the household's calculated ability to pay. Because this benefit is administered at the provincial level, the benefit is portable anywhere in Ontario provided the client continues to meet eligibility requirements. Since the inception of the COHB program in 2020 there have been a total of 162 households referred from the City of Stratford CMSM area to this program.

Financial Implications:

Financial impact to current year operating budget:

There are no financial implications resulting from this report as it is for information only.

Financial impact on future year operating budget:

Future financial impacts may result from any changes in upper-tier government funding, changes in private property owner participation or changes in community need.

Alignment with Strategic Priorities:

Build Housing Stability

Providing housing allowances and rent subsidies helps to bridge the gap between what a household can afford and prevailing market rents. This promotes stabilization of tenancies, prevents arrears accumulation, and reduces instances of homelessness.

Work Together For Greater Impact

Partnering with private landlords and working directly with qualified households expands the range of attainable housing options across the community.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Culture and Community

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

Staff Recommendation: THAT the report titled, "2025 Rent Supplement and Housing Allowance Review" (SOC26-003), be received for information.

Prepared by: Shannon Archer, Business and Integration Manager

Recommended by: Kim McElroy, Director of Social Services
André Morin, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 10, 2026
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
Report Number: SOC26-006
Attachments: None

Title: Ontario Works Division 2025 Year in Review

Objective: To provide the Mayor and Council with an update on the 2025 activities of the Ontario Works Division and future directions for the Division.

Background: As the Consolidated Municipal Service Manager (CMSM) for Stratford, St. Marys, and Perth County, the Ontario Works Division is responsible for the effective and efficient delivery of the Ontario Works (OW) program, including financial assistance, emergency assistance, temporary care assistance, discretionary benefits for OW and Ontario Disability Support Program (ODSP) clients and life stabilization assistance. The program is governed by the Ontario Works Act, 1997 and the associated regulations and directives. The Ministry of Children, Community and Social Services provide the entirety of social assistance payments made to clients and discretionary benefits funding, while administrative costs for the program are cost-shared between the Ministry and the local municipalities.

This report provides an analysis of local data related to these areas of service delivery, and directions for the Division in 2026.

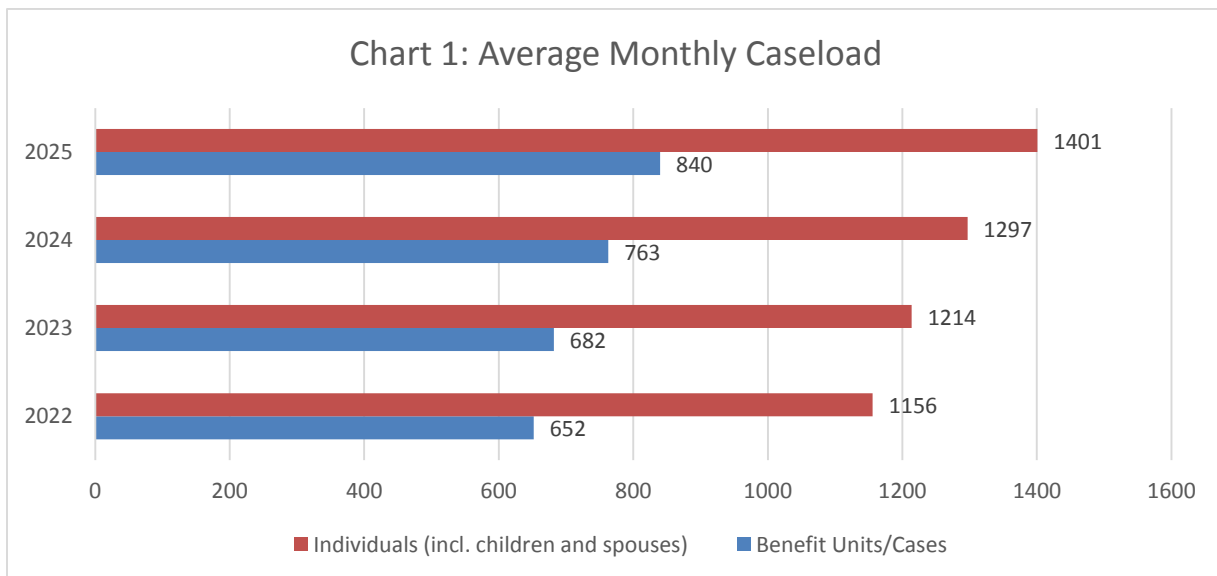
In report SOC25-001, the 2024 Ontario Works Business Plan was provided to Council for review. Within this document was a caseload review, focused on demographics and time on assistance, as well as a review of program operation and efforts being made to achieve the Ministry-set targets. This report will focus on an analysis of the current Ontario Works caseload, achievement against Ministry targets, and the planned focus of the Division in 2026.

Analysis:

Caseload

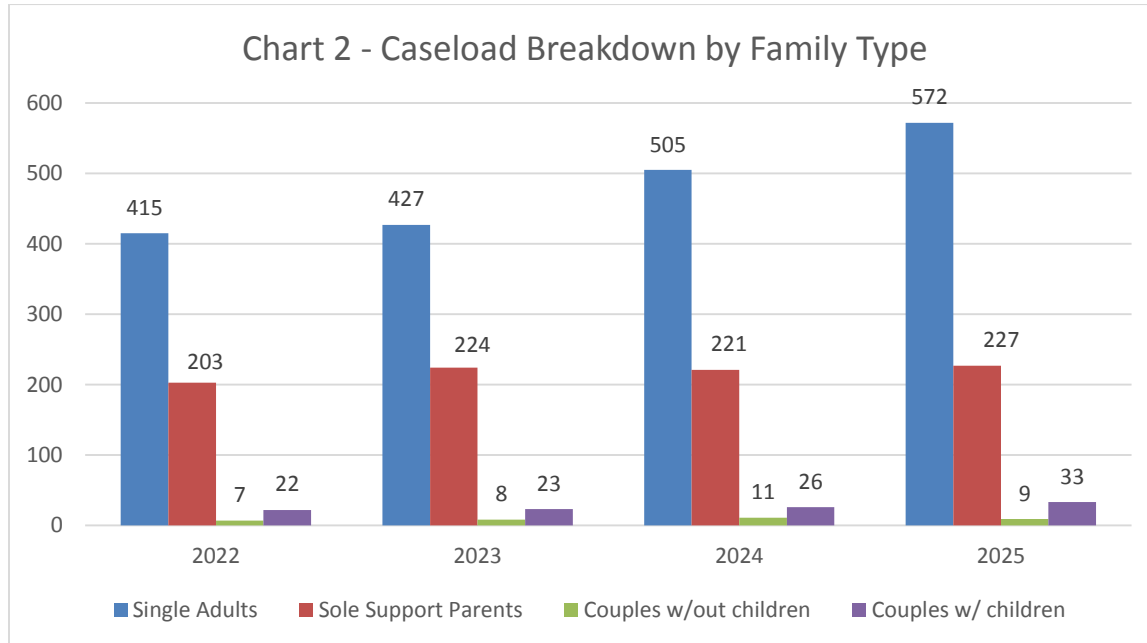
Since 2022, the Ontario Works program has seen a steady increase in caseloads across the province, with the local office experiencing a 28.8% increase over that time in overall cases and a 21.2% increase in individuals on the caseload. The Provincial caseload has risen 37.7% over that time while individuals in receipt has risen by 28.5%. These increases reflect an overall level of concern regarding cost of living within the province and the increasing levels of poverty that are being experienced. It is important to note that there have been no increases in Ontario Works rates over this time period.

Over the course of 2025, the Ontario Works caseload reduced slightly in both total number of ongoing cases and recipients of the program. January 2025 saw a caseload of 852 benefit units representing 1416 individuals, and the year ended with 828 benefit units representing 1373 individuals. The 24-case reduction, albeit not significant, represents a shift in the trends seen throughout 2023 and 2024 whereby the caseload was steadily increasing. It is not known at this time if this is simply a trend within 2025 or if this will be sustained in years to come. January 2026 saw a sharp increase in the caseload as it rose to 865 cases representing 1417 individuals. The average monthly caseload per year is displayed below, highlighting the increases that the local office has seen since 2022.



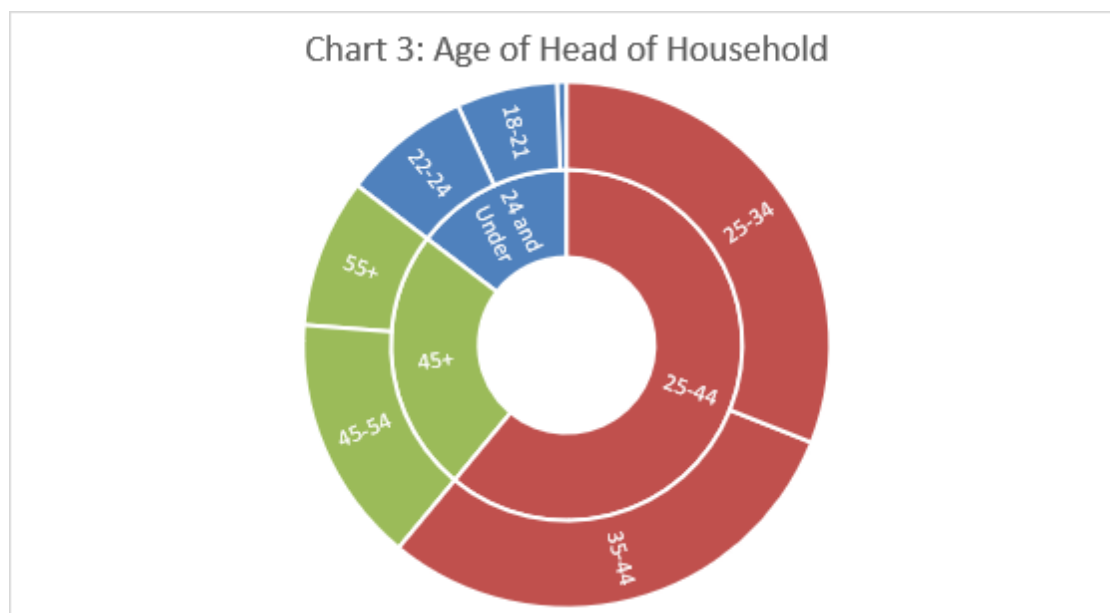
As has been the case over the past several years, the caseload is mostly represented by single adults without children who, as of December 2025, represented 68% of the caseload. This is consistent with previous years data and shows consistency in the type of client accessing services through the local Ontario Works office. The rest of the caseload composition remains consistent with previous years. Sole-support parents represent 27% of the caseload, couples without children represent 1% and couples

with children represent the remaining 4%. The below chart highlights family types over the past 4 years.



