



Stratford City Council  
Regular Council Open Session  
AGENDA

**Meeting #:** 4798th  
**Date:** Monday, May 11, 2026  
**Time:** 6:00 P.M.  
**Location:** Council Chamber, City Hall  
**Council Present:** Mayor Ritsma - Chair Presiding, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa  
**Staff Present:** André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Miranda Franken - Council Clerk Secretary

Watch the Council meeting live, or click the following link: <https://stratford-ca.zoom.us/j/82770978250?pwd=3fJ1cIT2GBoVzqXG5L3Ad6j8JC5BKr.1>

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

Pages

**1. Call to Order:**

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

Councillor Beatty provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

## Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest**3. Adoption of the Minutes:**

16 - 42

Motion by

**THAT the Minutes of the Special Meeting of Council of The Corporation of the City of Stratford dated April 20, 2026 and the Regular Meeting of Council of The Corporation of the City of Stratford dated April 27, 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 May 11, 2026 be added to the Agenda as printed.**

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

**5.1 At the May 11, 2026, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:**

4.1 Confidential Report of the Chief Technology & Security Officer with respect to security of municipal property (CM-26-14) - Security of municipal property of the municipality or local board (section 239.(2)(a)); and A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons or organization (section 239.(2)(i)).

**6. Hearings of Deputations and Presentations:**

**6.1 Presentation of Green Recognition Awards**

The Climate Change Program Manager and Mayor Ritsma to present Green Recognition Awards to selected residents, businesses and/or organizations for their efforts in helping Stratford move toward its 30% reduction in greenhouse gas emissions target by 2030.

**6.2 Presentation of the Social Research and Planning Council's "Our Stories of the Housing Crisis" Report** 43 - 84

Will Wellington, Manager, Social Research and Planning, Perth Huron United Way, will be presenting findings from the report and asking that it be received. Ryan Erb, Executive Director and Kristin Crane, Director, Community Impact and Research will be in attendance to answer any questions.

Motion by

**THAT Will Wellington, Manager of Social Research and Planning, Perth Huron United Way, be heard;**

**AND THAT the report titled, "Our Stories of the Housing Crisis", be received for information.**

**6.3 Request for Delegation - Shelterlink** 85 - 91

Shelterlink representatives Cate Trudeau, Executive Director, and Cambria Ravenhill, Board Member, will provide an overview of the organization's role in the community, the impact of its services, and the operational pressures it is experiencing under the current funding model. Council will be asked to direct staff to work with Shelterlink to identify short-term stabilization measures for the upcoming winter season and to report back with recommendations for aligning the funding model with evidence-based operating costs and best practices across comparable municipalities.

Motion by

**THAT Shelterlink representatives Cate Trudeau, Executive Director and Board Member Cambria Ravenhill be heard.**

**7. Orders of the Day:**

**7.1 Resolution - Homelessness Reduction Innovation Fund (HRIF) and Canadian Alliance to End Homelessness (CAEH) Update (COU26-055)** 92 - 96

Motion by

**Staff Recommendation: THAT the report titled, "Homelessness Reduction Innovation Fund and Canadian Alliance to End Homelessness Update" (COU26-055), be received for information;**

**THAT the Mayor and Clerk, or their respective delegates, be authorized to enter into an amending agreement with the Canadian Alliance to End Homelessness to rejoin the Built for Zero Canada Movement;**

**AND THAT the Director of Social Services be authorized to sign any further amendments to the agreement.**

**7.2 Resolution - Warming Centre, Shelterlink Youth Services, and Supportive Housing Solutions Update (COU26-062) 97 - 102**

Motion by

**Staff Recommendation: THAT the report titled, "Warming Centre, Shelterlink Youth Services, and Supportive Housing Options" (COU26-062), be received for information;**

**THAT staff be directed to negotiate an agreement with the Canadian Mental Health Association Huron Perth to operate a warming centre from November 1, 2026, to April 30, 2027, with a maximum municipal contribution of \$327,302 subject to final reporting and reconciliation for the 2025-26 period and review of the submitted 2026-27 budget to be funded from municipal shared services partners;**

**THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement with the Canadian Mental Health Association Huron Perth to operate a warming centre from November 1, 2026, to April 30, 2027;**

**THAT Shelterlink Youth Services be approved for additional operational support funding of \$142,100 in 2026 to be funded from municipal shared services partners;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign an agreement with Shelterlink Youth Services for the provision of additional operational support funding.**

**7.3 Resolution - Housing Strategy Alignment Summary Report (COU26-061) 103 - 115**

The report will be presented by the following staff members: Corporate Initiatives Lead, Supervisor of Planning Policy and Placemaking, Manager of Housing, and Supervisor of Social Services - Housing, along with Kendra Fry, investStratford Housing Specialist.

Motion by

**Staff Recommendation: THAT the Housing Strategy Alignment Summary Report (COU26-061) dated May 11, 2026 be received for information;**

**AND THAT Council direct staff to proceed with a subsequent sprint to**

define the City's role and level of investment in housing, identify priority interventions across the spectrum within available fiscal parameters, define metrics of success, and bring forward a consolidated Municipal Housing Approach for Council's consideration and direction.

**7.4 Resolution - Recommendation Report for Draft Plan of Subdivision Application 31T25-001 and Zone Change Application Z02-25 for 750 McCarthy Road West in the City of Stratford (COU26-063)**

116 - 184

Robyn McIntyre, MHBC, Consulting Planner to present the report on behalf of the City and Rachel Bossie, GSP Group, to present on behalf of the applicant.

Motion by

**Staff Recommendation: THAT Draft Plan of Subdivision application 31T25-001, as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West, pursuant to Section 51(24) of the Planning Act, subject to the conditions of draft approval appended to this Staff Report COU26-063 as recommended by Robyn McIntyre, Consulting Planner BE APPROVED for the following reasons:**

1. The request satisfies the criteria outlined in Section 51(24) of the Planning Act;
2. The request is consistent with the Provincial Planning Statement, 2024;
3. The request conforms to the City of Stratford's Official Plan and the Stratford West Secondary Plan;
4. The request constitutes sound land use planning and is appropriate for the development of the subject lands; and
5. Public comments have been received, reviewed comprehensively, and appropriately addressed.

**AND THAT Zone Change Application Z02-25, as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West, which proposes to rezone the subject lands from Agricultural ("A") to three zones being:**

**A new Residential Second Density zone ("R2(2)-49") with the following site-specific provisions:**

- The minimum corner lot area shall be 342 square metres for a Single Detached Dwelling;
- The minimum corner lot frontage shall be 10.4 metres for a Single Detached Dwelling;

- Section 4.26.5 shall apply to those Corner Lots which are immediately southeast and southwest of, and are abutting, the intersection of Fraser Drive and Orr Street, even though their rear lot lines do not abut neighbouring rear lot lines;
- The maximum garage projections shall be 1.2 metres beyond the façade of the building;
- Driveway visibility triangles are required to be 3 metres by 3 metres on one side, and 2 metres by 2 metres on the other side;
- The minimum setback from a Daylight Triangle shall be 1.8 metres;
- For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access;
- The maximum driveway width shall be 56% of the lot width, up to a maximum of 8.0 metres;
- For the purposes of calculating maximum permitted driveway width as a percentage of lot frontage, the lot frontage shall not be subject to the rounding provisions of this By-law. In all other instances, and where lot frontage is measured as it's own metric, the lot frontage shall be subject to the rounding provisions herein;

A new Residential Fourth Density zone ("R4-36") with the following site-specific provisions:

- Further to the permitted uses in the R4 zone, permitted uses in the R4-36 zone shall also include:
  - Cluster Single Detached Dwelling
  - Cluster Townhouse Dwelling"
- For the purposes of these additional permitted uses:
  - Cluster Housing Dwelling Units shall refer to both Cluster Single Detached Dwellings and Cluster Townhouse Dwellings.
  - 'Cluster' shall mean a grouping of buildings on a lot in close proximity to each other."
- The minimum front yard setback shall be 4.0 metres, provided any attached or detached garage remains a minimum of 6.0 metres from the front lot line;
- The minimum interior side yard width shall be 1.2 metres where a wall contains a window or door to a habitable room;
- The minimum distance between cluster housing dwelling units shall be 1.2 metres;
- The minimum distance between cluster housing dwelling

units and vacant land condominium unit boundaries shall be 0.6 metres;

- The minimum distance between townhouse end units shall be 2.4 metres;
- For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access;

And an Open Space zone ("OS") BE APPROVED for the following reasons:

- The request provides for the development of the subject lands in a manner which is consistent with the Provincial Planning Statement, 2024;
- The request conforms to the City of Stratford's Official Plan and the Stratford West Secondary Plan;
- The request constitutes sound land use planning and is appropriate for the development of the subject lands; and
- Public comments have been received, reviewed comprehensively, and appropriately addressed.

**7.5 Resolution - Addressing Stratford Police Service Space Needs (COU26-064) 185 - 226**

The Chief Administrative Officer to present the report.

Motion by

**Staff Recommendation: THAT Council direct the Chief Administrative Officer to sign a non-binding Agreement of Purchase and Sale on behalf of the Corporation for the purchase of the property at 10 and 52 Wright Boulevard, subject to completion of a due diligence period satisfactory to the City;**

**THAT Council direct staff to complete due diligence including confirmation of renovation costs, post-disaster structural assessment, and verification of space requirements;**

**AND THAT Council direct staff to report back with the findings of the due diligence and a detailed implementation plan, prior to any final commitment to purchase.**

**7.6 Resolution - Bill 98, Building Homes and Improving Transportation Infrastructure Act, 2026, and Related Provincial Consultations – Preliminary Implications for the City of Stratford (COU26-056) 227 - 233**

Motion by

**Staff Recommendation: THAT the report titled, "Bill 98, Building Homes**

and Improving Transportation Infrastructure Act, 2026, and Related Provincial Consultations – Preliminary Implications for the City of Stratford” (COU26-056), be received for information;

AND THAT Council direct staff to submit formal comments to the Province of Ontario reflecting the issues raised within Report (COU26-056).

- 7.7 Resolution - Stratford-Bruce Peninsula Employment Service System Manager (SSM) Consortium 2026 Member Update (COU26-052) 234 - 242

Motion by

Staff Recommendation: THAT the report titled, “SSM Consortium 2026 Member Update” (COU26-052), be received for information.

- 7.8 Resolution - Application for Part Lot Control Exemption PLC03-26 Ford Drive (COU26-057) 243 - 248

The Manager of Planning will be in attendance to answer any questions.

Motion by

Staff Recommendation: THAT Council approve Application for Part Lot Control Exemption (PLC03-26) to exempt Lots 59, 60, 61 and 63 on Registered Plan 44M-96 from Part Lot Control for an additional year through the passing of a By-law to amend Part Lot Control Exemption By-law Number 63-2025 in accordance with Reference Plan 44R-6351 to create 8 separate parcels of land, each of which would contain a semi-detached dwelling unit.

- 7.9 Resolution - Appointment to the SeedCo./investStratford Board of Directors (COU26-058) 249 - 250

Motion by

Staff Recommendation: THAT David Lambert representing the Small Business sector be appointed to the Stratford Economic Enterprise Development Board of Directors for a three year term to June 2029, with an option for an additional two year term, or until a successor is appointed by Council;

AND THAT section 2.9 (f) of the Appointments By-law 4-2023, as amended, be further amended to appoint David Lambert to the Stratford Economic Enterprise Development Board of Directors.

- 7.10 Resolution - RFT-2026-02 - 9 Fulton St., Milverton Affordable Housing - Construction Management Services (COU26-054) 251 - 254

Motion by

**Staff Recommendation: THAT the tender (RFT-2026-02) for the 9 Fulton Street, Milverton Affordable Housing – Construction Management Services project be awarded to ZGEMI Inc. at a total cost of \$137,670.36, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to enter into a contract agreement with ZGEMI Inc. for RFT-2026-02.**

- 7.11 Resolution - Downtown Parking Study Request for Proposal Award (RFP-2026-03) (COU26-060) 255 - 260**

Motion by

**Staff Recommendation: THAT the Request for Proposal (RFP-2026-03) for the provision of consulting services for the Downtown Parking Study be awarded to R.J. Burnside & Associates Limited at a total cost of \$72,807.23, including HST;**

**THAT the additional funding required of \$5,565.17, to be funded from the Parking Reserve Fund R-R11-PRKG, be approved;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary contract agreement for RFP-2026-03.**

- 7.12 Resolution - T-2026-76 Queen Street Reconstruction Tender Award (COU26-053) 261 - 265**

Motion by

**Staff Recommendation: THAT the tender (T-2026-76) for the Queen Street Reconstruction Project be awarded to Elgin Construction Company Limited, at a total tender price of \$3,456,286.16, including HST;**

**AND THAT the Mayor and Clerk or their respective delegates be authorized to sign the necessary Contract Agreement for construction contract T-2026-76**

- 7.13 Resolution - T-2026-05 T.J. Dolan Retaining Wall Replacement Tender Award (COU26-059) 266 - 269**

Motion by

**Staff Recommendation: THAT the tender (T-2026-05) for the T.J. Dolan Retaining Wall Replacement Contract be awarded to Kieswetter Excavating Inc., at a total tender price of \$979,635.42, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2026-05.**

7.14 Resolution - Nominations for the 2026-2028 Association of Municipalities of Ontario (AMO) Board of Directors 270

7.15 Proclamation - Pride Month and the Flying of the Intersex Inclusive Pride Flag 271 - 273

The following correspondence has been received in support of the proclamation request:

- Stratford-Perth Pride dated April 17, 2026
- Huron Perth Public Health dated April 20, 2025

Motion by

**THAT the correspondence from Stratford Perth-Pride and Huron Perth Public Health in support of the Pride Month proclamation request be received.**

Motion by

**THAT Stratford City Council hereby proclaims June 2026 as Pride Month in the City of Stratford;**

**AND THAT Stratford City Council authorizes the flying of the Intersex Inclusive Pride Flag for the month of June 2026 as a visible show of support for the 2SLGBTQIA+ community.**

7.16 Proclamation - Canadian Chinese Heritage Month

Motion by

**Whereas, Canada is strengthened by cultural diversity, and the contributions of Chinese Canadians have been integral to the social, economic, and cultural fabric of the nation;**

**Whereas, Chinese Canadians have played a significant role in the development of Canada, including contributions to the building of the Canadian Pacific Railway, entrepreneurship, public service, and community leadership;**

**Whereas, Chinese Canadians have faced historical injustices, including the Chinese Head Tax and the Chinese Exclusion Act, and continue to demonstrate resilience and commitment to building an inclusive Canada;**

**Whereas, recognizing and celebrating the heritage, culture, and contributions of Chinese Canadians promotes greater understanding, inclusion, and unity across all communities in Canada;**

**Whereas, other cultural heritage months have been established to recognize and celebrate the contributions of diverse communities across**

Canada;

Whereas, the Government of Ontario adopted Bill 183 on December 19, 2024 proclaiming that February be Chinese Heritage Month everywhere in the province;

Whereas, Chinese organizations across Canada and United Against Hate Canada have urged Parliament to enact a Canadian Chinese Heritage Month and called on municipalities to voice their support;

Now therefore be it resolved:

THAT Stratford City Council recognizes the contributions of the Chinese community to the success and growth of Ontario and Canada and proclaims February as Canadian Chinese Heritage Month going forward in the City of Stratford;

AND THAT Stratford City Council forwards a copy of this resolution urging Members of Parliament to enact February as Canadian Chinese Heritage Month to the Minister of Canadian Identity and Culture; Member of Parliament representing Perth-Wellington; the Federation of Canadian Municipalities (FCM); and the Association of Municipalities of Ontario (AMO).

**8. Business for Which Previous Notice Has Been Given:**

None noted.

**9. Reports of the Standing Committees:**

There are no Standing Committee reports for consideration.

**10. Notice of Intent:**

None noted.

**11. Reading of the By-laws:**

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

Motion by

**THAT By-laws 11.1 to 11.12 be taken collectively.**

Motion by

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

Motion by

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

- |             |   |           |
|-------------|---|-----------|
| <b>11.1</b> | <b>investStratford Board Appointment</b>  | 274       |
|             | To amend By-law 4-2023, as amended, to make an appointment to the Stratford Economic Enterprise Development Corporation Board of Directors.   |           |
| <b>11.2</b> | <b>Award Tender (T-2026-76) - Queen Street Reconstruction Project</b>   | 275       |
|             | To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Elgin Construction Company Limited for the Queen Street Reconstruction project (T-2026-76).   |           |
| <b>11.3</b> | <b>Award Proposal (RFP-2026-03) - Downtown Parking Study</b>  | 276       |
|             | To authorize the acceptance of a proposal, execution of the contract and the undertaking of work by R.J. Burnside & Associates Limited for the provision of consulting services for the Downtown Parking Study (RFP-2026-03).   |           |
| <b>11.4</b> | <b>Award Tender (T-2026-05) - T.J. Dolan Retaining Wall Replacement Contract</b>  | 277       |
|             | To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Kieswetter Excavating Inc. for the T.J. Dolan Retaining Wall Replacement Contract (T-2026-05).  |           |
| <b>11.5</b> | <b>Amending Part Lot Control Exemption By-law - Ford Drive</b>  | 278       |
|             | To amend Part Lot Control Exemption By-law 63-2025 to extend the expiry period for one (1) additional year limited to Lots 59, 60, 61 and 63, Registered Plan 44M-96, City of Stratford from the provisions of part-lot control for the purpose of conveying semi-detached dwelling units to individual owners. |           |
| <b>11.6</b> | <b>Amend the Traffic and Parking By-law - Erie Street Lot Permits</b>   | 279 - 280 |
|             | To amend Schedule 19, Parking Permits, of the Traffic and Parking By-law 159-2008, as amended, to extend the time limit for monthly parking permits in the Erie Street Lot.   |           |
| <b>11.7</b> | <b>Amend Fees and Charges By-law - Overnight Parking Permits</b>  | 281 - 282 |
|             | To amend Schedule "A" of the Fees and Charges By-law 125-2025, as amended, for The Corporation of the City of Stratford, to amend fees  |           |

for Parking Permits for Municipal Parking Lots.

**11.8 Amending Agreement with the Canadian Alliance to End Homelessness - Homelessness Reduction Innovation Fund** 283 - 284

To authorize the execution of an Amending Agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund.

**11.9 Award Tender (RFT-2026-02) - 9 Fulton Street Affordable Housing Construction Management Services Contract** 285

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by ZGEMI Inc. for the 9 Fulton Street, Milverton Affordable Housing – Construction Management Services project (RFT-2026-02).

**11.10 Zoning By-law Amendment Application Z02-25 - 750 McCarthy Road West** 286 - 289

To amend By-law 10-2022 as amended, with respect to Application for Zoning By-law Amendment Z02-25 as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West.

**11.11 Agreement with the Canadian Mental Health Association Huron Perth to Operate a Warming Centre** 290 - 291

To authorize the execution of an Agreement with the Canadian Mental Health Association Huron Perth to operate a warming centre from November 1, 2026, to April 30, 2027.

**11.12 Agreement with Shelterlink Youth Services - Provision of Operational Support Funding** 292 - 293

To authorize the execution of an Agreement with Shelterlink Youth Services for the provision of additional operational support funding.

**12. Consent Agenda: CA-2026-047 to CA-2026-053** 294 - 299

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

**13. New Business:**

**14. Adjournment to Standing Committees:**

The next Regular Council meeting is May 26, 2026 in the Council Chamber, City

Hall.

Motion by

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

- **Infrastructure, Transportation and Safety Committee [6:05 or thereafter following the Regular Council meeting];**

**and to reconvene into Council.**

**15. Adjournment to Closed Session:**

Motion by

**THAT the Council meeting move into closed session to consider the following matter:**

**3.1 Confidential Report of the Chief Administrative Officer with respect to the proposed acquisition of 10 and 52 Wright Boulevard: Transaction Risk Assessment (CM-26-15) - 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); A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).**

**16. Council Reconvene:**

**16.1 Declarations of Pecuniary Interest made at Standing Committees and Closed Session**

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 and the Closed Session held on May 11, 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

**16.2 Report of the In-camera Session**

**16.3 Reading of the By-laws (reconvene):**

300

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

**By-law 11.13 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 11, 2026.

Motion by

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

Motion by

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

**16.4 Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

Motion by

**THAT the May 11, 2026 Regular Council meeting adjourn.**



## **Stratford City Council Special Council Open Session**

### **MINUTES**

Meeting #: 4796th  
 Date: Monday, April 20, 2026  
 Time: 6:00 P.M.  
 Location: Council Chamber, City Hall

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

Regrets: Councillor Hunter

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, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Emily Robson - Corporate Initiatives Lead, Johnny Bowes - Manager of Asset Management, Will Mason – Maintenance Rent Receivables Clerk

Also Present: Krista Robinson - Chief Executive Office, Stratford Public Library, Melanie Reasbeck - Project Coordinator, investStratford, Kendra Fry - Housing Specialist, investStratford, Members of the Public and Media

**1. Call to Order:**

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

Councillor Hunter provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

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 Thereof

There were no disclosures of pecuniary interest made by a Member at the April 20, 2026 Special Council meeting.

**3. Delegations:**

Delegations were listed under Section 4.1.

**4. Orders of the Day:**

**4.1 Resolution - Grand Trunk Renewal Project — Workshop Series Update and April 27 Report Introduction to Recommendations (COU26-047)**

The Chief Administrative Officer provided an overview of the report. Highlights of the presentation included:

- there being a number of workshops completed with respect to the Grand Trunk site and the next steps for the project;
- this meeting being for members of the public to delegate before Council regarding the matter;
- there being no decisions to be made at this meeting;

- an overview of the recommendations regarding the Grand Trunk site included in the draft report; and
- the final report to be considered by Council at their April 27th meeting.

R2026-164

**Motion by** Councillor Burbach

**Seconded by** Councillor Henderson

**THAT Ron Dodson and Chris Leberg, Co-Chairs of Stratford Arts and Culture Collective, Robert Ritz, Robert Verdun, Jane Marie Mitchell, Lesley Walker-Fitzpatrick, Sharon Collingwood, Sheila Clarke, Stephen Landers, Tatiana Kalinovska and Julia Schneider be heard;**

**AND THAT the correspondence from Adam Gardiner and Patrick O'Rourke be received.**

**Carried**

Ron Dodson and Chris Leberg of the Stratford Arts and Culture Collective (SACC), referring to a PowerPoint presentation, presented to Council regarding their request to be included in the development of the site. Highlights of the presentation included:

- an overview of the needs related to arts and culture and how the Grand Trunk site can help address these needs;
- an overview of the SACC and the work that they do;
- the SACC's goal being to have a seat at table together with the YMCA and the Stratford Public Library as discussions about a shared community space in the Grand Trunk site occur; and
- an overview of how to address the needs for a community space for programming for the citizens of Stratford.

Members of Council and the delegates held a discussion regarding the request. Highlights of the discussion included:

- the SACC's request being to be included as a participant in the planning of the community space that will be occurring in the coming months;

- the SACC having access to funding which would be difficult to access for the YMCA, the Stratford Public Library, or the City due to the funding parameters;
- written agreements with partners and a certain level of design work for projects being required in order for the SACC to be considered for funding;
- the SACC estimating that they require 14,000 square feet for an auditorium and the rest of the proposed facility being shared spaces;
- it not making sense economically for all three entities to create three separate spaces and the shared space creating efficiencies; and
- the proposed auditorium having the ability to be opened for more large-scale programming.

Robert Ritz, referring to a PowerPoint presentation, presented to Council regarding ideas for the development of the site. Highlights of the presentation included:

- the main goal being to preserve as much of the superstructure as possible;
- an overview of the Ad Hoc Grand Trunk Renewal Committee's goal with respect to the preservation of the superstructure;
- it being prudent for Council to work with the public about the fate of the building; and
- a comparison of Plan A, the plan presented by City staff, and Plan B, the alternative proposal for the development of the site.

Members of Council and the delegate held a discussion regarding the alternative proposal. Highlights of the discussion included:

- the site being a lost opportunity if not developed properly;

- the delegate having completed the analysis and worked with PCL Construction on calculating the numbers related to the alternative proposal;
- an overview of the factors considered in the calculation of the numbers for the alternative proposal;
- it being proposed that a development corporation, similar to Festival Hydro, be created for the Grand Trunk site;
- an overview of how the pricing of the housing included in the alternative proposal was determined;
- there being significant costs to develop the superstructure;
- parking being a potential income source for the City by creating a parking facility on site to address the needs in the community without adding to the taxpayer's costs;
- an overview of what can be built in the superstructure; and
- the current YMCA building's conversion to house the Stratford Police operations.

Robert Verdun presented to Council with respect to an alternative proposal for the development of the site. Highlights of the presentation included:

- the superstructure needing to be maintained as it was built with better materials;
- there being sufficient space for the YMCA, the Stratford Public Library, as well as parking;
- the steel structure having real cultural and financial value;
- Council being urged to wait and defer decisions until the completion of the upcoming municipal elections;
- the Grand Trunk project being a main topic in the upcoming elections; and

- the current YMCA building being an ideal location for the Stratford Police due to its downtown location.

Members of Council and the delegate held a discussion regarding the police presence in the downtown core and the various industries in the City.

Jane Marie Mitchell presented to Council with respect to an alternative proposal for the development of the site. Highlights of the presentation included:

- an overview of the vision and guiding principles for the Grand Trunk Renewal project;
- an overview of the history of the YMCA including its location and how it's changed over the years;
- an overview of the history and uses of the Stratford Public Library building;
- there being a need for buildings that are more adaptable and which suits many different uses;
- there being a number of different community groups who would like to be a part of development of site;
- an overview of the benefits of sharing spaces between the different groups who currently have space needs;
- there being sufficient parking in the area which can meet the needs of the shared building;
- an overview of the cost of building different buildings all over the site versus the cost of developing the existing building; and
- Council being asked to do a cost analysis of the alternative proposal.

Lesley Walker-Fitzpatrick presented to Council with respect to an alternative proposal regarding the development of the site. Highlights of the presentation included:

- the alternative proposal being community driven, respects the heritage of Stratford, and financially responsible;
- an overview of how the Grand Trunk site superstructure is of significant heritage, historical, and contextual value for Stratford;
- the development of the Grand Trunk site being an opportunity for Stratford to be a leader; and
- the Grand Trunk site having huge potential to address a number of uses needed in the community.

A member thanked the delegate for their presentation. The member noted that the Grand Trunk Renewal project is one of the biggest projects for Stratford and there is a need to work with the community and to hear their voices in making decisions about the site.

Sharon Collingwood presented to Council with respect to an alternative proposal for the development of the site. Highlights of the presentation included:

- Canadians not having walked away from climate action despite an affordability crisis;
- an overview of statistics which show Canadians as being concerned about climate;
- the City of Stratford having adopted a Community Climate Action Plan and how major development decisions are not neutral but is also a climate decision;
- the alternative proposal being an adaptive reuse of the existing building;
- an overview of the Avon Crest demolition and its impacts to the climate;
- Council being urged to direct staff and its partners to give full and serious consideration of the adaptive reuse proposal; and
- Council being asked to refuse to lock in a course of action to demolish the building before adaptive reuse options are considered

and before the City's own proposal is financially and environmentally tested.

Sheila Clarke presented to Council regarding an alternative proposal for the development of the site. Highlights of the presentation included:

- an overview of the proposed features of the shared facility including bird friendly designs and the use of renewable energy;
- an overview of the historical element and value of the Grand Trunk site; and
- an overview of concerns related to the demolition of the building.

Stephen Landers presented to Council regarding considerations for the Grand Trunk site and the Stratford Public Library building. Highlights of the presentation included:

- it being questioned why the moving of the administrative building for Stratford Police Services is not being considered at the Grand Trunk site;
- the delegate noting that estimated costs of the demolition of the building versus the cost of the rehabilitation of the building should be released; and
- there being concerns about moving the Stratford Public Library to the Grand Trunk site and the potential loss of the Library's current site which is a Carnegie Building.