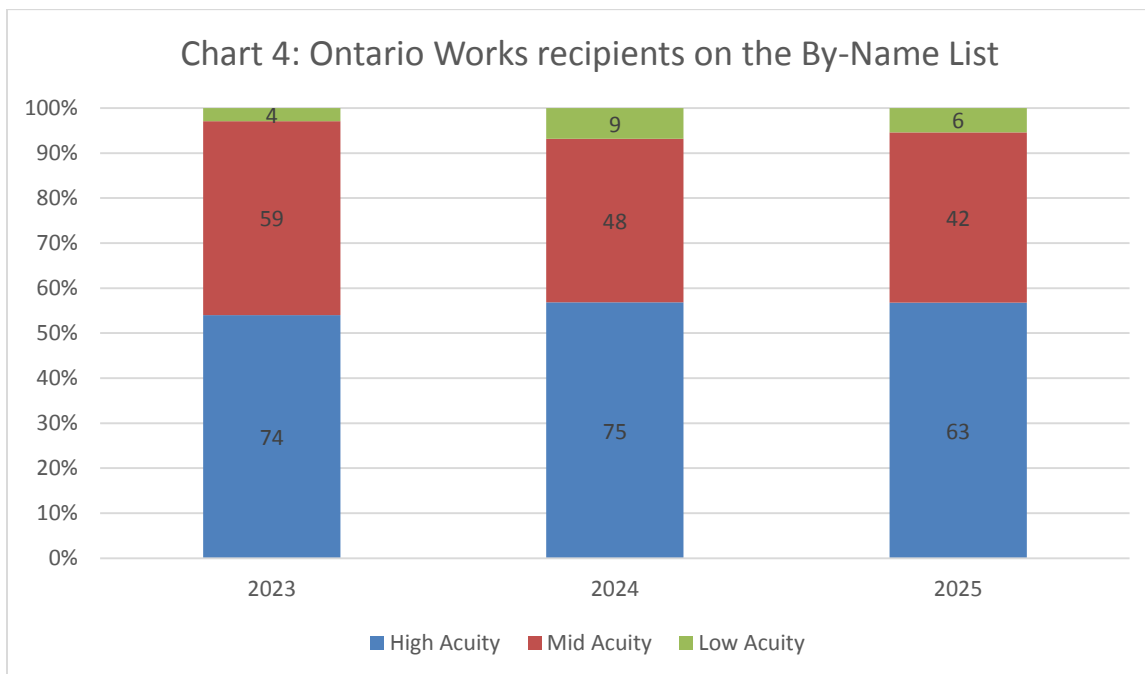
The average months on assistance continues to decline, hitting a year-over-year low of 28 months in 2025. The local office has seen a higher volume of first-time applicants for Ontario Works, while still seeing a large number remain on the program for over 12 months. As of December 2025, 56% of the caseload had been on assistance for 12+ months and 36% for 24+ months.

Chart 3 below outlines the average age of the head of household in receipt of assistance.



Newcomers to Canada continue to increase in the local service manager area. We have seen an increase of 111% since 2023 in total cases although this represents a significant increase in individuals in receipt. In 2022, we dedicated a caseworker who has previous experience and expertise in immigration matters to supporting Newcomers within the service manager area. This allows for more streamlined and comprehensive services, ensuring that community partners are involved and that settlement plans are reflecting the Ontario Works action plans, and that participants are moving towards self-sufficiency with the appropriate wrap-around supports.

To highlight the complexity of the Ontario Works caseload locally, a detailed analysis was completed of the local homelessness By-Name list (BNL). While this is not a comprehensive review of all clients experiencing housing instability, it paints a clear picture of the depth of need for the local Ontario Works caseload. The chart below details the number of unique individuals on the BNL each year who were in receipt of Ontario Works, alongside the reported acuity. These statistics reflect the depth of need and the experiences of Ontario Works recipients in the service manager area. The Maytree Foundation recently released a report that showed a 72% increase in people experiencing homelessness while in receipt of Social Assistance benefits between 2019 and 2025.¹ Alongside the increasing complexities of individuals experiencing chronic homelessness, the systemic failures of the social assistance system continue to drive deeper inequities and increased poverty rates making it much more difficult for individuals who enter the Ontario Works system to leave it.



Furthermore, it is important to note that of the 40 households identified on the BNL as currently living un-sheltered, 22 are in receipt of Ontario Works. This further reinforces the concerns raised across the Province regarding Ontario Works rates and high shelter

costs. There has not been a rate increase to the Ontario Works program since October of 2018.

¹ Laidley, Jennefer, and Tania Oliveira. Welfare in Canada, 2024. Toronto: Maytree, July 2025. https://maytree.com/wp-content/uploads/Welfare_in_Canada_2024.pdf. (maytree.com)

Employment, Targets and Outcomes

We have seen a slight increase in the number of Ontario Works clients who are employed while in receipt of assistance. In 2024, the average number of earners each month was 91 with average earnings of \$945. In 2025, the average number of earners was 103 with average earnings of \$883. As we see an increase in earners, it is accompanied by a decrease in the average earnings. Due to economic uncertainty in 2025, driven by tariffs and increased unemployment in our region, the reduced earnings may be a result of more transitional work or lower-paid work within the community.

The Ministry sets 4 primary targets each year; they are listed below alongside the local achievement:

Ministry Target	2025 Targeted Outcome	2025 Achieved Outcome
Percentage of Ontario Works adults and ODSP non-disabled adults with participation requirements that have a proper Action Plan created	100%	91.4%
Percentage of Ontario Works adults and ODSP non-disabled adults with participation requirements who are referred to Employment Ontario (EO)	39%	16.8%
Percentage of Ontario Works cases (individual or family units) that exited to employment	14%	12%
Percentage of Ontario Works cases (individual or family units) who exited the program for any reason and return within one year	37%	41.9%

The achievements noted above are a cumulative total for the year and represent the total achievement for the year as opposed to a singular month. For example, the first target regarding Action Plan completion requires that all new applicants have an action plan completed within 30 days and that all applicants have a proper action plan on file. For the entirety of 2025, there were 1390 members with participation requirements that

required an action plan, and the local office completed these for 1271 members. This does not mean that all members do not have an action plan but rather they did not have it completed within 30 days or they may not have ever shown up to have an appointment completed before their file was closed.

The low volume of Employment Ontario referrals is reflective of a few issues within the system, as well as concerns related to the targets that were set. The 39% is an arbitrary number that the Ministry utilized in multiple service managers within our geographic region. For context, this number would require the referral of 465 individuals from the caseload – a number that was not achieved. Part of the issue is that the clients we are supporting are not able to move toward employment and that clients who were not referred in years prior may still not be ready for a referral due to life circumstances. With that in mind, it is important to note that 38% of the current OW caseload is active with Employment Ontario. A further 12% of the caseload is deferred from participation and a significant number are working toward life stability goals such as supporting their physical and mental health, seeking childcare, pursuing ODSP and improving their housing situation. Furthermore, due to circumstances beyond the control of this office, the Employment Ontario network had undergone significant changes in 2025 which impacted the ability for referrals to be made. With that in mind, the current network is in a very strong position, with four providers available throughout the community. We expect to see not only an increase in referrals but in the quality of the work being completed by the Employment Ontario partners as we work closely to ensure our services are aligned and meeting the needs of shared clients.

Moving into 2026

As we look ahead to 2026, there are key themes that underscore the work that is being done by the local Ontario Works office, and they are as follows:

- 1) Reducing Administrative Burden
 - This work is focused on how we can improve processes, support automation of administrative tasks and create a more positive environment for client-focused time.
- 2) Improving Client Service
 - The work in this area focuses on co-design with the clients in receipt of Ontario Works and ensuring that the program is meeting the needs of the clients accessing services locally. We are increasing our presence in the County and the community at large, creating better pathways for clients to access benefits and advertising services to clients in a more comprehensive manner. Currently we have a presence in North Perth and St. Marys on a regular basis. We are working to expand our presence in other communities within the area while also positioning Ontario Works caseworkers within key community spaces such as the Connections Centre, Perth and Stratford Housing Corporation buildings and

Employment Ontario offices. We also plan to complete a client survey and co-design more targeted benefit programs in partnership with those in receipt of assistance. Utilizing 2026 as a baseline, we will be able to measure and monitor sustained improvements to program operations as we plan for future years of service delivery.

3) Improving Targeted Achievements

- The local team is working through strategies in consultation with other service managers in the area and creating processes that better align with the targets the Ministry has set, while ensuring that the human at the centre of the program is not forgotten.

Financial Implications:

Not applicable:

There are no financial implications to be reported as a result of this report. This report is for information only to provide detailed statistics regarding the Ontario Works caseload.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the Ontario Works Division works closely with community partners and internal departments to ensure that the clients in receipt of assistance are supported across the community.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Ontario Works Division 2025 Year in Review" (SOC26-006), be received for information.

Prepared by:

Alex Burgess, Manager of Ontario Works

Recommended by:

Kim McElroy, Director of Social Services

André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 10, 2026
To: Social Services Sub-committee
From: Calvin Mackenzie, Research and Program Analyst
 Mandy Koroniak, Manager of Children's Services
Report Number: SOC26-004
Attachments: None

Title: Children's Services Division 2025 Year in Review

Objective: To provide Mayor and Council with an update on the 2025 activities of the Children's Services Division and future directions for the Division.

Background:

As the Service System Manager (SSM) for Stratford, St. Marys, and Perth County, the Children's Services Division is responsible for planning, funding, administration and operation of licensed child care and early years programs in its service delivery area. It is mandated to oversee a number of supports to children, families, and the sector, including:

- *Canada-Wide Early Learning and Child Care (CWELCC) System:* Local implementation of the CWELCC System, including funding to child care operators and directed growth of CWELCC spaces
- *Child Care Fee Subsidy Program:* Provide subsidies to support the cost of child care for eligible families
- *Special Needs Resourcing:* Support the inclusion of children with special needs in licensed child care and early years settings
- *EarlyON Child and Family Programs:* Oversee the local EarlyON system of free, high-quality programs for families and children from birth to 6 years old where families can learn and play together and get advice from early childhood professionals.

- *Professional Learning and Capacity Building:* Support the professional learning and development of child care and early years staff to enhance the delivery and provision of high-quality programs

This report provides an analysis of local data related to these areas of service delivery, and directions for the Division in 2026.