Tatiana Kalinovska presented to Council regarding the inclusion of a recreation facility in the Grand Trunk site. Highlights of the presentation included:

- an overview of the importance of the reduce, reuse, and recycle outlook including in the development of the site and the rehabilitation of the superstructure;
- Council being requested to support and promote the inclusion of a trampoline park as well as recreational parkour programs for seniors in the development of the site; and

- the superstructure potentially being used as a recreation facility which the community can benefit from.

Julia Schneider presented to Council regarding an alternative proposal for the development of the Grand Trunk site. Highlights of the presentation included:

- an overview of the history of Stratford and the larger Perth County;
- an overview of the changes that have occurred on the Grand Trunk site and its historical value for the community; and
- the alternative proposal contributing to a more cohesive and accessible downtown core that would bring significant benefit to Stratford citizens.

R2026-165

**Motion by** Councillor Briscoe

**Seconded by** Councillor Wordofa

**THAT the Report titled, "Grand Trunk Renewal Project — Workshop Series Update and April 27 Report Introduction to Recommendations" (COU26-047), be received for information.**

**Carried**

## 5. **Confirmatory By-law 54-2026**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 20, 2026.

R2026-166

**Motion by** Councillor Biehn

**Seconded by** Councillor Burbach

**THAT By-law 54-2026 be read a First and Second Time.**

**Carried** two-thirds support

R2026-167

**Motion by** Councillor Beatty

**Seconded by** Councillor Nijjar

**THAT By-law 54-2026 be read a Third Time and Finally Passed.**

**Carried**

**6. Adjournment:**

R2026-168

**Motion by** Councillor Henderson

**Seconded by** Councillor McCabe

**THAT the April 20, 2026, Special Council Meeting adjourn.**

**Carried**

Meeting Start Time: 6:00 P.M.

Meeting End Time: 8:15 P.M.

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Mayor - Martin Ritsma

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Clerk - Tatiana Dafoe



## **Stratford City Council Regular Council Open Session**

### **MINUTES**

Meeting #: 4797th  
 Date: Monday, April 27, 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, Emily Robson - Corporate Initiatives Lead, Johnny Bowes - Manager of Asset Management, Will Mason – Maintenance Rent Receivables Clerk

Also Present: Krista Robinson - Chief Executive Officer, Stratford Public Library, Melanie Reasbeck - Project Coordinator, investStratford, Members of the Public and Media

**1. Call to Order:**

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

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

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

Name, Item and General Nature of Pecuniary Interest

No declarations of pecuniary interest were made by a member.

During the discussion on Item 7.2, - Chamber of Commerce Council Representative Appointment, Councillor Wordofa declared a pecuniary interest as they are a member of the Chamber of Commerce.

**3. Adoption of the Minutes:**

R2026-169

**Motion by** Councillor Burbach

**Seconded by** Councillor Nijjar

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated April 13, 2026 be adopted as printed.**

**Carried**

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

R2026-170

**Motion by** Councillor Biehn

**Seconded by** Councillor Burbach

**THAT the Addendum to the Regular Agenda of Council and Standing Committees dated April 27, 2026 be added to the Agenda as printed.**

**Carried**

**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, a matter concerning the following item was considered:**

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).

R2026-171

**Motion by** Councillor Hunter

**Seconded by** Councillor McCabe

**THAT Policy E.1.2, "Industrial Land Prices," be amended as follows:**

- **section 5 ii. be amended to: the price per acre for the 4.7-acre parcel in the Wright Business Park be maintained at \$350,000 per acre effective upon it becoming accessible with a future road or being sold to owners of 530 Wright Blvd.**
- **section 7 be amended to: lands that are non-developable due to topography, soil conditions, environmental constraints and other factors be maintained at \$60,000 per acre effective upon the adoption of the amended Industrial Land Pricing Policy by Council.**
- **a new section 8 be added as follows: a commission of two (2) percent be paid by the City should the lead come directly from a licensed realtor, or real estate firm, subject to the realtor or firm pre-registering with SEEDCo., effective within 30 days of the adoption of the amended Industrial Land Pricing Policy by Council.**
- **the former section 8 be renumbered to section 9.**

**Carried**

## **5.2 Committee of the Whole In-camera Session - April 27, 2026**

The April 27, 2026, Committee of the Whole In-camera Session was cancelled.

## **6. Hearings of Deputations and Presentations:**

A Delegation was listed under Item 8.1.

## **7. Orders of the Day:**

### **7.1 Resolution - Grand Trunk Renewal Project Implementation Strategy and Next Steps (COU26-050)**

The Chief Administrative Officer provided an overview of the report. Highlights of the presentation included:

- a summary of the work and decision-making that has occurred over the years with respect to the project;
- an overview of the recommendations regarding next steps for the project; and
- an overview of the work to be completed following Council's decision at this meeting.

Members of Council and the Chief Administrative Officer held a discussion regarding the matter. Highlights of the discussion included:

- the next steps of the project to include consideration of potential environmental designs for the facility;
- the City having been in contact with the Stratford Lakeside Active Adults Association to engage in consultation regarding the project;
- there needing to be a focus on building a state of the art and environmentally sustainable facility;
- the long-term operational costs of the facility being a key consideration given the rising costs of natural gas and oil;
- there being an integrated approach for this project, with a focus on collaborating with partners to realize efficiencies;

- clarification on what the City is committing to with the approval of the recommendations;
- the Grand Trunk site being included in the downtown boundary as part of the Official Plan review;
- the next steps involving costing what is reasonable moving forward, including items within the scope identified by Council;
- the Memoranda of Understanding being brought back to Council for review and approval prior to execution;
- the work completed in the last few months having reduced a number of uncertainties such as the funding;
- the market sounding to include not-for-profit organizations who may not traditionally respond;
- it being important to look at this project with the City as a whole;
- staff to continue looking at opportunities for projects for the entire city as some projects could help the City afford its housing projects;
- an overview of what the market sounding exercise will involve;
- indigenous consultation being important for this project;
- an overview of how the project will move forward depending on the funding that is secured; and
- the fundraising campaign for the project not having commenced yet but the YMCA and the Stratford Public Library having expressed that they have potential donors who will support the project.

R2026-172

**Motion by** Councillor Beatty

**Seconded by** Councillor Henderson

**THAT Council commit a City of Stratford capital allocation of up to \$15 million toward the development of a shared community facility on the Grand Trunk site to advance the partnership with the YMCA of Three Rivers and the Stratford Public Library to be**

**included in the financial strategies of the 2027 and subsequent operating budget, capital forecasts and Asset Management Plan considerations;**

**THAT staff be directed to formalize partnerships with the YMCA of Three Rivers and the Stratford Public Library through Memoranda of Understanding;**

**THAT staff be directed to undertake the next phase of work on a shared community facility, including design, governance and ownership models, and operating and funding strategies, with details to be brought forward for Council consideration through future reports;**

**THAT following completion of the Downtown Parking Study, staff be directed to prepare a report with information and recommendations on parking at the Grand Trunk site;**

**AND THAT Council direct staff to undertake a market sounding process to assess private sector interest in the development of the Grand Trunk site and report back to Council on the findings.**

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

- the City having a lot of other projects happening and it being important to make a commitment at this point to move the project along;
- an overview of the financing of the \$15 million commitment by the City;
- making a commitment to the YMCA and the Stratford Public Library to help jumpstart the Federal and Provincial Governments' involvement in the project;
- there being concerns with moving forward without a plan for Stratford Police Services and its exclusion from this project.

**Motion by** Councillor Sebben

**Seconded by** Councillor Wordofa

THAT the motion be amended to include that staff be directed to formalize a partnership with Stratford Police Services through a Memorandum of Understanding for the development of a police station on the Grand Trunk site.

Members of Council and the Chief Administrative Officer held a discussion regarding the amendment. Highlights of the discussion included:

- there being concerns that adding another segment could cause confusion and some delays with moving the project forward;
- the matter being a different piece that should be considered at a different time;
- staff to bring back a report to the May 11th Council meeting in relation to the current Stratford Police Services building and future police station;
- the way Council is moving forward not precluding a partnership with the Stratford Police Services;
- there being concerns with moving forward with the project without having sufficient information on the potential of having the police station in the Grand Trunk site;
- it being important to keep the police station within the downtown core; and
- the Stratford Police Services Board not having considered using the YMCA building for a potential location for the police station.

The Mayor called the question on the amendment.

**Defeated**

Members of Council and staff continued the discussion regarding the original motion. Highlights of the discussion included:

- there being concerns with not preserving the superstructure and Council committing to only keeping part of the building; and

- it being important to consult with the Climate Change Manager and Heritage Stratford regarding the preservation of the superstructure.

**Motion by** Councillor Sebben

**Seconded by** Councillor Wordofa

THAT the motion be amended to direct staff to consult with the Climate Change Manager and Heritage Stratford regarding the preservation of the superstructure.

Members of Council and the Chief Administrative Officer held a discussion regarding the amendment. Highlights of the discussion included:

- part of the work to be completed for the project to include consultation with the Climate Change Manager and the completion of heritage impact study;
- Council having directed the consultant to review costing for preserving one third of the superstructure;
- Council having decided to keep as much of the superstructure as possible and there being no decision from Council at this time on how much of the superstructure is to be kept; and
- considerations with respect to climate change and heritage impacts related to the superstructure being included in the analysis to be completed for the project.

The Mayor called the question on the amendment.

**Defeated**

Members of Council and staff continued the discussion regarding the original motion. Highlights of the discussion included:

- an overview of the different scenarios related to the funding for the project;
- a deeper dive on what the YMCA and Stratford Public Library can commit to the project, as well as the City's finances, being part of the next steps; and
- there being quarterly updates to be provided on the progress of the work being completed.

The Mayor called the question on the motion.

**Carried**

**7.2 Resolution - Chamber of Commerce Council Representative Appointment (COU26-048)**

**Motion by** Councillor Beatty

**Seconded by** Councillor Wordofa

THAT Councillors Hunter and Nijjar be appointed as members of Council to the Chamber of Commerce for the remainder of a four year term to November 14, 2026;

AND THAT a By-law amending the Appointments By-law 4-2023 to confirm the appointment be adopted.

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

- the Chamber of Commerce being a very involved committee; and
- there being no restriction in the Terms of Reference on the appointment of two members of Council as long as there is only one voting member.

Councillor Wordofa declared a pecuniary interest with respect to this item as he is a member of the Chamber. The Mayor asked for a seconder for the motion.

R2026-173

**Motion by** Councillor Beatty

**Seconded by** Councillor Henderson

**THAT Councillors Hunter and Nijjar be appointed as members of Council to the Chamber of Commerce for the remainder of a four year term to November 14, 2026;**

**AND THAT a By-law amending the Appointments By-law 4-2023 to confirm the appointment be adopted.**

**Motion by** Councillor Henderson

THAT the motion be amended to include that Councillor Hunter be appointed as the voting member of the Chamber of Commerce.

Councillor Hunter clarified that the intent is to appoint two councillors who would share the workload but only one member would attend a meeting, with the other member acting as back up if there is a scheduling conflict.

Councillor Henderson withdrew the motion to amend.

The Mayor called the question on the original motion.

**Carried**

Councillor Wordofa having declared a pecuniary interest did not participate in the discussion or vote on this matter following the declaration.

**7.3 Resolution - Municipal Accommodation Tax Ad-Hoc Committee Term Extension Request (COU26-049)**

R2026-174

**Motion by** Councillor McCabe

**Seconded by** Councillor Burbach

**THAT the term of the Municipal Accommodation Tax Ad-Hoc Committee and its members be amended to July 2026 for the purpose of holding an additional 2-3 meetings as required;**

**THAT the City Clerk be directed to amend the Terms of Reference for the Municipal Accommodation Tax Ad-Hoc Committee to extend the term of the Committee to July 2026;**

**AND THAT the City Clerk be directed to prepare an amendment to By-law 4-2023 to amend the term limit of members to July 2026.**

**Carried**

**7.4 Resolution - Tender Award for Contract T2025-51 Huron Street Reconstruction Phase 2 (COU26-051)**

R2026-175

**Motion by** Councillor Nijjar

**Seconded by** Councillor Burbach

**THAT the Tender (T-2025-51) for the Huron Street Reconstruction Phase 2 project be awarded to Birnam Excavating Limited at a total cost of \$8,615,936.82 including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the contract agreement for T-2025-51.**

**Carried****7.5 Proclamation - Hope Air Day**

R2026-176

**Motion by** Councillor Burbach**Seconded by** Councillor Wordofa

**THAT Stratford City Council hereby proclaims May 6, 2026 as Hope Air Day in the City of Stratford in celebration of Hope Airs 40th year working to provide free travel arrangements for patients who must travel to access medical treatment.**

**Carried****8. Business for Which Previous Notice Has Been Given:****8.1 Notice of Motion - Councillor Burbach**

R2026-177

**Motion by** Councillor Henderson**Seconded by** Councillor Burbach**THAT MPP Michael Shreiner be heard.****Carried**

MPP Mike Shreiner presented to Council regarding Bill 21, Protect Our Food Act, 2025. Highlights of the presentation included:

- an overview of Bill 21;
- a summary of statistics related to Ontario farm production;
- an overview of issues related to lost farmland as a result of developments and urban boundary expansions; and
- an overview of the goals of the Bill related to farmland preservation.

Members of Council and MPP Shreiner held a discussion regarding the Bill. Highlights of the discussion included:

- there being concerns with the Bill related to potential unintended consequences for municipalities such as Stratford where housing is needed but there being negative perception about increasing density;

- the Bill being designed to create a task force composed of farmers as well as planners to provide recommendations on how to address farmland protection as well as the need for more housing;
- food banks being supported by local farmers and how farmers are having an increased role in addressing food insecurity;
- the intent being to create a food belt similar to the Greenbelt where development would be restricted to certain areas;
- land use planners being part of the task force and will provide the municipal background and perspective;
- an overview of the composition of the task force and the member selection process;
- an overview of the types of development that will be permitted on agricultural lands; and
- the Province to work on a program for replacing lost taxes due to farmlands.