Analysis:

Canada-Wide Early Learning and Child Care (CWELCC) System

Cost-Based Funding Formula and Increasing Affordability for Families

The Government of Canada and Province of Ontario entered into a CWELCC Agreement on March 28, 2022, and in Ontario, a new CWELCC Cost-Based Funding Formula took effect on January 1, 2025. This new funding formula shifted from a fee replacement model to a Cost-Based Funding approach, significantly increasing the financial complexity of delivering CWELCC funding to local operators.

As parent fees have decreased, there has been a corresponding increase in funding and in 2025, \$13,582,396 was distributed to licensed child care operators for programs serving children aged 0 to 5 years, subject to required year-end reconciliation.

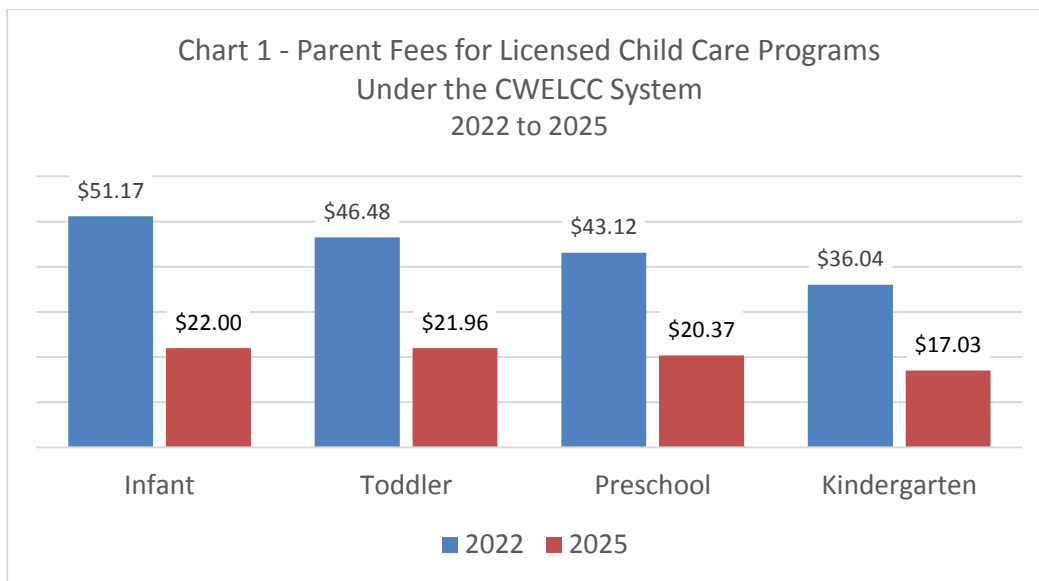


Chart 1- Source: O. Reg 137/15 March 28, 2022 and January 1, 2025: Table 1 - Maximum Child Care Centre Daily Fees for Full-Day Programs for Stratford

Directed Growth of Licensed Child Care Spaces

Under the terms of its CWELCC Agreement, Ontario committed to create 86,000 new CWELCC spaces (relative to 2019) by the end of 2026 and provided Service System Managers (SSMs) with notional targets for growth. The City of Stratford was provided

with a target of 461 CWELCC spaces for children age 0-5 for its service area of Stratford, St. Marys, and Perth County.

As of December 31, 2025, there were 2,188 licensed child care spaces for children aged 0 to 12 in the service delivery area. This was an increase of 62 licensed child care spaces from December 31, 2024, when there were 2,126 licensed spaces. This is attributed to the opening of a new child care centre in Milverton, and increases to kindergarten spaces in two existing child care sites. This led to an increase in licensed child care access rates in Stratford, St. Marys, and Perth East.

Table 1 - Increased Licensed Child Care Access Rates 2024-2025

Municipality	Licensed Child Care Access Rate December 2024	Licensed Child Care Access Rate December 2025
Perth East	4.6%	5.5%
St. Marys	28.3%	31.2%
Stratford	23.2%	23.5%

Child Care Wait List and the Increasing Demand for Licensed Child Care

The introduction of more affordable licensed child care under the CWELCC System has led to a corresponding increase in the demand for licensed child care. The number of unique children on the child care wait list was only 1,382 in March 2022 when the Province first entered into the CWELCC agreement. This increased to 2,562 unique children in December 2025, representing an 85% increase for Stratford, St. Marys, and Perth County.

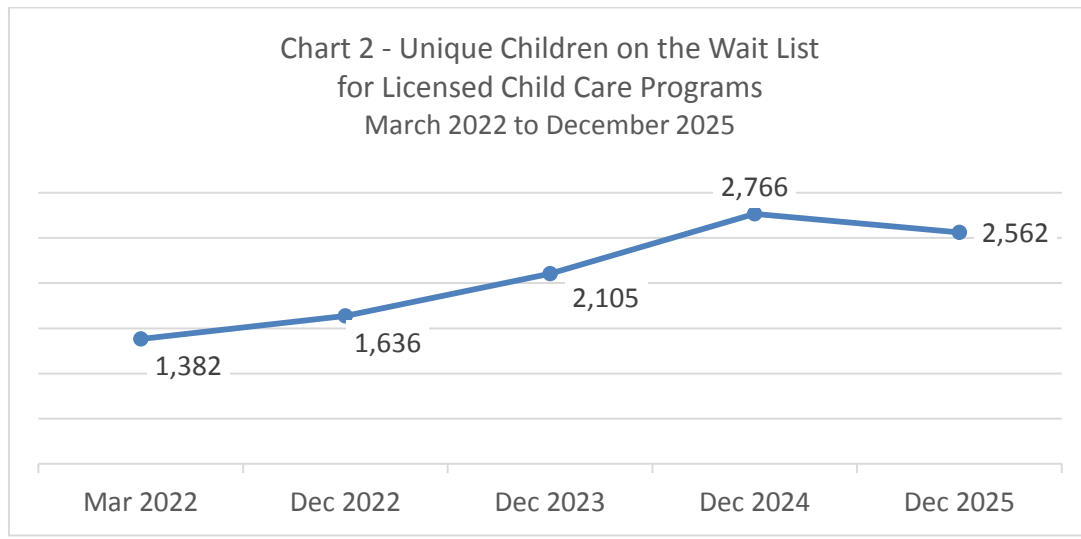


Chart 2 - Source: OneHSN Stratford Child Care Wait List

Child Care Fee Subsidy Program

The Child Care Fee Subsidy program provides financial assistance to eligible families who may require help in paying for the costs of child care, supporting workforce participation and the pursuit of education or training. Families may be determined to be eligible based on income, and their reason for service, including employment and educational activities.

In 2025, 154 unique families and 242 unique children were supported with child care fee subsidies. As of December 31, 2025, there were 108 children actively being served by child care fee subsidies, of these, 25 (23%) had a family income between \$0 and \$30,000, and the families of 42 (39%) children had a parent fee of \$0.

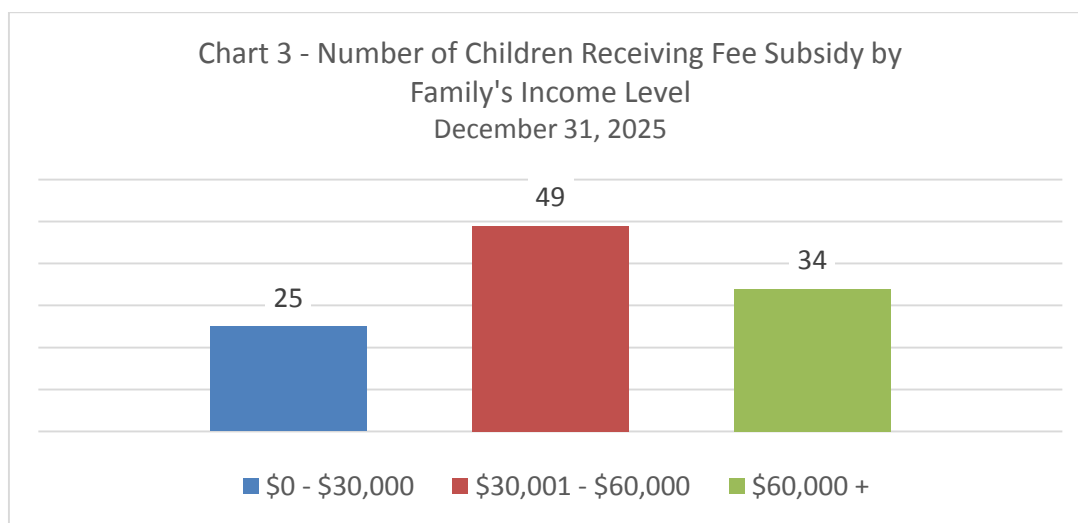


Chart 3 - Source: Ontario Child Care Management System (OCCMS) Stratford

As of December 31, 2025, 83% of children were receiving fee subsidy because of their parents' employment. The remaining 17% were receiving fee subsidy because their parents were in receipt of social assistance (Ontario Works and ODSP), needed temporary care, were attending school, or other reasons.

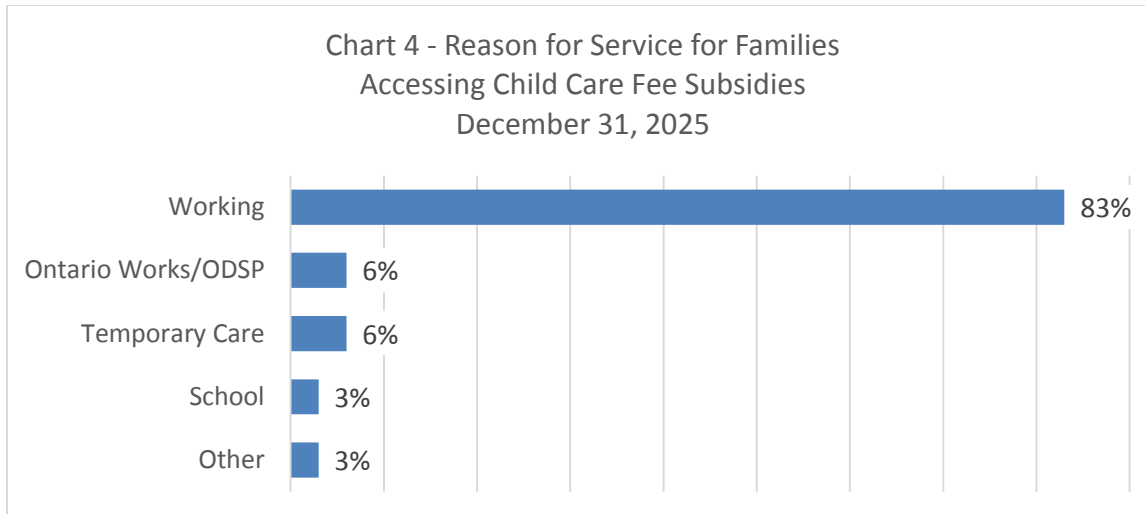


Chart 4 - Source: Ontario Child Care Management System (OCCMS) Stratford

Special Needs Resourcing

Special Needs Resourcing (SNR) supports the inclusion of children with special needs ages 0 to 12 in licensed child care settings, including camps, and children’s recreation programs. A child with special needs is defined as a child whose cognitive, physical, social, emotional, or communicative needs, or whose needs related to overall development, are of a nature that additional supports are required for the child.