R2026-178

**Motion by** Councillor Burbach

**Seconded by** Councillor McCabe

**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.**

A member noted it being important for Council to carefully consider the density of developments being approved.

The Mayor called the question on the motion.

**Carried**

## **8.2 Notice of Motion - Councillor Biehn**

R2026-179

**Motion by** Councillor Burbach

**Seconded by** Councillor McCabe

**THAT Rebecca Cheney be heard.**

**Carried**

Rebecca Cheney presented to Council regarding a request for a monthly 24-hour continuous parking permit for verified downtown residents in the Erie Street Lot. Highlights of the delegation included:

- the delegate noting they have lost tenants due to the parking situation;
- an overview of the issues being faced by tenants living downtown;
- there being concerns about the overnight parking permit only allowing parking from 6:00 p.m. to 9:00 a.m.;
- snow removal in parking lots not needing to be a barrier for overnight permits; and
- an overview of the request of approving a similar parking permit model as the York Street Lot permit.

Members of Council and the delegate held a discussion regarding the request. Highlights of the discussion included:

- it being important to use technological solutions to address parking issues;
- it being important to create density in the downtown core by repurposing existing buildings; and
- an overview of the residential developments on Wellington Street.

R2026-180

**Motion by** Councillor Sebben

**Seconded by** Councillor Biehn

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

**Carried**

R2026-181

**Motion by** Councillor Biehn

**Seconded by** Councillor Burbach

**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.**

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

Highlights of the discussion included:

- the changes to the overnight permits to help tenants and residents by removing a small barrier to living in the downtown core;
- the changes supporting densification in the downtown core;
- an overview of the cost and the restrictions on who can purchase the parking permit; and
- it being important for the downtown parking study to include consultation with downtown residents.

The Mayor called the question on the motion.

**Carried**

**9. Reports of the Standing Committees:**

There were no Standing Committee reports considered at the April 27, 2026 meeting.

**10. Notice of Intent:**

None noted.

**11. Reading of the By-laws:**

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

R2026-182

**Motion by** Councillor Nijjar

**Seconded by** Councillor Beatty

**THAT By-laws 55-2026 to 57-2026 be taken collectively.**

**Carried** unanimously

R2026-183

**Motion by** Councillor Henderson

**Seconded by** Councillor Burbach

**THAT By-laws 55-2026 to 57-2026 be read a First and Second Time.**

**Carried** two-thirds support

R2026-184

**Motion by** Councillor Hunter

**Seconded by** Councillor Biehn

**THAT By-laws 55-2026 to 57-2026 be read a Third Time and Finally Passed.**

**Carried**

**11.1 Chamber of Commerce Council Representative Appointment - By-law 55-2026**

To amend By-law 4-2023, as amended, to make an appointment to the Chamber of Commerce.

**11.2 Amendment to the Municipal Accommodation Tax (MAT) Ad Hoc Committee Term Limit - By-law 56-2026**

To amend By-law 4-2023, as amended, to modify the term limit of the Municipal Accommodation Tax Ad-Hoc Committee members.

**11.3 Award Tender (T-2025-51) Huron Street Reconstruction Phase 2 - By-law 57-2026**

To authorize the acceptance of a tender, execution of the contract and the undertaking of work by Birnam Excavating Limited for the Huron Street Reconstruction Phase 2 project (T-2025-51).

**12. Consent Agenda: CA-2026-041 to CA-2025-046**

**12.1 CA-2026-045**

R2026-185

**Motion by** Councillor Burbach

**Seconded by** Councillor Briscoe

**THAT Council support the concerns raised regarding Bill 9, Strengthening Municipal Accountability and Public Trust, particularly the need for a more effective and impartial mechanism to address serious misconduct by members of council;**

**THAT staff be directed to forward a correspondence indicating its support to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the local MPP, the Association of Municipalities of Ontario, and all Ontario municipalities.**

**Carried**

**13. New Business:**

**13.1 Day of Mourning**

Councillor Henderson noted that April 28th is the National Day of Mourning which is dedicated to remembering those who have lost their lives, or suffered injury or illness on the job or due to a work-related tragedy

**13.2 Stratford Minor Sports Council Awards**

The Mayor acknowledged the top athletes who were recognized during the Stratford Minor Sports Council Awards night.

**14. Adjournment to Standing Committees:**

There were no Standing Committee meetings held.

The next Regular Council meeting is May 11, 2026 in the Council Chamber, City Hall.

**15. Reading of the Confirmatory By-law 58-2026**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on April 27, 2026.

R2026-186

**Motion by** Councillor Biehn

**Seconded by** Councillor Briscoe

**THAT By-law 58-2026 be read a First and Second Time.**

**Carried** two-thirds support

R2026-187

**Motion by** Councillor Henderson

**Seconded by** Councillor Nijjar

**THAT By-law 58-2026 be read a Third Time and Finally Passed.**

**Carried**

**16. Adjournment of Council Meeting**

R2026-188

**Motion by** Councillor Beatty

**Seconded by** Councillor Sebben

**THAT the April 27, 2026 Regular Council meeting adjourn.**

**Carried**

Meeting Start Time: 7:00 P.M.

Meeting End Time: 9:28 P.M.

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Mayor - Martin Ritsma

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Clerk - Tatiana Dafoe



**United Way**  
Perth-Huron



Social Research &  
Planning Council

# Our Stories of the Housing Crisis

Findings from the  
Cost of Housing Survey





**United Way**  
Perth-Huron



**Social Research &  
Planning Council**

# Our Stories of the Housing Crisis

## Executive Summary

From January to April 2024, the Social Research and Planning Council's Cost of Housing survey heard from 716 Perth-Huron residents who reported being affected by rising housing costs. Respondents were asked open-ended questions about how they were affected, how they adapted and what they wanted to share with leaders. Responses represented parents and workers especially, including workers from all major regional sectors. The themes below show what respondents chose to highlight. Quotes are edited for anonymity, clarity, and length.

### Both Homeowners & Renters Hurt by High Housing Costs

Homeowners reported dramatic increases in mortgage payments from higher interest rates, while swiftly rising rents created an "extremely unaffordable" rental market.

"Our mortgage payments will increase \$1,000 a month! How do I just magically come up with a spare \$1,000 each month?" - Stratford

"I need to move soon and will pay double the rent for another place of the same quality." - Bluewater

### People Get Stuck or Displaced as Housing Costs Rise

Many residents reported being stuck in unsuitable housing because available housing is so unaffordable, while others had to leave their homes. Many shared housing to save money, which often meant adult children living with parents.

"Any money previously saved for a down payment is no longer sufficient, and we are priced out of even a starter home." - Goderich

"I'm living with my parents when that is that last thing any of us wishes for. I won't ever be able to buy a house in this economy unless someone dies and gives me the money."  
- St. Marys

### People Cut Both Extras & Essentials to Afford Housing

Most respondents indicated they coped with housing costs by spending less. Firstly, this means less recreation and entertainment, but it also means fewer groceries. Many locals faced reduced quality of life, and some were deprived of basic necessities.

"We have little to no money for anything else. We don't eat out; we don't do fun activities unless they are free. We also stay home a lot."  
- North Huron

"I tried to cut back on unnecessary grocery costs, but this just means that I eat less so my child can eat what they need." - Perth East

### To Afford Housing, People Work More, But Many Still Fall Behind

Many respondents also tried to earn more, sometimes seeking multiple jobs and overtime. Nevertheless, many respondents reported saving less, living paycheque to paycheque, and going into debt.

"Instead of working 45 to 50 hours a week, I'm trying to get 70 hours a week. I have less time with my son because of working more."

- Central Huron

"Our mortgage has gone up by \$1,000 per month. Mixed with grocery costs and gas prices, there is no money for savings. We have had to use savings and put more things on credit." - North Perth

### High Housing Costs Affect Mental Health & Children

For many respondents, high housing costs worsened their mental well-being. Children lost out on enriching activities and had less personal space in smaller units.

"At one point, I had a second job. My mental health couldn't handle it after working all day. I live off credit and stress daily." - Huron East

"The kids sometimes stay home from school because we don't have lunch stuff for them. We're going without any kind of entertainment, sports, or activities for the kids." - West Perth

### People See Both the Public & Private Sectors as Responsible for an Unfair Crisis

Many respondents saw the housing crisis as enabled by both public officials and businesspeople. This situation was seen as unfair — unaffordable even for the hardworking.

"The economy and government are horrible."  
- Ashfield-Colborne-Wawanosh

"I am an educated person who works full-time at a good job and 'should' be able to make ends meet. I'm considered middle class, so I don't qualify for subsidies or assistance. I'm living paycheque to paycheque."

- Perth South

### Perth-Huron Residents Want Action & Affordable Housing

Respondents were clear that something must change, or things will get worse. They called for action, effective leadership, and more affordable housing.

"The current situation is not viable. There cannot be any decision makers thinking, 'Oh well. People will have to adapt.' Please use your power to support the people you are paid to represent! This is why your job exists!"  
- Stratford

"Affordable housing, affordable housing, affordable housing." - South Huron

### Recommendation:

#### Build the New Community Housing Perth-Huron Needs

The support for affordable housing expressed by survey respondents reinforces a growing consensus that the community housing stock should be expanded. We call on individuals, organizations, and especially governments to set ambitious regional targets for new community housing and make serious investments to achieve them.

Visit [perthhuron.unitedway.ca/SpeakUpforHousing](http://perthhuron.unitedway.ca/SpeakUpforHousing) for more information.



# Introduction

In 2023-2024, the Social Research and Planning Council (SRPC) started a new project focused on the housing crisis. Among our staff and volunteers, everyone had a story to tell about how their community was affected — something they had experienced or something they had heard. We created the *Cost of Housing* survey to understand and document such stories. We wanted to understand local experiences of the housing crisis, as described by area residents in their own words.

## Real Local Stories

From January to April 2024, SRPC received responses from hundreds of people across Perth-Huron who reported being affected by rising housing costs. This collection of local stories is a valuable resource, with responses ranging from emotional and heartbreaking to wise and inspiring.

This report is designed to showcase real stories from across Perth-Huron. The sections of the report represent major themes across all stories, and each section is built around real quotes from every corner of our region. These stories highlight the many widespread and profound consequences of the housing crisis.

## A Call to Do Better

Ultimately, these responses called on our community to do better. “These are needs, not wants, and they are out of reach for a lot of people. It’s just insane,” said a South Huron resident. “It shouldn’t be this terrifying just to have a roof over our heads,” said a West Perth resident. “People are suffering and barely able to get by,” said a Stratford resident. “This can’t go on.”



Share your feedback  
about this report:  
[perthhuron.unitedway.ca/  
report-feedback](https://perthhuron.unitedway.ca/report-feedback)



# About the Cost of Housing Survey

The survey contained 13 questions: five open-ended questions inviting free-form answers of any length and eight questions collecting demographic data to classify responses.

Of the five open-ended questions, two were mandatory. Those mandatory answers form the core of the resulting dataset:

1. How have you been affected by rising housing costs?
2. Please describe any lifestyle changes you have made because of rising housing costs.

Other questions asked what we should know to understand respondents' situations and what respondents wanted to share with decision makers. Open-ended questions were chosen to allow residents to share what they thought was most relevant. The drawback is that many categories likely underrepresent reality. For instance, one in four respondents mentioned psychological impacts, but this number might have been higher if all respondents were asked about this explicitly.

## Identifying Themes

Answers to the five free-form questions were assigned thematic codes to categorize the points being made. The codes were designed to retain the original voice of the respondents and let the answers speak for themselves. Responses varied significantly in their length and complexity, from a few words to almost a thousand. If multiple points were made, multiple codes were assigned to that answer. In the end, 716 completed surveys were categorized using 131 thematic codes.

These categories allowed related answers to be grouped together, to identify frequently made points. This report is structured around the most common themes across the dataset. It aims to provide an accurate picture of the results overall. Quotes have been chosen to represent all Perth-Huron municipalities, and they have been edited for anonymity, clarity, and length.

**We created the Cost of Housing survey to understand local experiences of the housing crisis.**

**Open-ended questions were chosen to allow residents to share what they thought was most relevant.**

**716**  
completed  
surveys

**131**  
thematic  
codes

**This report is structured around the most common themes across the dataset.**

# Who Responded to the Cost of Housing Survey?

All 716 respondents were required to share their municipality. All 15 municipalities in Perth-Huron were represented, and in most cases, the proportion of surveys received from a municipality was broadly in line with its share of the region's households.<sup>1</sup> Stratford was notably overrepresented, making up 43% of respondents while only representing 25% of regional households. North Perth, Perth East, Huron East, Bluewater, Howick, Ashfield-Colborne-Wawanosh and Morris-Turnberry were notably underrepresented.

## Household Type

Other demographic questions were optional. 627 respondents chose to share their household composition. 74% were couples with children or single-parents, which only make up 33% of Perth-Huron households. One-person households and couples without children were underrepresented. This may be because the survey was distributed through school boards, increasing representation of parents. 76% of households in our sample included children.