The available supports include a Resource Consultant who provides a range of services and supports such as providing child care staff with program adaptation strategies, supporting the development of individualized support plans, conducting developmental screens, providing referrals to community agencies, providing resources to parents, and assisting with the purchase of specialized equipment to support inclusion. The SNR program may also provide funding for additional support staff, where required. In 2025, City of Stratford Resource Consultants served 144 unique children within 28 licensed child care centres and at EarlyON Child and Family programs in Stratford, St. Marys, and Perth County.

EarlyON Child and Family Centre Programs

EarlyON Child and Family Centres programs offer free, high-quality programs for families and children from birth to age 6. Within the programs, children and their families participate in inquiry-based programs in a safe, welcoming, and inclusive environment. Families and caregivers can seek advice, find support, and access resources.

Within the service delivery area, EarlyON programs are available at 20 sites, delivered by 4 EarlyON service providers: YMCA of Three Rivers, Municipality of North Perth, Perth Care for Kids, and the Town of St. Marys.

Table 2 - Participation at EarlyON Child and Family Programs, January-December 2025

Participant	Unique Participants	Visits
Children	2,268	19,297
Parents and Caregivers	1,838	15,633

Professional Learning and Capacity Building

Children’s Services supports professional learning to improve recruitment and retention of the Registered Early Childhood Educator (RECE) workforce and other program staff, and to support the implementation of the CWELCC Agreement, through funding and direction of the Ministry of Education. This supports professional learning opportunities that build capacity of the early years and child care sector to support the provision of high-quality programs that align with *How Does Learning Happen? Ontario’s Pedagogy for the Early Years*.

To advance this work, each year educators and support staff working in both child care and EarlyON programs are provided with the opportunity to participate in one professional learning day, and additional workshops are also provided throughout the year. In 2025, a system-wide professional learning day for early years educators and staff was held on May 2, 2025, and an additional 8 workshops were held throughout the year. Overall, 200 educators were supported through this work.

Directions for 2026

In 2026, the work of the Children’s Services Division will focus on the following areas of its service delivery:

1) Supporting Access to Affordable Licensed Child Care

As 2026 is the final year of the current CWELCC Agreement between the Government of Canada and Province of Ontario, Children’s Services will continue to work towards the directed growth of deeply affordable CWELCC childcare spaces where they are needed most. The Division will also provide enhanced supports to child care operators as the sector continues to navigate transitions under the Ministry of Education’s new funding model, supported by new procedures and accountability measures to ensure effective and responsible use of public funds.

2) Planning for an Inclusive and Accessible Child Care and Early Years System

The Children’s Services Division is mandated to have a child care and early years programs and services plan for its service area that addresses matters of provincial interest. To best address the needs of the community with informed planning and decision-making during this time of system transformation and growth, the Children’s

Services Division will undertake a service system planning process, including engagement with community partners.

3) Innovation in Workforce Recruitment and Retention

To support increased staffing demands corresponding to the growth of licensed child care, the Children's Services Division will continue to support recruitment and retention in the sector. These activities involve collaborations with Ontario Works and community partners as the Division works to enhance the capacity of the workforce, support recruitment, and guide early learning and child care workforce policy development and planning.

Financial Implications:

Not applicable:

There are no financial implications to be reported because of this report. This report is for information only to provide an information update regarding the activities of the Children's Services Division.

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as the Children's Services Division, in collaboration with community partners, plans for a system of licensed childcare and early years programs and services that is accessible, responsive, of high quality, and responsive to local needs.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

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

Staff Recommendation: THAT the report titled, "Children's Services Division 2025 Year in Review" (SOC26-004), be received for information.

Prepared by: Calvin Mackenzie, Research and Program Analyst
Mandy Koroniak, Manager of Children's Services

Recommended by: Kim McElroy, Director of Social Services
André Morin, CPA, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 10, 2026
To: Social Services Subcommittee
From: Michelle Melady, Research and Program Analyst
 Jeff Wilson, Manager of Housing
Report Number: SOC26-005
Attachments: None

Title: Housing and Homelessness Divisions 2025 Year in Review

Objective: To provide the Social Services Subcommittee with an update on the 2025 activities of the Housing and Homelessness Divisions and future directions for the Divisions.

Background: As the Service System Manager (SSM) for Stratford, St. Marys, and Perth County, the Housing and Homelessness Divisions are responsible for oversight of social housing and homelessness response programs in the local service delivery area. The 10 Year Housing and Homelessness Plan identifies as its priority areas: Ending Homelessness, Creating Affordable (formerly Attainable) Housing Options; Sustaining Community Housing; and Addressing a Diversity of Needs. Programs which support these priority areas include:

- *Housing Allowances and Rental Supplements:* These benefits are a targeted way to increase rental affordability, are administered by the Housing and Homelessness Divisions, and may be funded through the municipal, provincial, or federal governments.
- *Local Housing Providers:* The City of Stratford is the sole shareholder and operator of the Perth & Stratford Housing Corporation, which includes 652 rent-geared-to-income units. The Housing Division has funding and administrative partnership with seven not-for-profit housing programs which provide 197 rent-geared-to-income units in the community.
- *Homelessness Prevention and Housing Stability –* As Consolidated Municipal Services Manager, the City of Stratford is responsible for administering homelessness prevention and housing stability programs, in partnership with local municipalities and community partners.

This report provides an analysis of local data related to these areas of service delivery, and directions for the Divisions in 2026.

Analysis:

Housing Allowances and Rent Supplements

Housing allowances, rent supplements, and housing benefits are a targeted way to increase affordability without having the need for a capital project to be budgeted for and built. These benefits are issued to either the tenant or landlord, based on eligibility, with the purpose of making private market rentals be able to be geared to income and need. The chart below shows that there was a decrease in housing allowances issued from 2024 to 2025. This decrease is primarily due to a reduction in provincial funding for rent supplements and housing allowances as well as a change in the calculation for the amount of funding to be provided.

Chart 1: Rental Supplements and Housing Allowances 2024-2025

	2024	2025	Increase/Decrease
Rent Supplements			
Total Households Supported	147	146	-1
Average Amount	\$471	\$448	-\$23
Housing Allowances			
Total Households Supported	81	49	-32
Average Amount	\$465	\$269	-\$196
Canada Ontario Housing Benefit (COHB)			
Cumulative Households Referred	150	162	+12

Capital Investment

Canada-Ontario Community Housing Initiative spending was \$849,300 in 2025, which is an increase from 2024 due to the previous Canada-Ontario Community Housing Initiative (COCHI) allocation used towards the rebuild of Perth & Stratford Housing Corporation building of 9 Fulton St., Milverton. 2025 COCHI funding was allocated to social housing providers for the following projects:

- Windows and furnaces for Banbury Cross Housing Co-Operative
- Gutters, downspouts, asphalt, balconies, fencing and furnaces for Bard of Avon Housing Co-Operative
- Accessibility improvements for the Emily Murphy Centre
- Windows and accessibility improvements for Festival City Co-Operative Housing
- Plumbing, a retaining wall, and access improvements for Little Falls Co-Operative Housing

- Access improvements for the Perth & Stratford Housing Corporation
- Elevators, concrete, plumbing and accessibility improvements for Spruce Lodge Non-Profit Housing
- Sidewalks, steps, and furnaces for Vineyard Village Non-Profit Housing

Chart 2: Perth & Stratford Housing Corporation Repairs 2024-2025

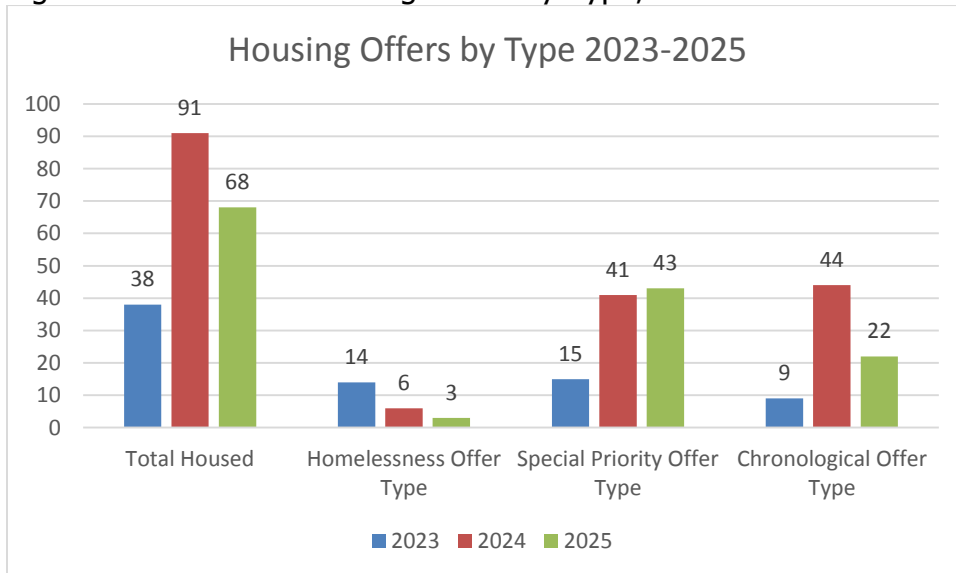
	2024	2025	Increase/Decrease
PSHC Repairs	\$3.1 million	\$3.4 million	+\$300,000
PSHC Capital Upgrades	\$1.7 million	\$941,000	-\$759,000
Work Orders	4,196	5,546	+1,350

This data shows an increase in overall repairs spending, which coincides with the number of work orders completed in 2025 also increasing. Capital upgrades fluctuate year-over-year.

Centralized Waitlist and Housing Offers

Overall, the waitlist has steadily been increasing. As of December 2023, there were a total of 459 households on the waitlist, increasing 28% to 590 households in December 2024, and increasing 19% to 704 households in December 2025. The waitlist only decreased for 4 months of the 36 months in the period discussed.

Figure 1: Number of Housing Offers by Type, 2023-2025



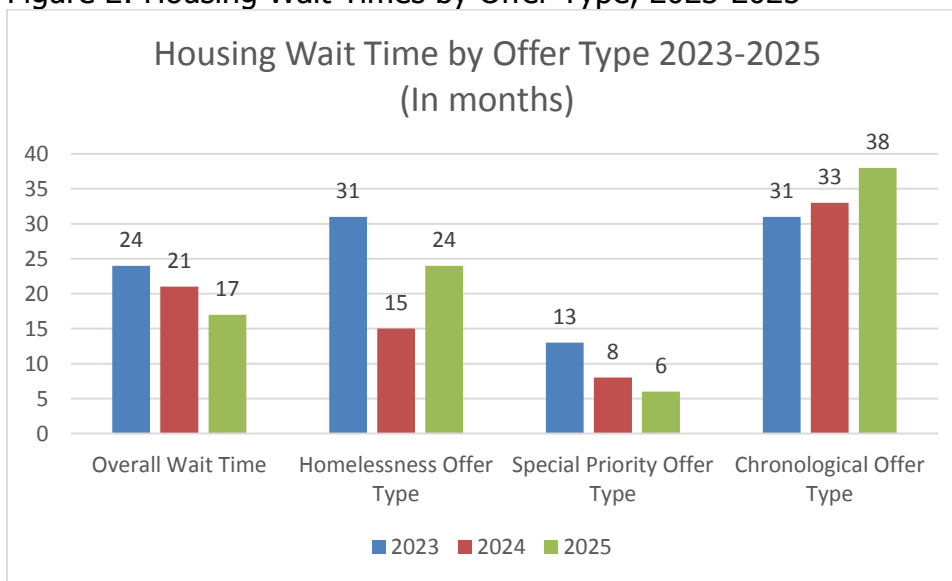
The chart above shows the number of offers by offer types from the Centralized Waitlist for all rent-gear-to-income housing placements including rent supplements and social housing providers. An increase of 78% from 2023-2025 in total households housed was observed, although a decrease of 25% from 2024-2025 in total households housed was observed. The offer type of homelessness is consistently decreasing over the past three

years. The offer type of Special Priority Status, which can include individuals who have experienced abuse or trafficking, has increased significantly over the past three years.

This is due to most offers going to households with Special Priority Status. Every fifth offer outside of Special Priority Status is issued to an individual or family experiencing homelessness from the waitlist who is also on the local By-Name-List, with the rest being considered a chronological offer within Perth & Stratford Housing Corporation. The offers shown in this figure captures all programs that house individuals and families from the Centralized Waitlist and do not reflect the 1:5 ratio of homelessness offers that Perth and Stratford Housing Corporation practices.

Wait times are increasing for those waiting on the waitlist and receiving offers based on chronological order. The length of time between application and housing offer have increased 22% from 2023-2025 for chronological offers. The average wait time for all of Ontario for rent-geared-to-income housing programs is 65 months. Wait times per offer type are shown below.

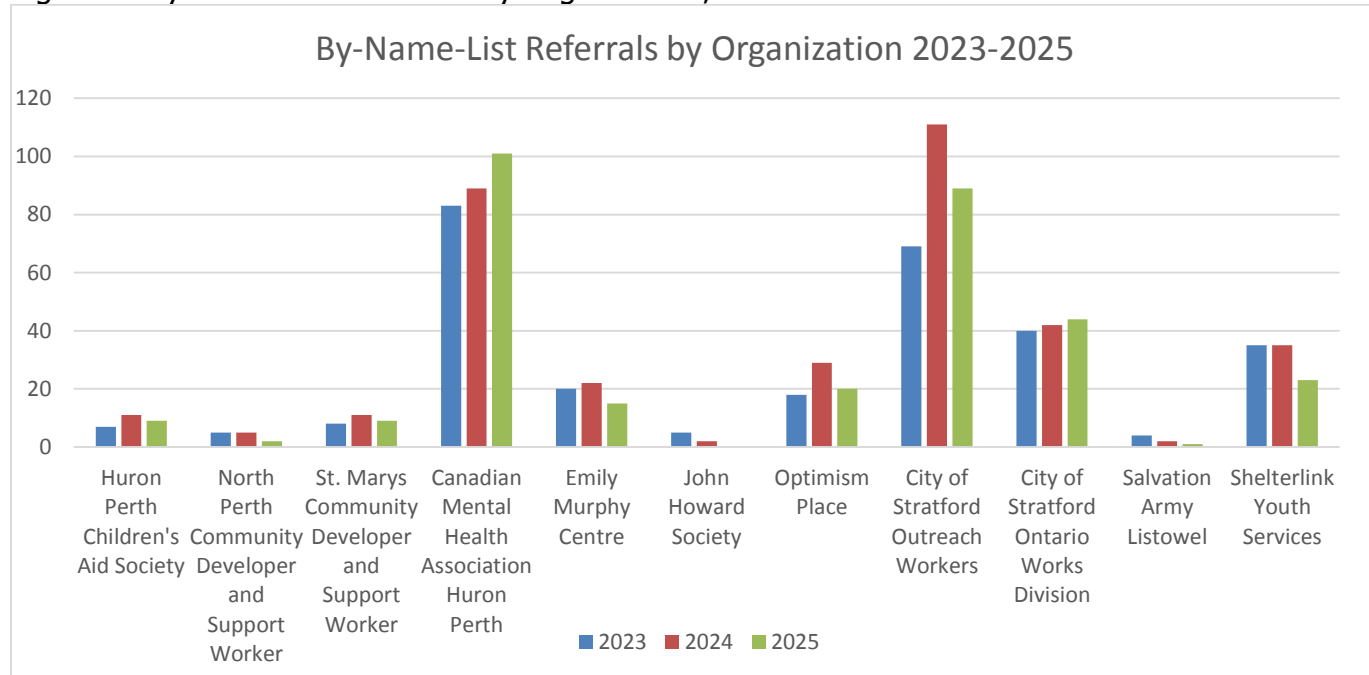
Figure 2: Housing Wait Times by Offer Type, 2023-2025



Homelessness

The following data was collected by using the By-Name-List. This data is collected by several local agencies that support and/or frequently come in contact with those experiencing homelessness. The below chart shows referrals to the By-Name-List by organization. Exact numbers are not shown because one person may be referred to the By-Name-List by more than one agency. The three largest referral sources are the City of Stratford Social Services Outreach Workers, the Canadian Mental Health Association Huron Perth, and the City of Stratford Ontario Works Division.

Figure 3: By-Name-List Referrals by Organization, 2023-2025



Temporary, informal living arrangements, informally known as 'couch-surfing,' are the most common form of homelessness reported in the service manager area with 117 individuals reporting this during at least one monthly update in 2023, 127 in 2024, and 112 in 2025. This shows there is a bit of variation but overall, this is a steady trend for those experiencing homelessness.

Unsheltered homelessness has slightly decreased in the service manager area with eighty-seven reporting being unsheltered during at least one monthly update in 2023. This decreased to 85 in 2024 and 80 in 2025.

The number of individuals who accessed emergency accommodations in 2023 was 210, in 2024 was 211, and in 2025 was 201. While this represents a reduction, the decrease is not considered statistically significant.

Of those on the local By-Name-List, 221 reported being a victim of domestic violence in 2023, 241 in 2024, and 207 in 2025.

The total number observed for households with children or have children who would return to the household upon becoming housed, were 44 in 2023, 54 in 2024, and 34 in 2025. This shows an overall decrease. This may be attributed to the higher instances of Special Priority Status housing offers for rent-geared-to-income housing in 2025. The most common family household compositions are families with 1 or 2 children. An average of sixteen families per year have two children in the household and an average

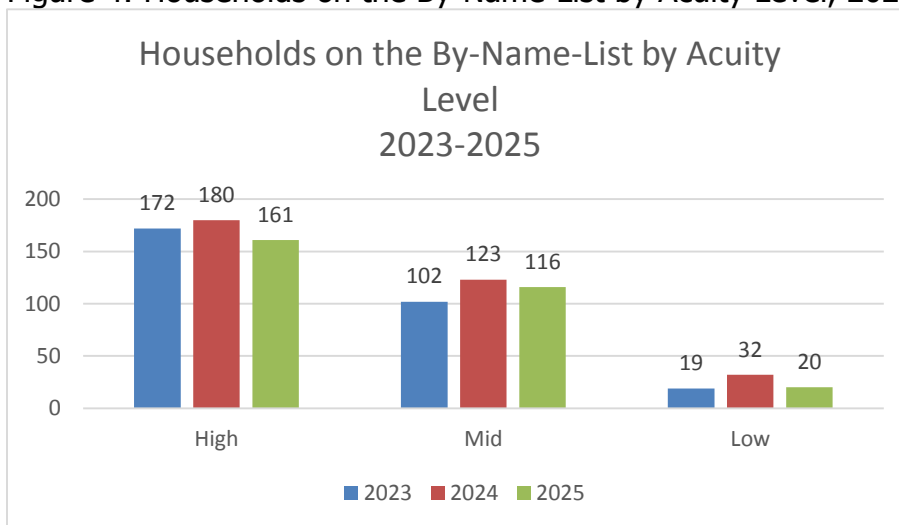
of fourteen families per year have had one child in the household. This indicates a larger need for 2-and/or 3-bedroom units.