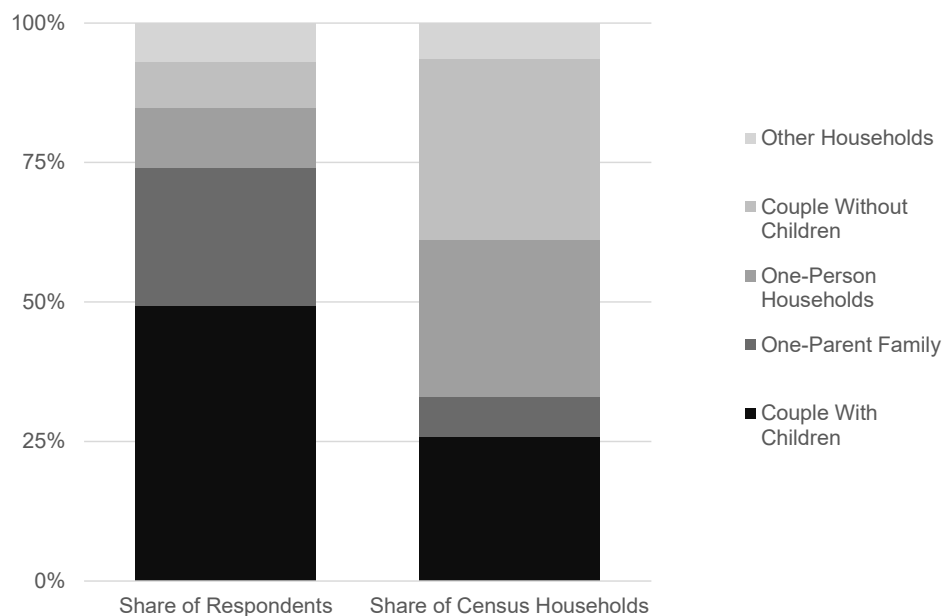


Figure 1. Household Type Distribution

## Tenure Type

627 respondents shared their housing situation. Homeowners were underrepresented in our sample, while renters were overrepresented. This aligns with expectations that homeowners may have more capacity to handle increased housing costs, especially if they have already paid their mortgage.

All 15 municipalities in Perth-Huron were represented.

76% of households in our sample included children.

Tenure Type	Share of Respondents	Share of Census Households
Owner	51%	75%
Renter (long-term / short-term)	41%	25%
Living with family and friends	7%	N/A
Temporary shelter (couch surfing, living in a car, emergency shelter)	1%	N/A

Figure 2. Tenure Type Distribution

## Household Income

604 respondents shared their household income. Incomes reported in our sample were lower than incomes reported in the census. However, significant numbers of respondents at all income levels took part in the survey.

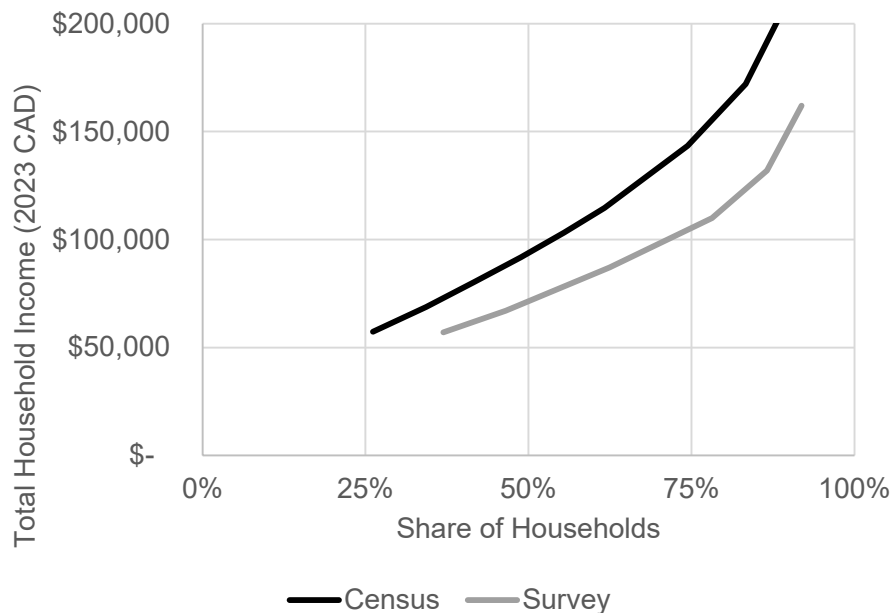


Figure 3. Household Type Distribution

The income categories used in our survey were chosen based on estimates of what income would be required to afford 2023 market rates for housing.<sup>2</sup> Strikingly, 37% of respondents reported income of \$57,000 or less. These households would likely be unable to afford an available one-bedroom unit in the region. 78% of respondents reported income of \$110,000 or less, meaning they would have been unlikely to qualify to buy the benchmark single-family home in 2023.<sup>3</sup>

<sup>1</sup> Statistics Canada. (2023). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>. Most community stats in this section come from the census.

<sup>2</sup> For more information, see United Way Perth-Huron. (2024, September 6). Housing Unaffordability Fact Sheet. <https://perthhuron.unitedway.ca/wp-content/uploads/2024/09/2024-09-06-Housing-Unaffordability-Fact-Sheet.pdf>

<sup>3</sup> The benchmark home price is calculated based on the most typical features of local homes and the estimated value of those features.

**Homeowners were underrepresented in our sample, while renters were overrepresented.**

**37%**  
of respondents reported income of \$57,000 or less. These households would likely be unable to afford an available one-bedroom unit in the region.

# 70%

of respondents who shared their employment status said they were working full-time or more than full-time.

Workers in health care, professional services, and education are overrepresented in our sample.

## Income Source & Employment

613 respondents shared their primary income source, with 82% indicating employment, 11% indicating government transfers or social assistance, and 4% indicating pension.

Around 70% of respondents who shared their employment status said they were working full-time or more than full-time. 83% of respondents who answered this question indicated they were in the labour force, much more than the participation rate for our economic region, which hovers around 60%.<sup>4</sup>

498 respondents shared their field of work, with strong representation from major local sectors like health care, professional services, education, and manufacturing. Health care, professional services, and education are overrepresented in our sample compared to their share of the census labour force, while manufacturing, retail, construction, and agriculture are underrepresented. The sectors represented in our sample make up over 95% of employment in our region.

## Summary

Our sample provides a balanced picture of the region, with a focus on families with children; middle-to-low-income homeowners and renters; and full-time workers in health care, professional services, and education. Note that this is not a “scientific” sample and does not provide statistically significant observations about the Perth-Huron population.

<sup>4</sup> Four County Labour Market Planning Board. (2024, February 9). January unemployment rate increases to 4.8%. <https://www.planningboard.ca/news/djanuary-unemployment-rate-increases-to-4-8/>





## Homeowners Hurt by High Prices & Rates

Most Perth-Huron households own their homes, and homeowners make up around half of our sample. While homeowners are typically wealthier than renters, this has not shielded them from rapid increases in house prices and interest rates.

### **“Insane” Prices & Increases**

31% of respondents said they were affected by increasing or unaffordable mortgage payments. This included some who bought into the market at higher rates and prices, like the Perth South respondent who wrote, “The price I bought my house at is insane. My mortgage is easily double what it would have been not that long ago.” Most of these respondents (25% of the total sample) reported mortgage payments on their current house shooting up with interest rate hikes. These increases were often dramatic—in some cases four figures:



**“Our mortgage payments will increase \$1,000 a month! How do I just magically come up with a spare \$1,000 each month?”**

~ Stratford

### Payments Went Up

Increases like this can easily stretch a household budget to the breaking point, as described by this Perth East respondent: “It’s harder to afford ANYTHING in life when rates go from 2.5% to over 7% in just a few years. That means a \$1,200 increase in our monthly payments. While we make significantly more than average, even we are struggling.” Mortgage regulations are meant to ensure households aren’t overwhelmed by debt, but rate hikes work against that, as in the case of the Huron East resident who wrote, “Stupid floating mortgage. Payments went up, just to cover the interest. Last year, we only paid \$85 off the principle and over \$20,000 in interest.”

Impacts on homeowners aren’t limited to mortgage payments, as this North Huron quote shows: “Between mortgage and property tax, our monthly housing cost is over \$2,500. We live in a very modest old home ... nothing fancy at all.” 10% of respondents highlighted high or increasing taxes as a financial challenge, questioning annual increases and the fairness of local rates compared to other areas.

### We Had to Sell Our Home

For some respondents, payment increases were enough to make them reconsider homeownership altogether, although few good alternatives exist. “My mortgage is due for renewal. With interest rates so high, I may not be able to afford it,” wrote a Goderich resident. “I looked to rent an apartment, but that’s more than my mortgage.” Sometimes, rate hikes led to displacement, as in this comment from South Huron: “We had to sell our home of over a decade because we would not be able to renew our mortgage at the new interest rates. We moved to a new town and are short-term renting.”

### How Will They Ever Save for the Future?

Unaffordable mortgages and a lack of options left residents uncertain about their future and worried about their kids. “When my mortgage comes due in the next year or so, my income will be at its lowest point in a very long time,” said one North Perth resident. “My children could contribute, but how will they ever save for their own future?”

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of respondents reported mortgage payments on their current house shooting up with interest rate hikes.

**10%**  
of respondents highlighted high or increasing taxes as a financial challenge.



**“My mortgage is due for renewal. With interest rates so high, I may not be able to afford it. I looked to rent an apartment, but that’s more than my mortgage.”**

- Goderich

# Renters Struggle with High Rents & Bad Options

**21%**  
of respondents highlighted the sheer unaffordability of the rental market.

**14%**  
of respondents indicated their current rent was unaffordable.



**"My partner, our child and I live in a small one-bedroom apartment, and we can't afford to move. We couldn't even afford the same apartment at market value."**

- North Perth

Since more households are unable to afford ownership, demand for rentals has increased. This is one factor driving rental shortages and steep rent increases. 21% of all respondents highlighted the sheer unaffordability of the rental market. "About 45% of my income goes towards rent. It was difficult finding a place to rent, as there is nearly nothing available in the area," a North Huron resident reported.

## Extremely Unaffordable

14% of respondents indicated their current rent was unaffordable. Housing is considered affordable<sup>5</sup> if it amounts to 30% or less of total household income. Many respondents described paying far more. "I would love to settle here with my small family, but our rent has become extremely unaffordable," said a St. Marys resident. "We are living paycheque to paycheque and not putting a cent in savings." A Howick respondent wrote, "The cost of housing is pretty much a whole paycheque. I have to really be careful with spending."

## There's Nothing Cheaper Out There

Given the unaffordability of available units, many renters chose to stay in their current unit, even if that unit didn't meet their needs. From South Huron: "I have to live in a two-bedroom apartment that is so overpriced. I need a three-bedroom but can't afford what I have. Living month to month is scary and there's nothing cheaper out there." From North Perth: "My partner, our child and I live in a small one-bedroom apartment, and we can't afford to move. We couldn't even afford the same apartment at market value." From Goderich: "The cost of rent is a huge barrier to living somewhere that meets your needs. I live in a small apartment and I can't move, let alone move to a better space, as even same-size apartments are more than double my rent."

## Forced to Move

In this context, many moves were not voluntarily. "I was forced to move," wrote one Huron East resident. "I went from paying \$675 to \$1,300 for rent in Brussels." 12% of respondents mentioned rent increases, and the rent increases from moving are some of the most shocking:

## “I need to move soon and will pay double the rent for another place of the same quality.”

- Bluewater

### Paying More for Less

The rise in market rents has been so extreme that moving often leads to both a leap in rent and a drop in unit quality. “We were forced out of a bigger, cheaper rental, as the landlord was harassing us for more money. We ended up in a smaller rental at triple the cost,” said a West Perth respondent. One Central Huron respondent highlighted the unfairness of a housing market with few truly affordable options: “I had to live with my parents for five years and now I’m struggling to make ends meet in a ‘cheap’ apartment.”

### Stressful, Humiliating, & Sad

Whether renters are stuck or displaced, renting in such a market is difficult and distressing. This comment from a Stratford local highlighted the suffering involved: “I was faced with finding housing at double my previous rent, leaving little to live on. Life went upside down fast. I got help from friends but will have to move again. After working hard all my life, finding myself with limited options is stressful, humiliating, and very sad.”

<sup>5</sup> 30% has been used as the affordability benchmark in Canada since the 1980s. Co-operative Housing Federation of BC. (2021). Rents and incomes in Canada: A brief review of the 30% affordability threshold. <https://www.chf.bc.ca/wp-content/uploads/2021/07/Rents-and-Incomes-in-Canada-the-30-threshold.pdf>





## When Housing Costs Rise, People are Stuck or Displaced

Respondents said that rising housing costs prevented them from getting or keeping the housing they wanted or needed. “We are unable to move (rents are too high for our income) and we still can’t buy. So we’re stuck where we are,” said a Stratford resident . 37% of our sample described their mobility being constrained like this.

### We Can’t Afford Better Housing

11% of respondents were not only stuck but stuck in housing that was inappropriate for them in some way. When choices are few, households may settle for a unit that is too small, in poor condition, or both, as in the case of this North Perth respondent: “We can’t afford better housing. We have gone six months without a stove, there is mould in our bathroom, and my boy’s room has water damage.”



## Way Underhoused

6% reported their housing was the wrong size. For some, that meant slightly less space than is comfortable, and for some it meant dramatic overcrowding: "The rising rental amounts make me unable to find or afford a two-bedroom apartment for my daughter and me," said a Bluewater resident. "We have a one-bedroom. She has the bedroom, so she has private, personal space. I fall asleep on the couch." Some situations are extreme, as this St. Marys respondent described: "I am currently way underhoused. I have a boy and a girl sleeping in the same room as me and a teenager sleeping on the couch. A proper place is about \$1,500 out of my reach per month, if not more." On the other hand, a few respondents report being "overhoused," particularly seniors who cannot afford to downsize.

## We Just Put Up With It

A few respondents (2%) stayed in their unit despite conflicts with neighbours, landlords, or partners. "I want to move out with my kids, away from my abusive partner, but the housing cost and everything else is way too much to afford," said a South Huron resident. "So we just put up with it." In cases like this, unaffordable housing can create a barrier to separation and even compromise physical safety.

For many respondents, the unaffordable market prevented them from accessing whole categories of housing. 13% of respondents saw themselves as shut out of home ownership, and 8% reported being shut out of the rental market.

**"Any money previously saved for a down payment is no longer sufficient, and we are priced out of even a starter home."** ~ Goderich

## I Would Rather Own, But Houses Have Doubled

Rapid increases in house prices moved the goal posts, even for those like this Central Huron respondent: "Rent's going up. As a working almost-senior, I would rather own a home. I have enough for a significant down payment, but houses have basically doubled."

## I Had to Move Away

While one in three respondents reported reduced mobility, 16% of respondents reported having to move when they didn't want to. Some respondents moved to save money, some as a result of an eviction (6%). Some have been separated from their family, community and social networks, like this Perth East resident: "I had to move two hours away from my neighborhood. I feel isolated and depressed." 6% of our sample reported being displaced or expecting to be displaced in this way.

**37%**  
of respondents  
described being  
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keep the right  
housing.



**We are unable to move (rents are too high for our income) and we still can't buy. So we're stuck where we are."**

- Stratford

**13%**  
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saw themselves as  
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# People Live Together to Save Housing Costs

## 14%

of respondents reported living with others to manage housing costs.

## 7%

of respondents mentioned adult children living with their parents.



**“My adult child, who has a full-time job, but still has thousands in school loans, had to move home because he cannot find any place to rent within his means. It is unfair that our adult children cannot move on with their lives.”**

- Huron East

14% of respondents reported living with others to manage housing costs. “I was unable to secure new housing after having to leave a rental and now I live with family,” said a respondent from North Huron.

### Forced to Move in with Parents

7% of respondents mentioned adult children living with their parents, while 3% of respondents reported sharing with other family members. Many respondents stressed this was not for lack of effort: “As a single mother, I was forced to move in with my dad. I couldn’t afford the cost of rent plus utilities and other bills even though I worked a full-time job making \$25 an hour,” said one Bluewater resident. Single individuals often reported needing this kind of support, along with individuals on fixed incomes due to disability or age.

There might be upsides to intergenerational living. However, while some respondents expressed thankfulness for this option, none were enthusiastic. Instead, cohabitation was described as a regrettable last resort and a sign of how bad things are:

**“I’m living with my parents when that is that last thing any of us wishes for. I won’t ever be able to buy a house in this economy unless someone dies and gives me the money.”**

~ St. Marys

### Afraid to Go Out & Enjoy Life

Respondents described losing their independence: “I have a steady job, I make good money for my age, but I can’t afford a house. I am still living with my parents, and I am afraid to go out and enjoy my life because I need to save,” said a Perth East resident. Parents felt this too, like this Stratford respondent: “We have kids that can’t get out on their own because of the rising costs of housing and rent. The plans we made years ago for when the kids moved out have gone into the trash.” Respondents described tolerating conflict: “I’m unable to secure my own home, so I’m living with family members I wouldn’t normally live with. People with children are staying in unhealthy living situations due to housing cost, causing unnecessary stress,” said a Howick resident.

## A Friend Heard of Our Plight

Another 3% of respondents reported sharing housing with a friend or renting out a room in their house. "We were facing homelessness as the date of our required move was looming, when a friend heard of our plight and let us move in with her," said a West Perth resident. In an unaffordable market, these lifelines may not be as temporary as they should be: "That was over a year ago, and we have still been unable to find a place that I can afford."

## It's Unfair that Our Children Can't Move On

Respondents shared a belief that independent living ought to be economically viable for adult children and single individuals. As this Huron East respondent put it, "My adult child, who has a full-time job, but still has thousands in school loans, had to move home because he cannot find any place to rent within his means. It is unfair that our adult children cannot move on with their lives."





## People Sacrifice “Extras” to Afford Housing

The housing crisis creates difficult financial challenges. How do people cope? The number one way is by spending less — 84% of our sample reported spending less on something. 65% of respondents described cutting back on general spending, discretionary items or “extras,” or recreational opportunities. 15% described becoming thriftier including by seeking discounts, changing stores, or using coupons.

### Too Many Changes to List

It is seldom enough to cut back on just one or two spending categories, as this comment from Stratford shows: “I have been trying to save money to keep afloat until (hopefully) rates go lower. I stopped eating out at restaurants, created a much leaner household budget, stopped discretionary spending, cancelled my family trip.... Almost too many changes to list.” However, with housing costs so high, even widespread cuts may not be enough. “We are limiting any recreational/personal expenses. We have cancelled a planned vacation, as well as some sports and camps for our kids. We’ll be ‘staycationing’ in 2024. We have cancelled some streaming services and continue to look for ways to save. My husband is working two full-time jobs (one daytime, one evening/weekend), and I work full-time as well. We have middle-income salaries, and yet it feels like we are just scraping by,” said a St. Marys resident.



## I Don't Go Anywhere Now

Almost half of respondents (44%) reported cutting back on downtime activities including leisure, time with family and friends, and vacations. These costs are often cut because they aren't seen as essential, but their loss is deeply felt, especially over long periods of time. "We have not been able to take a family trip for four years," said a South Huron resident. Many respondents described an almost total loss of social life:

**"We have little to no money for anything else. We don't eat out, we don't do fun activities unless they are free. We also stay home a lot."** - North Huron

Many comments reinforced this bleak image. "I don't go anywhere now," said a North Perth resident. A Perth East resident made the emotional cost to the whole family explicit: "I barely leave the house as I have no spending money, so my social life is suffering. My children are bored. It's depressing."

## Eliminating Non-Essential Expenses

23% of respondents spent less on "extras," including entertainment. These comments highlight that "non-essential" spending often means the "personal" spending that makes life enjoyable. From Ashfield-Colborne-Wawanosh: "I don't buy much for myself anymore. Every last dollar goes to expenses." From Central Huron: "We can't afford anything extra in our lives. It's just bills, bills, bills." Some respondents described these sacrifices in harsh terms: "We have eliminated all non-essential expenses such as family vacations and birthday parties for the kids," said a Goderich resident.

Respondents highlighted that non-essential spending often connected them to their community: "In the past, we've been able to support local businesses. However, we're having to be more careful about how we spend our money and that means more Amazon, less local businesses, unfortunately," a Perth East resident said.

## Unable to Enjoy Things in Life

Respondents were disciplined and imaginative in finding ways to save, but the trade-offs are serious. These losses were seen as more unfair consequences of unaffordable housing: "I wouldn't mind renting if it meant we had money left over to enjoy a night out with friends or go out for dinner, but all our money goes towards rent, groceries and utilities," said a West Perth resident. "There is not much money to do anything fun or truly LIVE. It feels as though we are just working to survive and are unable to enjoy things in life anymore."

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**"I wouldn't mind renting if it meant we had money left over to enjoy a night out with friends or go out for dinner, but all our money goes towards rent, groceries and utilities."**

- West Perth

# People Cut Back on Food & Essentials to Afford Housing

**44%**  
of respondents reported spending less on food and groceries.



**“We’re buying mostly less than stellar food that’s on sale or reduced for quick sale and no-name brands that are the cheapest of the cheap. We’re getting really creative with meals. It’s affected everyone in our household.”**

- North Huron

**14%**  
of respondents made comments indicating food insecurity.

While slightly more respondents cut back on general spending and non-essentials, 58% of respondents cut back on essential categories like food and utilities. Once again, for many respondents, it wasn’t enough to cut back on just one or two categories, as this comment from St. Marys shows: “We’re buying all our bread, soup, canned/dry goods and toiletries at the dollar store. We’re choosing less healthy food options because they’re often cheaper. We’re unable to get new prescription glasses for myself and my wife and delaying needed dental work. We’re not fixing some major issues with an old car. Forget about getting a new one (which I need for work) — I can’t even get winter tires.”

## Cutting Back on Grocery Costs

44% of respondents reported spending less on food and groceries. Many items at the grocery store fall into a grey area between essential and non-essential, and this comment from Perth East shows how hard it is to draw that line:

**“I tried to cut back on unnecessary grocery costs, but this just means that I eat less so my child can eat what they need.”**

- Perth East

20% said they cut back on food or groceries generally, like this West Perth resident: “Our grocery bill has been severely cut in order to afford our house.” 14% described becoming thrifty with their grocery shopping: “I have started to really meal plan so I don’t buy any groceries I don’t need,” said a South Huron resident. “I drive to a neighbouring town for groceries as the local stores are far too expensive.” Some respondents note that thriftiness can involve compromising on quality. “We’re buying mostly less than stellar food that’s on sale or reduced for quick sale and no-name brands that are the cheapest of the cheap. We’re getting really creative with meals. It’s affected everyone in our household,” said a North Huron respondent .

## Food Insecurity — Marginal, Moderate, & Severe

14% of respondents made comments indicating food insecurity.<sup>6</sup> This resonates with our 2023 Household Food Insecurity report, which found “The high cost of housing is the number one living

expense that is reducing food budgets.<sup>7</sup> A household is food insecure if financial constraints prevent them from reliably accessing the food they need. There are three types of food insecurity. Marginal food insecurity means worrying about food or only being able to afford a limited selection of food. 2% of respondents described marginal food insecurity, like this Goderich resident: “We have less ability to buy healthy food, fresh fruits and veggies, and lean meats.” Moderate food insecurity means eating somewhat less food or somewhat worse food. 6% described moderate food insecurity, like the North Perth resident who said, “We’ve cut down on food. We don’t eat as much and try to shop only what’s on sale.” Severe food insecurity means skipping meals and going hungry. 5% described severe food insecurity, like the Huron East resident who said, “I’m eating less. My family has noticed. Some have commented on my weight loss. This was unintended but is a result of hiked mortgage rates and cost of groceries.”

### Sitting in the Dark

Respondents also spent less on other essentials like transportation, utilities, and clothing. Some respondents may have been able to make these cuts without experiencing hardship, but many were not. “I have gone to bed cold many nights and sat in the dark to save on electricity and hydro,” a Stratford resident said. An Ashfield-Colborne-Wawanosh respondent highlighted a lack of choice: “Sometimes there’s no gas money left at the end of the month, so I call in sick to work.”

<sup>6</sup> Between 2021 and 2023, an estimated 17.8% of households in Perth-Huron experienced Food Insecurity (Public Health Ontario. (2025, August 14). Household Food Insecurity Snapshot (2019–2024). <https://www.publichealthontario.ca/en/Data-and-Analysis/Health-Equity/Household-Food-Insecurity>. See also: Huron Perth Public Health. (2025, March 17). The Real Cost of Eating: Food Insecurity in Huron and Perth. [https://www.hpph.ca/media/bmfchzbu/hpph-cost-of-eating-report\\_mar17.pdf](https://www.hpph.ca/media/bmfchzbu/hpph-cost-of-eating-report_mar17.pdf)

<sup>7</sup> United Way Perth-Huron. (2023, June 22). Household Food Insecurity. <https://perthhuron.unitedway.ca/wp-content/uploads/2023/07/2023-06-22-Food-Security-Report-UPDATE.pdf>





## People Work More to Afford Housing (If They Can)

While spending less is the top way respondents have adapted to rising housing costs, 21% of respondents also adapted by trying to earn more. Respondents reported increasing their work hours, taking on additional jobs, finding better-paying jobs, and even coming out of retirement.

### Trying to Get 70 Hours a Week

15% of respondents were working more, most commonly by taking on more than one job (7%). 4% of respondents reported working more than full-time: "My wife and I both work full-time jobs, but we also both pick up other part-time shifts on the side," said one North Perth resident. "This area is not affordable in the slightest." Working more leaves less time for family and personal well-being:

**"Instead of working 45 to 50 hours a week, I'm trying to get 70 hours a week. I have less time with my son because of working more."** - Central Huron

### Spreading So Thin

Many respondents reported reaching their limits. "Getting a third or fourth job is not an option," said a Perth South resident. This comment from a Perth East respondent captured the experience of working



as much as possible: “Work ... come home ... sleep ... then work ... repeat.” Some respondents recognized their efforts were not sustainable: “I’m not eating so there’s food for my children, I’m working more hours, and I got a second job just to keep afloat,” said a South Huron respondent. “I’m literally spreading so thin. I can’t keep doing it.”

### I Had Four Jobs & Could Barely Save

Unfortunately, many respondents noted their attempts to earn more were not enough to make up for increased housing costs. “I’m raising my daughter by myself in a one-bedroom apartment, trying to work any overtime I can,” said a St. Marys resident. “Paying off debt is impossible, saving is impossible. I’m only able to afford the bare necessities.” Working more was not enough for this Goderich resident either: “At one point, I had four jobs and could barely save.”

### Even With Two Full-Time Incomes

It’s not only single-income households that struggle. “I had to stop being a stay-at-home mom and was forced to go to work. I’m working long hours,” said a West Perth resident. “We have two people working full-time hours plus overtime, and there’s still nothing left at the end of the month.” These comments challenge our expectations of who ought to be able to get by. “I have taken more hours at work to try and get more income coming in. My partner and I both work full-time,” said a respondent from Huron East. “Now we struggle to make ends meet — even with two full-time incomes coming in. Our income hardly covers the mortgage, bills, gas for the car, groceries and childcare — and that’s without unexpected costs. We are probably considered middle class, but with the cost of everything going up we live paycheque to paycheque.”

### Supports Have Not Kept Up

As unlucky as these dual-income households may be, some members of the community face much greater economic risks. We heard from households with much less ability to increase their income or reduce their costs, like seniors and individuals with short-term or long-term disabilities. “I have had to pick up extra shifts at work despite being physically disabled and in extreme pain due to it,” said a Stratford respondent. “I have had to give up on having company over due to shame for my living conditions, because having to work more means I can’t keep on top of cleaning or organizing as much as I would like.” There are also respondents who simply cannot work. For these respondents, income is truly fixed in the face of increasing costs. The supports available have not kept up — it may be an option to seek a better-paying job, but it is rarely an option to seek a better-paying benefit.

**21%**  
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“Work...come  
home...sleep...then  
work... repeat.”

- Perth East

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# People Fall Behind Due to Unaffordable Housing

Many respondents reported that whatever changes they made were not enough to maintain their finances. One in three respondents (34%) reported an unstable or declining financial position. 11% of respondents reported saving less for emergencies, down payments, or retirement. "I have a single income and can hardly manage to pay my bills renting, let alone ever being able to save for a house," said one resident of Perth East. Some had to use their savings to make ends meet:

**"Our mortgage has gone up by \$1,000 per month. Mixed with grocery costs and gas prices, there is no money for savings. We have had to use savings and put more things on credit."**

- North Perth

## Almost Impossible to Save

"The massive increase in rent in our area makes it extremely difficult/almost impossible to save and not incur debt," said a resident of North Huron. "Even though my husband has what once was considered a well-paying job, we live paycheque to paycheque and it shouldn't be that way."