Chart 3: Households on By-Name-List that secured housing, 2023-2025

	2023	2024	2025
Total Housed	83	115	88
Proportion Housed in Private Market Housing	48%	51%	58%
Proportion Housed in Subsidized Housing	36%	41%	32%
Proportion who were housed with type unknown	16%	8%	10%
Total who were housed and returned to homelessness	31	36	45

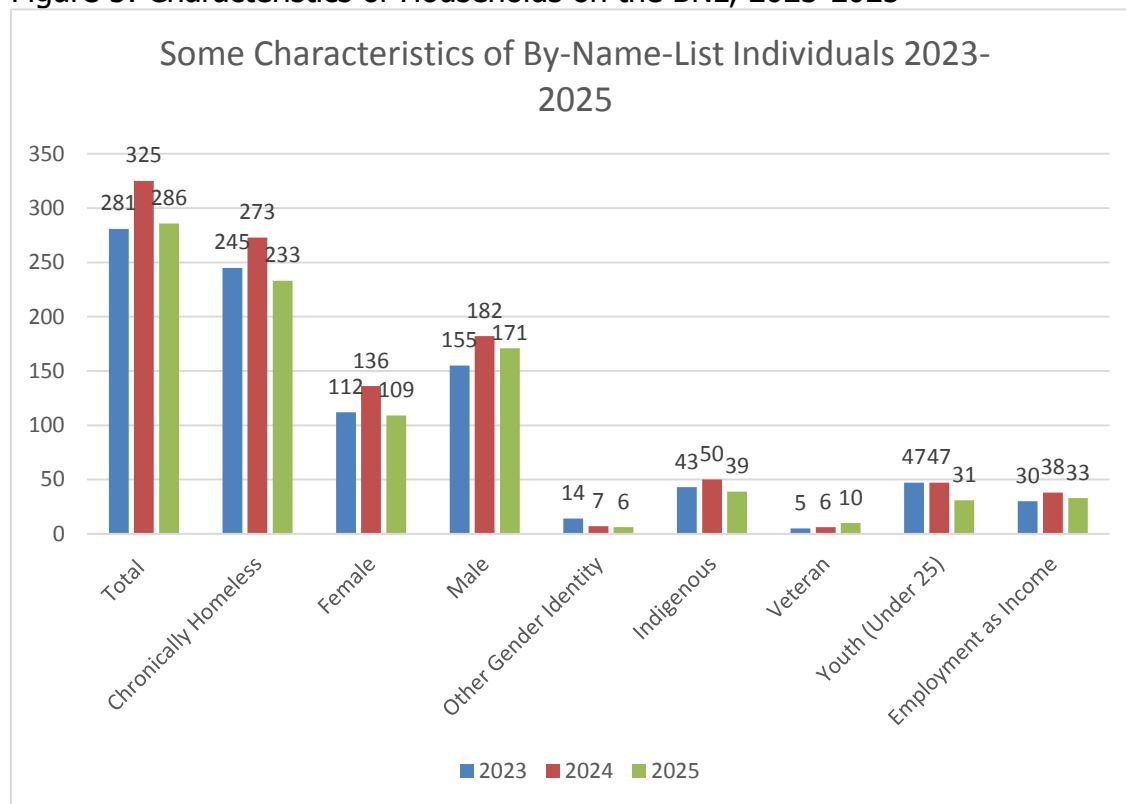
The insight from this chart is that there was a slight decrease in those housed from 2025 compared to 2024, although an overall increase from 2023. There is an observed increase in those securing housing in the private market, although this may be due to a change in May 2025 where the By-Name-List began considering someone in a room rental to be housed, whereas they would have been previously considered to be homeless although provisionally accommodated. There is a significant increase in those who returned to homelessness from housing, which may indicate that there is a lack of appropriate housing available for those who are exiting homelessness. Lacking appropriate housing may mean the housing is not affordable for the individual or the individual may require more support in order to live independently based on a complexity of barriers that people experiencing homelessness often face. The chart below shows that most individuals on the By-Name-List are of high complexity based on acuity level measured by the Vulnerability Index - Service Prioritization Decision Assistance Tool.

Figure 4: Households on the By-Name-List by Acuity Level, 2023-2025



The last figure, which is below, observes some characteristics of households on the By-Name-List. Many of the characteristics do not seem to change according to the proportion of total individuals on the By-Name-List. There is a slight decrease in individuals with a gender identity other than female or male. There is a slight increase in veterans experiencing homelessness. There is a slight decrease in youth experiencing homelessness.

Figure 5: Characteristics of Households on the BNL, 2023-2025



Moving into 2026

Key activities planned for 2026, following the 10 Year Housing and Homelessness Plan’s priority areas are as follows:

Ending Homelessness – The focus in the year ahead will be the strengthening of partnerships with local community agencies with the goal of promoting housing stability and ending homelessness.

Creating Affordable Housing Options – The Housing and Homelessness Divisions will continue working with private landlords with the goal of seeking more opportunities for rent supplement and housing allowance partnerships.

Sustaining Community Housing – The Housing and Homelessness Divisions are continuing to work with not-for-profit housing providers to determine and address long-term capital and operational needs.

Addressing a Diversity of Needs – In addition to strengthening partnerships with local community service agencies to better serve tenants and clients, the Housing and Homelessness Divisions will be continuing to expand the provision of transitional and supported housing.

Financial Implications:

Financial impact to current year or future year operating budget:

There are no financial impacts of this report but monitoring ongoing data and trends will inform planning and decision-making regarding housing and homelessness programs.

Link to Asset Management Plan:

With building condition assessment data being gathered currently, this link will be demonstrated in future reports.

Alignment with Strategic Priorities:

Build Housing Stability

Housing and homelessness programs managed by the City of Stratford are intended to support and strengthen vulnerable individuals in our community. Monitoring and reporting on trends and impact in these areas allow better-informed decision-making which can then strengthen services.

Alignment with One Planet Principles:

Health and Happiness

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

Staff Recommendation: THAT the report titled, "Housing and Homelessness Divisions 2025 Year in Review " (SOC26-005), be received for information.

Prepared by: Michelle Melady, Research and Program Analyst
Jeff Wilson, Manager of Housing

Recommended by: Kim McElroy, Director of Social Services
André Morin, CPA, Chief Administrative Officer



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

BEING a By-law to authorize the acceptance of a proposal by SMS Equipment of Etobicoke Ontario for the supply and delivery of a new Landfill Compactor.

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

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

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

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

1. That the proposal of SMS Equipment of Etobicoke Ontario for the supply and delivery of a new Landfill Compactor, be accepted.
2. That the accepted amount of the proposal for the new Landfill Compactor is \$1,720,374.15, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of April, 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 proposal by Listowel CDJR LTD for the supply and delivery of three (3) Mid-size SUVs, by East Court Ford Lincoln for the supply and delivery of two (2) Hybrid Full Size Pickup Trucks and by Blue Mountain Chrysler Ltd. for the supply and delivery of two (2) Full Size One (1) Ton Work Vans (T-2026-03).

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

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

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

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

1. That the proposal of Listowel CDJR LTD. for the supply and delivery of three (3) Mid-size SUVs (T-2026-03), be accepted.
2. That the accepted amount of the proposal for the three (3) Mid-size SUVs is \$178,890.30, including HST.
3. That the proposal of East Court Ford Lincoln for the supply and delivery of two (2) Hybrid Full Size Pickup Trucks (T-2026-03), be accepted.
4. That the accepted amount of the proposal for the two (2) Hybrid Full Size Pickup Trucks is \$135,956.92, including HST.
5. That the proposal of Blue Mountain Chrysler Ltd. for the supply and delivery of two (2) Full Size One (1) Ton Work Vans (T-2026-03), be accepted.
6. That the accepted amount of the proposal for the two (2) Full Size One (1) Ton Work Vans is \$159,183.10, including HST.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 13th day of April, 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 work by Steve Smith Construction Corporation for the Downtown Intersection Improvements project (T-2025-54).

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-2025-54) of Steve Smith Construction Corporation for the Downtown Intersection Improvements project, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender (T-2025-54) for the Downtown Intersection Improvements project is \$390,737.50, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of April, 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 Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of Emergency Preparedness and Response to receive funds through the Community Emergency Preparedness 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 Minister of Public Safety and Emergency Preparedness is responsible for the Community Emergency Preparedness Grant which provides funding to eligible organizations undertaking projects which address critical emergency supplies, equipment, training and services to improve local emergency preparation and response;

AND WHEREAS a third iteration of the Community Emergency Preparedness Grant focuses on boosting emergency preparedness across Ontario;

AND WHEREAS The Corporation of the City of Stratford was approved for funding to support the procurement of critical supplies and equipment to improve local emergency response and to improve and enhance the level of emergency management preparedness being provided;

AND WHEREAS the Parties wish to enter into an Ontario Transfer Payment Agreement to receive funds through the Community Emergency Preparedness 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 Minister of Public Safety and Emergency Preparedness 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 13th day of April, 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 dedicate Part 4 on Plan 44R-6473 as public highway forming part of Erie Street in the City of Stratford.

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 31(2) of the Municipal Act, 2001, provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

AND WHEREAS The Corporation of the City of Stratford is the owner of Part 4 on Plan 44R-6473;

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

1. The lands described as Part 4 on Plan 44R-6473, City of Stratford, be and are hereby dedicated as a public highway forming a part of Erie Street in the City of Stratford.
2. That this By-law shall come into force upon registration with the Land Titles Office.
3. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th of April, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

April 13, 2026

REFERENCE NO. CONSENT AGENDA ITEM

- | | |
|-------------|---|
| CA-2026-034 | <p>In accordance with By-law 135-2017 as amended, the Community Services and Infrastructure Services Departments are providing notification that:</p> <ul style="list-style-type: none"> • East Gore Street, from Nile Street to Taylor Street, will be closed Thursday, March 26, 2026, for several hours beginning at approximately 9:00 a.m. to allow for the safe and efficient repair of a watermain break at 83 East Gore Street. Local traffic only. • Devon Street from Meighen Mews to Crehan Crescent will be closed to through traffic Friday, March 27, 2026, due to construction work. The closure is necessary for a sanitary repair. The north sidewalk will also be closed at the site – pedestrians should exercise caution due to heavy equipment in and around the construction zone. • Downie Street, from George Street to St. Patrick Street, will be closed Sunday, March 29, 2026, for several hours beginning at approximately 7:00 a.m. to allow for the safe and efficient repair of a watermain break at 130 Downie Street. Local traffic only. • McCarthy Road, from Fraser Drive to Mornington Street will be temporarily closed for 2 Hours only, from 7:00 a.m. to 9:00 a.m. on Wednesday April 1 and Thursday April 2 , 2026. This temporary closure is required to facilitate parking on McCarthy Road for the Canadian Dairy Expo event being hosted at the Rotary Complex. Local traffic will be permitted on McCarthy Road, including City and School buses. |
| CA-2026-035 | <p>Notification that the Infrastructure Services Department, Environmental Services Division intends to issue a Tender in accordance with the City's Purchasing Policy for Maintenance and Sediment Removal at The Long Drive Stormwater Management Pond.</p> |

CA-2026-036 Notification that the Infrastructure Services Department intends to call Tenders in accordance with the City's Purchasing Policy for the following projects:

- Queen Street Reconstruction
- McCarthy Road East Reconstruction
- Daly Avenue and Birmingham Street Reconstruction

Endorsement of the following resolutions have been requested:

CA-2026-037 Resolution from The Town of Whitby regarding a Request for a Comprehensive Review of the Provincial-Municipal Fiscal Framework.