## If Either One of Us Gets Sick, We're Screwed

Living precariously from paycheque to paycheque is a reality described by one in four respondents (26%). These respondents were acutely aware of their shaky situations. "Thank the gods we are working full-time," said a Stratford resident. "Both of us have had precarious employment in the past. If either one of us gets sick and cannot work, we're screwed. I'm in my sixties and don't even dream of retiring." Some respondents could feel themselves losing ground, as in this comment from Central Huron: "Every month it gets harder and harder to keep up. I'm always having to catch up on bills and rent. In the event that I get so far behind that we lose our place, we will be homeless."

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**26%**  
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**"We're deciding  
which bills to pay  
and which to defer  
in order to have a  
roof over our heads."**

- Morris-Turnberry

## Deciding Which Bills to Pay

12% of respondents took on debt (not including the debt associated with increased mortgage rates). "We are relying on our bank overdraft more and more to make ends meet," said a respondent from St. Marys. Sometimes this was simply a matter of being unable to pay bills, as in this comment from Morris-Turnberry: "We're deciding which bills to pay and which to defer in order to have a roof over our heads." Sometimes this involved accessing risky financial products: "I had to take out payday loans and now can't pay them back," said a West Perth respondent. These risks can become realities as debts pile up. "My credit rating has dropped from 720 to 530 due to the fact I have to choose whether I pay rent or bills," said a South Huron local. "I cannot pay back my credit cards and now have to get loans which bounce."

## A Never-Ending Cycle

Many of these respondents described their household finances as severely damaged. Few of them saw relief on the horizon. "I've had to borrow from one thing to pay rent, then borrow from another to pay another bill. It's a never-ending cycle," said one person from Goderich. For other respondents, it was less of a cycle, more of a gradual decline. "The credit card bill goes up but never down," said a Huron East resident, "as there's never enough money to pay it back."





## Unaffordable Housing Drives Distress & Discouragement

Beyond financial effects and lifestyle changes, respondents also reported that high housing costs have impacted their mental health and well-being. One in four respondents indicated some kind of psychological impact, such as stress, fear, worry, frustration, a sense of struggling, exhaustion, or anxiety. These feelings were connected to other themes, such as reduced downtime, recreational spending, and savings. "Our household income is approximately \$4,000, my rent is \$3,000. I have no money for anything extra. I feel pretty hopeless and helpless at this point," said a Goderich resident. From North Perth: "We're saving next to nothing and a few times we had hardly enough in the account for our mortgage. All in all, it has been a hard time."

### An Awful Struggle

Working more takes a psychological toll: "At least one day a week I work days at one job and nights at my second job," said a North Huron resident. "I'm deprived of sleep, not knowing what day it actually is. I don't socialize much anymore, I don't go out anymore, I'm always exhausted. It's just an awful struggle." Some respondents described reaching a breaking point:

**"At one point, I had a second job. My mental health couldn't handle it after working all day. I live off credit and stress daily."**

- Huron East.



## This Market is Terrifying

Respondents stretched to their financial limits described a sense of dread, as in this comment from Central Huron: "If I lose my housing situation right now, I won't be able to afford any of the rent out there and be able to put food on the table, or clothes on my back. I'm already stretched. There's stress on my mind all the time because I never know when I'm gonna lose where I live." When a current housing arrangement is at risk, the unaffordable market inspires fear: "This summer, my landlord told me that if we didn't keep up the property, he would evict us, live in the house for a year and then triple the rent," said a Stratford resident. "I'm a single parent and the idea of trying to find another house in this market is terrifying."

## Feeling Defeated

An inability to plan for rapid cost increases shook the confidence of this Perth South resident: "We had planned for me to have a year off with our baby. I'm seven months in, stressed about paying our bills and returning to work. We thought we had planned for the worst. Our mortgage and bills have all increased by so much we can't keep up. The two of us have good jobs and feel defeated." Many respondents described their self-perception shifting. "Rent is insane. I was once 'middle class,' but I feel like I'm now just barely escaping the poverty line. I'm budget shopping, running a credit card balance and a line of credit and potentially needing medication for stress," said a Bluewater resident.

## I'm Afraid I'll Never Own

In addition to present-day stress, many respondents mourned their hopes for the future. "I am stuck in an apartment despite an abusive landlord because rents have doubled or tripled. I'm going further and further into debt, horribly affecting my mental health. I'll be stuck paying rent my entire life. Knowing I will never own a home is very disheartening," said a Perth East local.

In many comments, the sense that homeownership was impossible was particularly discouraging. "My goal is to own my own house one day, but I am afraid I never will. I am afraid for not only myself but my children. As they grow up, dreams of owning a house or even finding a place to live will be unachievable no matter how much you earn," said a St. Marys respondent. 10% of respondents expressed a sense of defeat, disappointment, hopelessness, or a bitter pessimism captured by a response from South Huron: "Best of luck figuring out a solution to this problem, buddy."

**1 in 4**  
respondents  
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**"At least one day a week I work days at one job and nights at my second job, I'm deprived of sleep, not knowing what day it actually is. I don't socialize much anymore, I don't go out anymore, I'm always exhausted. It's just an awful struggle."**

- North Huron

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# Children are Affected by High Housing Costs

**27%**  
of respondents with children commented on ways their children were affected by unaffordable housing.

**14%**  
of respondents with children reported reduced spending on extracurricular activities.



**“We are losing our lifestyle, our joy and the gift of giving our kids experiences — the things we have worked so hard for.”**

- Perth East

76% of respondents reported having children in their household, and 27% of these respondents commented on ways their children were affected by unaffordable housing, with fewer family, social and school activities and fewer opportunities for the future. This North Perth comment highlighted the range of losses children may feel when their families struggle to afford housing: “We are now paying \$1,300 a month more in mortgage payments. This radical jump has taken away from my children being able to play sports because we can no longer afford registration and equipment. We’ve also had to cancel our family vacation because all of our savings have been used to keep up with bills. Our kids will be heading to college in four years, and we aren’t sure how we will be able to afford it.”

## Stricter Birthday Budgets & No More Chocolate Milk at School

The most common way children were affected by high housing costs was through reduced spending on extracurricular activities. 14% of respondents with children reported this. “If things continue as they are, I will no longer be able to have my kids in sports,” said a Huron East respondent. When even necessities like food are hard to afford, kids’ activities are beyond consideration, as this Central Huron comment shows: “I’m cutting back on groceries and on getting the kids healthy food. The kids just started to do activities like gymnastics and that’s now out.” Simple pleasures are sacrificed: “We have stricter budgets for kids’ friends’ birthdays and no more chocolate milk at school,” said a St. Marys parent.

## A Very Tiny Room

Another way children are directly affected is through lack of space at home. 6% of respondents with children indicated their unit was too small for their family. “My teenage son suffers the most. I don’t have enough money for a bigger place and my son’s in a very tiny room,” a Stratford resident wrote.

## The Kids Sometimes Stay Home from School

Some respondents reported children facing food insecurity, although parents emphasized their efforts to protect their kids by eating less themselves. Food insecurity has consequences for children beyond nutrition:

**“The kids sometimes stay home from school because we don't have lunch stuff for them. We're going without any kind of entertainment, sports or activities for the kids.”**

- West Perth

In some responses in our sample, children were deprived of necessities. A North Huron parent wrote, “I can't afford food, I can barely pay my bills. I can't afford my children's medication. My kids are wearing a size smaller in clothes because I can't afford proper fitting clothes.”

### **It's Hard to Explain to Them**

Parents reported feeling further stress as they experienced their children's disappointment. “My significant other and I both work full-time jobs. It's hard to keep up with everything while raising two kids and having to explain to them that they don't get to do everything their friends do because we simply can't afford it,” said a South Huron respondent. A Goderich parent shared this feeling: “My rent has doubled. I eat less, I don't spend on any extras, and my kids hear ‘no’ to most of their requests. I am extremely stressed by this situation.” A Perth East comment captured the sadness of parents giving their children less than they wish they could: “We are losing our lifestyle, our joy and the gift of giving our kids experiences — the things we have worked so hard for.”





## Both the Public & Private Sector are Seen as Contributing to the Housing Crisis

Many respondents made comments suggesting explanations for the housing crisis. Similar numbers of respondents pointed the finger at the public sector (22%) and the private sector (17%). Some respondents called out both:

**“The economy and government are horrible.”**

- Ashfield-Colborne-Wawanosh

### Decision Makers “Don’t Seem to Notice or Care”

A frequent comment about the public sector was that politicians and public servants do not understand the concerns of affected local residents. “I would like the decision makers to be given the money that the government gives a person on disability, or that a person earns working a full-time job at minimum wage,” said a Goderich resident. “Let them live that way for a year and see how they fare. They need to live it to know how bad it really is.”

As well as being unaware, the public sector is often described as uncaring, prioritizing other interests above the established local population. “Is there a point...? They don’t seem to notice or care if people struggle,” said one respondent from North Perth. “We help refugees come into our country to live a better life but can’t help our own people survive and feel financially secure without burning



themselves out." Some respondents criticized immigration/asylum policies they perceived as irresponsibly raising housing demand without ensuring long-time residents could afford it — none of these comments were directed at newcomers themselves.

Decision makers were also seen as neglecting rural residents in favour of tourists, foreign investors, new residents from big cities, and urban communities themselves. "The federal government is only recognizing the housing needs of large urban communities in their funding decisions. Small urban and rural communities are being ignored," said a respondent from Huron East.

Respondents had varying opinions as to what exactly the government is doing wrong. Some saw the government as spending too little, while others thought the opposite, like this Perth East respondent: "All of the free money handed out by the government is helping to increase inflation, making everything worse." Some respondents described public officials as preventing change, as in this comment from Stratford: "When developing my units, the city put up a ton of barriers. I don't think they really want units."

### Distrust of Developers & Landlords

While some respondents saw government as blocking development, 4% of respondents criticized developers for what they choose to build. "There are too many high-end builders in St. Marys, making it impossible for average-income people to buy," said a St. Marys resident. Some respondents saw businesspeople as having little interest in serving them: "My landlord has decided to sell my home instead of allowing us to stay because he can't charge 'going rate.' The cost of housing is based solely on greed," said a Morris-Turnberry respondent. 6% of respondents commented on landlord misbehaviour, including renovations. This Central Huron respondent was more even-handed, while still criticizing the private sector for profiting from a crisis: "Landlords have to cover rising costs too, but many are over-pricing units by significant amounts because there is a shortage in availability and they know people are desperate."

### I Realize There's Nothing You Can Do

Some commenters saw both the public and private sectors as benefiting from unaffordable housing: "Local governments like big investors to come from cities, scoop up a few acres and sell a postage stamp for city prices, because they can collect tax and waste it on a statue of a white squirrel or a crosswalk," said a respondent from South Huron. Other comments viewed the government as being ineffective or powerless to create affordability, as in this note from Perth South: "I realize there's absolutely NOTHING you can do about the housing situation since it's all run by BIG BIZ."

**Similar numbers of respondents saw the public sector (22%) and the private sector (17%) as contributing to the housing crisis.**



**"I realize there's absolutely NOTHING you can do about the housing situation since it's all run by BIG BIZ."**

- Perth South

# High Housing Costs are Considered Unfair

## 1/3

of respondents highlighted the many ways in which current housing costs seem unfair.



**“We work hard, but it’s impossible to get ahead. Eventually only the wealthy will be able to eat and maintain their homes, which is so sad.”**

- Huron East



**“If I’m going to have to pay over \$2,000 per month for rent, why wouldn’t I move to somewhere like Toronto?”** - Blewater

While respondents offered explanations for the housing crisis, they did not see it as justified. Instead, a third of respondents highlighted the many ways in which current housing costs seem unfair. “These prices are not affordable,” said one St. Marys resident. “They’re not affordable for people with well-paying jobs, they’re certainly not affordable for people without. It’s frustrating, disheartening, and discouraging.”

### It Shouldn’t Take Three Full-Time Incomes

Many respondents shared a belief that housing ought to be affordable for hard-working families. “The cost of housing needs to be reasonable. It shouldn’t take three full-time incomes to own the average house these days,” said a North Perth respondent. A Central Huron resident noted, “My partner and I can’t put food on the table and pay all the bills on time while both working full-time jobs that pay well above minimum wage.” From West Perth: “I’m recently separated, and I cannot afford rent for myself and my kids. I paid less for my mortgage than for a three-bedroom apartment. I work my ass off to afford to survive, but I can’t survive with how high the cost of living is. No one can.” This Perth South comment highlighted the irony that what looks like a decent income “on paper” may not be enough to afford housing, while being enough to block access to supports:

**“I am an educated person who works full-time at a good job and ‘should’ be able to meet ends meet. I’m considered middle class, so I don’t qualify for subsidies or assistance. I’m living paycheque to paycheque.”**

- Perth South

### Our Only Hope is to Win the Lottery

Housing costs were often described as crazy, absurd, or ridiculous. A North Huron resident summed up the feeling of many respondents: “Someone just posted a one-bedroom apartment, in Wingham, for \$2,000 a month. THIS IS WRONG!” This comment from Stratford highlighted a sense that luck is the only way to afford housing costs: “We paid \$500,000 for our semi-detached home and that was a good price! There’s no way a house of our size should be that expensive! People can’t afford to buy houses anymore and end up trapped in terrible apartments

because everywhere else is too expensive to rent or buy. How do you expect anyone to get ahead!? Our only hope is to win the lottery!" A Huron East resident echoed this observation: "We work hard, but it's impossible to get ahead. Eventually only the wealthy will be able to eat and maintain their homes, which is so sad."

### **Why Wouldn't I Move to Toronto?**

Some comments pointed to other "unreasonable" elements of the current market. From South Huron: "I am unable to qualify for a mortgage due to high interest rates and stress-test rules, yet rentals cost as much or more than a mortgage." Some respondents noted that current costs seem particularly inappropriate for a rural region. "I want to be able to stay in Huron County," said a Bluewater resident, "but if I'm going to have to pay over \$2,000 per month for rent, why wouldn't I move to somewhere like Toronto where at least \$2,000 per month means more accessible amenities and I wouldn't need a car?"

### **Sacrificing Quality of Life to Afford to Live**

Some comments also drew attention to the unfairness of the sacrifices that must be made to afford basic needs. "I often skip meals or do not eat for day(s), I have no outside the house socialization, I cannot afford to go out to events, I have given up all my hobbies, I work three jobs," said a respondent from Goderich. "In essence, to afford to live, I have had to sacrifice all things that bring quality to life."





## Perth-Huron Residents Want Action on Housing Costs

Respondents were eager for this crisis to end, with 61% commenting on the need for change and possible solutions. “Some serious changes need to be made,” said a Huron East resident. “The government needs to take responsibility for the current state of our country and economy and do what is needed to correct it.”

### It's Real People Behind the Cries for Help

20% emphasized the urgency and unsustainability of the situation. Some drew attention to the stakes for their household: “I want decision makers to understand it is real people behind all the cries for help. I personally am one paycheque away from homelessness and I have a child I'm solely responsible for,” said a respondent from West Perth. Others pointed out the broader implications of unaffordable housing, as in this comment from St. Marys: “The



cost of housing is keeping valuable workers, especially young ones, from living and working in the community." A Howick resident highlighted another consequence: "If interest rates, property taxes and regulations/policies don't change, families will be homeless."

### Basic Housing Should Not be Out of Reach

Some respondents stressed that housing is a basic need and a human right. "To have a productive and functional society one needs to have security and safety," said a respondent from Central Huron. "This includes knowing that one's basic needs are being met, leaving one's focus and effort solely on thriving rather than surviving." Access to housing was described as a standard our society ought to meet. "Unfortunately, this is not an easy task, but basic housing should not be out of reach for so many. Something has to be done," said a Goderich resident. Given the fundamental need for housing, the housing crisis was seen as having extremely high stakes, as in the words of this Bluewater resident: "If rent continues to rise, we aren't going to be able to afford to live."

### Do Everything in Your Power

7% of respondents made clear calls for decisive action. "If you can make an impact on these ridiculously high house prices, please do," said a South Huron respondent. Comments called for efforts scaled to the size of the problem. A North Perth local wrote, "Do everything in your power to please bring down inflation, bring down rent, and bring down mortgage interest rates before more people lose their homes."

### Taking Years to Act Isn't Good Enough

Respondents expressed frustration at sluggish public responses: "I know of many people who are searching for affordable housing and are in worse situations than me. There are more of us who are not vocal about it. I would ask the decision makers to realize just how many people are affected and do something now! Repeated studies and consultants and taking years to act isn't good enough anymore," said a respondent from Perth East. A Stratford resident emphasized the duty of public officials to represent affected residents:

**"The current situation is not viable. There cannot be any decision makers thinking, 'Oh well. People will have to adapt.' Please use your power to support the people you are paid to represent! This is why your job exists!"**

- Stratford

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**26%**  
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**"If you can make an impact on these ridiculously high house prices, please do."**

- South Huron

# Perth-Huron Residents Want Affordable Housing

**46%**  
of respondents  
called for various  
measures to make  
housing more  
affordable.

**26%**  
of our sample  
called for more  
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the housing crisis,  
and 19% stressed  
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affordable housing  
in particular.



**“The reality is we  
need governments at  
local, provincial, and  
federal levels to just  
pony up and build.”**

- St. Marys

46% of respondents called for various measures to make housing more affordable. “Something needs to change. This is not living; it’s barely surviving — and I’m one of the lucky ones. We need to do something to lower housing costs,” said a Stratford resident. Suggestions broke down into several themes. The largest was summarized by a South Huron local:

**“Affordable housing, affordable housing,  
affordable housing.”** - South Huron

## More Smaller Homes, More Apartments

26% of our sample called for more housing to address the housing crisis, and 19% stressed the need for affordable housing in particular. 7% suggested that developers could build a greater variety of “missing middle” market housing at more affordable prices, as in this Goderich comment: “We need more smaller homes, more apartments. So many of the developments in Goderich are huge houses or luxury condos. What a lot of young people need is just a little bungalow. Like, I barely even need a yard.” This Huron East respondent highlighted opportunities for developers to pivot and the need for specialized supports: “Utilize the knowledge at the municipal level about vacant lots, properties owned by corporations with old buildings that aren’t being maintained. Build up, not out. Mental health facilities are needed where individuals that cannot function on their own have a place to go to receive help and housing.”

## We Need Far More Subsidized Housing

Comments supporting affordable housing often highlighted the fact that the most affected households cannot afford market-rate housing: “There needs to be more housing for people who live on a very limited budget,” said a West Perth resident. Solutions beyond the market were seen as necessary for groups like seniors. “The parent in my home is extremely isolated and lonely and would love to live in a retirement setting but can’t afford it. We need more affordable, not-for-profit supported living environments for seniors on fixed incomes,” said a respondent from North Huron. New non-market units are also needed for some people with disabilities, as noted by a North Perth resident: “In our home, we have young people with disabilities and the waitlist for housing is ridiculously long. We need far more subsidized housing in North Perth. This is

an emergency. Lives are at stake. Those with disabilities are homeless. Stop stalling and get this done. Two or three units is not enough. We need dozens."

### **Drastic Times Call for Drastic Measures**

That comment and others highlighted the scale of the response needed to fill the gaps in the market. "Drastic times call for drastic measures," said a St. Marys respondent. "The reality is we need governments at local, provincial, and federal levels to just pony up and build. The cost of housing is pretty easily solved by creating a large wave of new units. Yes, it'll cost a whopping amount up front. Governments have to take on the financial burden, so people don't have to take it on themselves."

### **Bringing Down Costs & Controlling Increases**

Supply was not the only focus of these responses. 11% of respondents simply wanted housing costs to come down to better match community need. 10% recommended some kind of rent or price control, reflecting a distrust in private developers and landlords. "Housing costs need to reflect the income of the population in that area. Most landlords have just increased their rent because they can!" said a Bluewater resident. "They need to find a way to stop rent increases, or minimize them, or set them, monitor them, something, somehow. Providing rent relief will not help anyone but greedy landlords. We need to fix the root of the problem."

### **Think Boldly & Creatively**

While these comments often expressed doubts about the intentions and capabilities of decision makers, they also expressed a yearning for change and leaders who deliver it. A comment from Perth East got at this desire for effective leadership: "The current housing situation in Ontario is not an easy problem to solve, but it also presents great opportunity. My hope is that our decision makers will think boldly and creatively about housing solutions, work collaboratively across different sectors, and make choices that prioritize the holistic well-being of all Canadians."



# Recommendation: Build the New Community Housing Perth-Huron Needs

**We call on individuals, organizations, and especially governments to set ambitious regional targets for new community housing and make serious investments to achieve them.**



**“The system we currently have is not working and it is time to reimagine. We have nothing to lose and everything to gain.”**

- Bluewater

The support for affordable housing expressed by survey respondents reinforces a growing consensus that the community housing stock should be expanded. Some have called for doubling community housing as a share of the housing stock or increasing the share of community housing to align with other countries. Proposed targets for Ontario range from tens of thousands to hundreds of thousands of new community housing units.

We call on individuals, organizations, and especially governments to set ambitious regional targets for new community housing and make serious investments to achieve them.

## Making Up for Lost Time

New community housing is needed both to meet the demands of ongoing population growth and to make up for decades of underinvestment. As the Ontario Ministry of Municipal Affairs and Housing notes, “Before the launch of [National Housing Strategy] programs in 2017, no new social housing had been constructed through federal or provincial social housing programs in Ontario since 1995.”<sup>8</sup> The number of respondents who reported wishing to move, but being unable to, indicates there is significant pent-up demand within our community, in addition to the demand that will come from a growing and aging population. Our targets and investments in new community housing should be scaled to this reality.

## Pulling Together

A new generation of community housing will only become reality through widespread collaboration. Everyone has a part to play. Individuals and organizations can contribute money, land, and other resources to community housing providers, while advocating to government for bigger investments. Smaller municipalities can create incentives and supportive conditions for community housing,<sup>9</sup> while larger municipalities and non-profit builders can plan new, exciting builds to attract funding.

Most importantly, a new generation of community housing will require the Governments of Canada and Ontario to invest in the long-term funding and low-cost financing needed to build new community housing at scale in rural regions like Perth and Huron.

## Maintaining Momentum

Some promising activity has already begun. The City of Stratford, County of Huron, United Way Perth-Huron, and other organizations have taken major strides to kick-start new community housing development in our region. The Government of Canada has announced a new agency to “build affordable housing at scale.”<sup>10</sup> The Government of Ontario has made ongoing investments in affordable housing, particularly to end encampments.

We can build on these foundations as we set regional targets with serious plans to achieve them. In the words of one Bluewater resident, “The system we currently have is not working and it is time to reimagine. We have nothing to lose and everything to gain.”

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<sup>8</sup> Government of Ontario. (2025). Ontario's third action plan under the National Housing Strategy (2025–2028). Housing, Infrastructure and Communities Canada. <https://housing-infrastructure.canada.ca/housing-logement/ptch-csd/index-eng.html>

<sup>9</sup> Community Improvement Plans, streamlined planning requirements, and support navigating the planning process are all ways municipalities can support community housing.

<sup>10</sup> Government of Canada. (2025). Build Canada Homes. Housing, Infrastructure and Communities Canada. <https://housing-infrastructure.canada.ca/bch-mc/index-eng.html>



# Acknowledgments

**Robert Stanton** completed the foundational analysis of this enormous data set and early drafts of this report. Without his effort, it is highly unlikely this project would have come to fruition.

**Pam Hanington** provided valuable input into survey design.

**Avon Maitland District School Board** and **Huron-Perth Catholic District School Board** promoted our survey to their communities, helping us reach a diverse sample of local households.

**Four County Labour Market Planning Board** graciously sponsored our Workers Need Housing videos, which have helped us tell local stories in greater depth.

Many other **Community Partners** contributed along the way. For all these contributions, we are deeply grateful.

This report would not be complete without grateful recognition of the generosity and courage of the **Survey Respondents**. They have shared insights into lived experiences, many of which have been challenging, stressful and even traumatic. It is hoped that this report will prove to be a valuable asset in the efforts to address the current housing crisis. This would not have been possible without the support of those who took the trouble to answer the survey so carefully.

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**“Thank you so much for doing this survey. I truly hope there is something that can be done to help people.”**  
- South Huron

**“Thank you for doing this survey — hopefully the results help make a difference.”**  
- Stratford



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### **Briefing Note**

**Subject:** Short-Term Stabilization Measures and Medium-Term Funding Model Review for Shelterlink Youth Services

**Date:** April 22, 2026

**Prepared by:** Cassandra Vink, Board Member and Cate Trudeau, Executive Director

### **Issue**

Shelterlink is asking Council to direct staff to work with Shelterlink on two related priorities: first, to identify short-term stabilization measures that will support safe and stable youth shelter operations during the upcoming winter season; and second, to report back with recommendations to align the funding model with evidence-based operating costs and best practices across comparable municipalities.

### **Background**

Shelterlink provides an essential response to youth homelessness in the community, including emergency shelter, prevention and diversion supports, assistance to help youth secure stable housing more quickly, and post-shelter supports to help them maintain housing stability.

For 2026/27, Shelterlink projects total expenses of **\$972,400**. Of this amount, **\$623,700** is expected to come from non-City sources, including provincial funding, United Way support, donations, and one-time grants. Current City funding totals **\$206,600**, leaving a projected funding gap of **\$142,100**.

The 2026/27 expense budget includes an estimated **\$83,000** related to short-term stabilization measures for the 2026–2027 winter season. These measures are intended to support recruitment, retention, and stable operations during a period of peak demand. As a result, this stabilization need is built into the 2026/27 projected expenses and reflected within the projected funding gap; it is not an additional amount above the budget presented.

A significant share of Shelterlink’s revenues is not ongoing base funding. The 2026/27 budget assumes approximately \$65,000 more in revenue from donations and one-time grants than the 2025/26 budget in order to help offset ongoing financial pressures, further

underscoring the extent to which core operations depend on less predictable funding sources. In addition, Children’s Aid Society funding for post-shelter support is ending in September 2026, which will create additional pressure in 2027/28 if that support is to continue.

### **Short-Term Stabilization Need for Winter 2026–2027**

Shelterlink has identified a need for short-term stabilization measures to support recruitment, retention, and workforce stability during the upcoming winter season.

Recent changes in the local service environment have increased competition for frontline staff, creating additional challenges in maintaining adequate staffing levels. In response, Shelterlink is proposing targeted adjustments to its staffing model to help ensure consistent, safe service delivery during a period of peak demand.

The proposed stabilization measures include:

- modest increases to frontline wages to better align with comparable homelessness service providers;
- conversion of a portion of part-time roles to full-time positions to improve retention and continuity of care; and
- coverage of associated benefit costs for these additional full-time positions.

These measures are intended to strengthen recruitment and retention, reduce turnover, and support safe and stable operations through the winter season.

The total estimated cost of these short-term stabilization measures is **\$83,000**. This amount is already incorporated into the 2026/27 expense budget and forms part of the overall projected funding gap for the year.

This should be understood as an interim stabilization step within the 2026/27 budget, while broader discussions regarding long-term funding alignment and sustainability are undertaken.

### **Structural Funding Pressures**

In addition to the immediate winter stabilization need, Shelterlink is operating within a funding model that creates broader structural pressures.

First, core operations rely significantly on fundraising and one-time grants rather than stable, recurring operating funding. While these sources are important, they are less predictable than ongoing base funding and are not a stable basis for sustaining an essential community service. This creates annual uncertainty, limits long-term planning, and increases financial risk.

Second, a portion of municipal funding is tied to per diem payments