Attachment – Resolution from The Town of Whitby dated March 18, 2026.

CA-2026-038 Resolution from The Township of Oro Medonte regarding Association of Ontario Road Supervisors (AORS) Request for Provincial Legislation Amendments, Health and Safety Concerns.

Attachment – Resolution from The Township of Oro Medonte dated March 13, 2026.

CA-2026-039 Resolution from The Municipality of Chatham-Kent regarding Food Insecurity Emergency Declaration.

Attachment – Resolution from The Municipality of Chatham-Kent dated March 20, 2026.

Town of Whitby
575 Rossland Road East,
Whitby, ON L1N 2M8
905.430.4300
whitby.ca



March 13, 2026

Via Email

The Honourable Doug Ford
Premier of Ontario
premier@ontario.ca

Re: Request for a Comprehensive Review of the Provincial-Municipal Fiscal Framework

Please be advised that at its meeting held on March 9, 2026, the Council of the Town of Whitby adopted the following as Resolution # 41-26:

Whereas current provincial–municipal fiscal arrangements are undermining the Town of Whitby’s economic prosperity and the quality of life of its residents;
Whereas nearly one third of all municipal spending in Ontario is directed toward services in areas of provincial responsibility, with expenditures outpacing provincial contributions by approximately \$4 billion annually;

Whereas the Association of Municipalities of Ontario (AMO) has emphasized that the ongoing requirement for municipalities to fund provincial responsibilities—such as social housing, health related capital obligations, and social services—results in at least \$1.5 billion annually in net municipal expenditures for social housing alone, a problem unique to Ontario;

Whereas municipalities are further required to contribute 10% of capital funding for new provincial hospitals, diverting local revenue away from essential municipal infrastructure;

Whereas municipal revenue sources, primarily property taxes, do not grow at the same rate as the economy or inflation, yet municipalities—including the Town of Whitby—are responsible for managing major growth related infrastructure such as roads, transit, water, sewer, fire, and parks;

Whereas only 34 cents of every residential property tax dollar collected in Whitby remains with the Town, while 55 cents flows to the Region of Durham and 11 cents to school boards;

Whereas AMO has highlighted that provincial housing related revenues—including \$5.8 billion in Land Transfer Tax revenues in 2021/22, which exceeded the provincial budget plan by \$2 billion, as well as billions in HST revenue from new home construction—are not currently shared with municipalities, despite being generated by housing activity that requires significant local infrastructure investment;

Whereas AMO has stated that allocating a portion of these housing related provincial revenues to municipalities would provide a predictable, growth linked revenue stream necessary to support housing targets and the expansion of critical public infrastructure;

Whereas AMO has cautioned that proposals to reduce or limit development charges shift costs away from growth and onto existing property taxpayers, threatening the ability of municipalities to finance essential infrastructure, given that most municipal reserves are already allocated to specific projects or required for responsible asset management practices; and,

Whereas municipal staff have already identified \$2.5 million in expenditure reductions for 2026 and continue to identify efficiencies through the ongoing 2026 Core Services Review.

Therefore, be it resolved that:

1. The Council of the Town of Whitby once again calls upon the Province of Ontario to work collaboratively with the Association of Municipalities of Ontario (AMO) and Ontario Big City Mayors (OBCM) to undertake a comprehensive Social and Economic Prosperity Review to modernize and realign the provincial–municipal fiscal framework, ensuring that municipal revenues are aligned with the actual costs of today’s service delivery and growth;
2. The Town of Whitby requests that this review specifically address the \$4 billion annual gap where municipal property taxes are currently used to fund provincial responsibilities, including social housing, health, and transit, and further evaluate:
 - the \$1.5 billion annual municipal burden created by the provincial download of social housing costs;
 - the requirement for municipalities to fund 10% of provincial hospital capital projects; and,
 - the opportunity to allocate a portion of provincial Land Transfer Tax and HST revenues generated by housing activity to municipal infrastructure supporting growth.

3. The Province be urged to establish a predictable, housing linked revenue stream for municipalities that reflects the economic, social, and infrastructure demands associated with growth, including addressing the financial impacts of changes to development charges; and,
4. A copy of this resolution be forwarded to:
 - The Honourable Doug Ford, Premier of Ontario
 - The Honourable Sylvia Jones, Deputy Premier and Minister of Health;
 - The Honourable Peter Bethlenfalvy, Minister of Finance;
 - The Honourable Rob Flack, Minister of Municipal Affairs and Housing
 - The Honourable Kinga Surma, Minister of Infrastructure;
 - The Honourable Michael Parsa, Minister of Children, Community and Social Services;
 - Lorne Coe, MPP (Whitby);
 - The Region of Durham;
 - The Association of Municipalities of Ontario (AMO);
 - The Federation of Canadian Municipalities (FCM); and,
 - All Ontario Municipalities.

Should you require further information, please do not hesitate to contact the Office of the Town Clerk at 905.430.4300.



Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk
clerk@whitby.ca

Copy: C. Harris, Director of Legislative Services/Town Clerk - clerk@whitby.ca
F. Wong, Commissioner of Financial Services/Treasurer - wongf@whitby.ca

The Honourable Sylvia Jones, Deputy Premier and Minister of Health -
Sylvia.Jones@ontario.ca

The Honourable Peter Bethlenfalvy, Minister of Finance - minister.fin@ontario.ca

The Honourable Rob Flack, Minister of Municipal Affairs and Housing -
minister.mah@ontario.ca

The Honourable Kinga Surma, Minister of Infrastructure -
Minister.MOI@ontario.ca

The Honourable Michael Parsa, Minister of Children, Community and Social
Services - MinisterMCCSS@ontario.ca

Lorne Coe, MPP (Whitby) - lorne.coe@pc.ola.org

Alexander Harras, Regional Clerk, The Regional Municipality of Durham -
clerks@durham.ca

Lindsay Jones, Executive Director, Association of Municipalities of Ontario
(AMO) - ljones@amo.on.ca

The Federation of Canadian Municipalities (FCM) – info@fcm.ca

All Ontario Municipalities



March 13, 2026

Hon. David Piccini
Ministry of Labour, Immigration, Training and Skills Development
14th Floor, 400 University Ave
Toronto ON M7A 1T7

Re: Request for Provincial Legislation Amendments, Health and Safety Concerns

Dear Minister Piccini,

At its meeting of Council on March 11, 2026, the Council of the Township of Oro-Medonte received correspondence from Association of Ontario Road Supervisors (AORS) regarding the above-mentioned request for support.

The Township of Oro-Medonte fully supports AORS in their request, as our staff have, on numerous occasions, been subjected to abusive and aggressive behaviour from members of the public. We respectfully request your support in advancing measures that will strengthen protections for municipal workers and contractors. With provincial partnership, municipalities can better safeguard the individuals who work tirelessly to maintain critical services and keep our communities functioning safely.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Greenlaw", is positioned above the printed name of the Mayor.

Mayor Randy Greenlaw

Cc: Premier Doug Ford
Hon. Michael Kerzner, Solicitor General of Ontario
Hon. Jill Dunlop, Minister of Emergency Preparedness and Response
Hon. Rob Flack, Minister of Municipal Affairs and Housing

Hon. Prabmeet Sakaria, Minister of Transportation
Hon. Todd McCarthy, Acting Minister of Infrastructure
Doug Downey, MPP Barrie – Springwater - Oro-Medonte
Association of Municipalities of Ontario (AMO)
Association of Ontario Roads Supervisors (AORS)
Ontario Municipalities
Members of Oro-Medonte Council



Minister of Labour, Immigration, Training and Skills Development David Piccini
 14th Floor, 400 University Avenue
 Toronto, ON M7A 1T7

February 5, 2026

Dear Minister Piccini,

On behalf of Ontario's municipal public works professionals, we are writing to raise an urgent health and safety concern that is increasingly placing municipal workers and subcontractors at risk while they maintain the critical infrastructure our communities rely on every day.

While the Occupational Health and Safety Act establishes important protections against workplace hazards, it does not adequately address a growing and very real threat: unsafe working conditions created by interference, harassment, and dangerous actions from members of the public.

Through consultations with AORS members across the province, we are hearing consistent and deeply troubling examples of escalating behaviour directed at municipal workers - particularly winter maintenance operators. These are not isolated incidents, but a pattern that is becoming increasingly normalized during significant weather events. Examples reported to AORS include:

- An individual throwing a large chunk of ice at an active piece of municipal equipment while it was operating.
- A resident threatening to kill a sidewalk plow operator.
- A man climbing onto a snow plow and refusing to get off until the operator agreed to plow his road next.
- Two municipal staff members being confronted, accosted, and aggressively yelled at in public - one at a gas station and another while simply standing in line for coffee - by individuals angry about road conditions that were not even under that municipality's jurisdiction, as well as a mailbox that had been struck.
- A voicemail left by a resident threatening to shoot a municipal plow driver with a shotgun the next time the street was plowed.
- A resident angry about snow at the end of their driveway jumping in front of an active plow and refusing to move. The plow was delayed for over an hour during a major snow event, placing service levels and the municipality's overall emergency response at risk. The situation was only resolved once supervisors and by-law officers arrived on scene.

These incidents represent only a small sample of what municipal plow drivers and winter maintenance crews are experiencing across Ontario. What was once limited to disgruntled complaints has escalated into direct threats, physical interference, and dangerous confrontations that place workers, subcontractors, and the public at risk. This issue is becoming a systematic threat to municipal service delivery and is only amplified during significant weather events.

Municipal workers and their contracted partners are responsible for maintaining roads, bridges, sidewalks, and other essential services - often in extreme weather and high-risk environments. When these workers are threatened or obstructed, it becomes not only a workplace safety issue, but a broader public safety concern. In some cases, conditions have become so unsafe that

municipal staff and subcontractors have walked off job sites, jeopardizing timely service delivery during critical events.

We respectfully ask the Province to consider the following changes:

- Under the Emergency Management and Civil Protection Act, when a municipality declares a Significant Weather Event, municipal winter maintenance vehicles and operators - including subcontractors working on behalf of municipalities - should be afforded enhanced protection, with interference or obstruction treated with the same severity as interference with police, fire, or paramedic services.
- Establish clear public-safety interference provisions, similar in intent to Ontario's Slow Down, Move Over legislation, that recognize the essential role of municipal roadside workers.
- Consider adopting provisions similar to Manitoba's recently passed Bill 38, an amendment to their Highway Traffic Act effective January 1, 2026, which requires motorists to maintain a minimum distance of 30 metres behind snowplows where speed limits are 80 km/h or lower, and 100 metres where speed limits exceed 80 km/h.

These changes would provide clarity, deterrence, and enforceability—sending a strong message that interference with municipal workers performing essential services will not be tolerated. Just as Ontario protects first responders from obstruction during emergencies, we must extend similar protections to the public works professionals who keep our communities safe, connected, and functioning.

AORS would welcome the opportunity to meet with you and your staff to discuss these concerns further and to collaborate on legislative solutions that better protect municipal workers and subcontractors while strengthening public safety across the province.

Thank you for your consideration of this critical issue.

Sincerely,



Karla Musso-Garcia, CRS-I
President, Association of Ontario Road Supervisors
Operations Manager, Township of Oro-Medonte



Kelly Elliott
Interim Executive Director
Association of Ontario Road Supervisors

Cc (via e-mail)

Premier Doug Ford

Minister of Emergency Preparedness and Response Jill Dunlop

Minister of Municipal Affairs and Housing Rob Flack

Minister of Transportation Prabmeet Sarkaria

Acting Minister of Infrastructure Todd McCarthy

Scott Butler, Good Roads Executive Director

Walid Abou-Hamde, Ontario Road Builders' Association Chief Executive Officer



Solicitor General of Ontario Michael Kerzner
 George Drew Building, 25 Grosvenor Street
 Toronto, ON M7A 1Y6

February 5, 2026

Dear Solicitor General Kerzner,

On behalf of Ontario's municipal public works professionals, we are writing to raise serious concerns regarding the safety of municipal workers and subcontractors who are increasingly facing harassment, threats, and dangerous interference from members of the public while delivering essential municipal services - particularly during winter maintenance and emergency operations.

Across Ontario, municipal public works teams are responsible for maintaining critical infrastructure that residents depend on every day, including roads, sidewalks, bridges, and drainage systems. During significant weather events, these workers are frontline responders, ensuring emergency vehicles can travel safely and that communities remain connected and accessible. However, the behaviour directed at them has escalated well beyond routine complaints and has become a direct threat to both worker safety and public safety.

Through consultations with AORS members province-wide, we continue to receive troubling reports that illustrate the seriousness of this issue. These include:

- An individual throwing a large chunk of ice at an active piece of municipal equipment while it was operating.
- A resident threatening to kill a sidewalk plow operator.
- A man climbing onto a snowplow and refusing to get off until the driver agreed to plow his road next.
- Two staff members confronted and aggressively accosted in public - one at a gas station and another while simply waiting in line for coffee - by individuals angry about road conditions and a mailbox strike that were not even related to that municipality.
- A voicemail threatening to shoot a plow driver with a shotgun the next time the street was plowed.
- A resident jumping in front of an active plow during a major snow event and refusing to move, delaying operations for over an hour and jeopardizing service levels and overall emergency response.

These examples represent only a small sample of the experiences municipal plow drivers and winter maintenance crews are facing across the province. What was once occasional frustration has escalated into intimidation, threats of violence, and direct interference with equipment and operations.

Equally concerning is that municipalities do not always receive consistent enforcement support when these incidents occur. We have heard directly from members who contacted the Ontario Provincial Police for assistance and were advised that, unless a physical assault had already taken place, the situation was "not a police matter." Waiting until a worker has been physically harmed before intervention is neither preventative nor acceptable.

This gap leaves municipalities and workers vulnerable and sends an unintended message that threatening or obstructive behaviour toward municipal staff carries little consequence. It also places supervisors and by-law officers in situations that may exceed their authority or capacity to manage safely.

We believe a proactive and coordinated response is needed. Municipal workers and their subcontractors should not have to choose between their personal safety and providing critical services during storms and emergencies.

We respectfully ask that the Province of Ontario and the Ontario Provincial Police take a clear and strong stance that interference, threats, and harassment directed at municipal public works staff will not be tolerated. Specifically, we would welcome:

- Clear direction and guidance to police services, including the OPP, that threats, intimidation, and obstruction of municipal workers performing essential duties warrant timely enforcement and support.
- Recognition that interference with winter maintenance and emergency public works operations presents a broader public safety risk, not merely a municipal operational issue.
- Enhanced coordination between municipalities and local police services during significant weather events and emergency responses to ensure worker safety and continuity of service.
- Consideration of legislative or policy tools that provide stronger deterrence and consequences for those who threaten or obstruct municipal staff and contractors.

Municipal public works professionals are essential workers. They keep roads open for ambulances, fire trucks, school buses, and the travelling public. Their safety should be treated with the same seriousness as that of other frontline responders.

AORS would welcome the opportunity to meet with you and your staff to discuss these concerns and explore practical steps to ensure consistent enforcement support and stronger protections for municipal workers across Ontario.

Thank you for your attention to this important matter and for your continued leadership in public safety.

Sincerely,



Karla Musso-Garcia, CRS-I
President, Association of Ontario Road Supervisors
Operations Manager, Township of Oro-Medonte



Kelly Elliott
Interim Executive Director
Association of Ontario Road Supervisors

Cc (via e-mail)
Premier Doug Ford

March 20, 2026

The Right Honourable Mark Carney
Prime Minister of Canada
Via email: Pm@pm.gc.ca

The Honourable Marjorie Michel
Minister of Health
Via email: Marjorie.michel@parl.gc.ca

The Honourable Doug Ford
Premier of Ontario
Via email: Premier@ontario.ca

The Honourable Sylvia Jones
Minister of Health
Via email: Sylvia.Jones@ontario.ca

Dear Prime Minister Carney, Minister Michel, Premier Ford and Minister Jones:

Re: Food Insecurity Emergency Declaration

The following motion was passed by Council declaring food insecurity an emergency in our community. This declaration reflects our growing concern about the impact of food insecurity on the health and well-being of residents across Chatham-Kent.

In passing this motion, we have joined other cities in Ontario who have declared food insecurity an emergency and hope it will initiate collaborative action and policy development at the provincial and federal levels of government.

“Whereas food insecurity is defined as, the inadequate or insecure access to food due to financial constraints, a marker of material deprivation (poverty), and a serious public health problem because it increases the risk of non-communicable and infectious diseases, and premature death.

Whereas chronic stressors like disability, precarious work, and acute shocks like COVID-19, illness or eviction, make it more difficult to afford life’s basic needs and live free from poverty. Whereas income-based policies are necessary to effectively reduce household food insecurity, which Chatham-Kent Public Health reports is experienced by at least 1 in 5 households in Chatham-Kent. Whereas the income provided through provincial and federal programs has not kept up with rising costs of food, housing and other basic needs.

Cont’d...

Whereas Ontario Works rates have been frozen since 2018: the maximum single person monthly benefit for basic needs is \$343 and \$390 for shelter, totalling \$733 per month.

Whereas Chatham-Kent Public Health reports a single person on Ontario Works spends ~134% of their income on food and rent. Whereas the Municipality of Chatham-Kent provides programs and services that decrease the impacts of poverty and income inequality and provides participants with a better quality of life which can positively improve health and well-being.

Whereas the number of individuals using Chatham-Kent Outreach for Hunger has increased by ~38% from 2022 to 2024, from 2781 unique individuals in 2022, to 3752 unique individuals in 2024, with a ~51% increase in families with children.

Whereas the number of households using the food assistance program within the Village Pantry has increased by ~124%, from 76 unique households in 2022, to 170 unique households in 2024.

Whereas the number of meals served to under-housed people by Reach Out Chatham-Kent has increased by ~17% from 2022 to 2024, from 43,594 meals in 2022, to 51,313 meals 2024.

Whereas Hope Haven has already had 4000 more visits in 2025 compared to 2024.

Whereas poverty costs Ontario around \$27.1 – 33 billion dollars per year: justice system \$1.1 billion; health care \$3.9 billion; lost income \$19.4 – 25 billion; lost tax revenue \$2.7 – 3 billion.

Whereas the provincial Poverty Reduction Strategy's (Building a Strong Foundation for Success: Reducing Poverty in Ontario (2020-2025)) primary measure of success is that more social assistance recipients move into employment, despite people with employment income being one of the fastest growing groups at food banks.

Whereas the Chatham-Kent Food Policy Council's mission is to lead in the development of relevant policies and to advocate for our local food system, and values that all people should have physical and economic access to healthy, culturally diverse, local food.

Whereas the Chatham-Kent Food Policy Council's Strategic Plan for 2025-2027 highlights the need to advocate for government-level policies that impact food systems, and specifically, to advocate for income-based solutions to food insecurity to provide families with more agency in food choices.

Therefore, be it resolved that the Mayor and Council support the advocacy of the Chatham-Kent Food Policy Council by declaring food insecurity an emergency in the Municipality of Chatham-Kent.

Cont'd...

And that Mayor and Council request the Provincial Government focus its upcoming 2026-2030 Poverty Reduction Strategy around reducing measures of material deprivation, such as food insecurity.

And that Mayor and Council request the Provincial Government immediately raise social assistance rates to meet life's basic needs.

And that Mayor and Council request the Provincial and Federal Governments to address the causes of food insecurity by establishing a Guaranteed Livable Basic Income for those living in poverty.

And that Mayor and Council request the Provincial and Federal Governments to increase the rates of income support programs to ensure they are adequate to address the basic needs of individuals and families.

And that Mayor and Council request that the Provincial and Federal Governments include the reduction of food insecurity as a component of all appropriate government policies. And that a copy of this motion be forwarded to the Association of Local Public Health Agencies (ALPHA), Association of Municipalities of Ontario (AMO), Federation of Municipalities of Canada (FCM), Ontario Municipal Social Services Association (OMSSA), all Ontario Municipalities, all Members of Provincial Parliament and Parliament, The Right Honourable Mark Carney, Prime Minister of Canada, all federal party leaders, the Honourable M.P.P. Doug Ford, Premier of Ontario, the Ontario Minister of Health Sylvia Jones, and the Federal Minister of Health Marjorie Michel.”

Sincerely,



Darrin Canniff, Mayor/CEO
Municipality of Chatham-Kent

C: All Members of Provincial Parliament and Parliament
Association of Local Public Health Agencies (ALPHA)
Federation of Municipalities of Canada (FCM) Association of
Municipalities of Ontario (AMO)
Ontario Municipal Social Services Association (OMSSA)
Ontario Municipalities



**BY-LAW NUMBER XX-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 April 13, 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 April 13, 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 13th day of April, 2026.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe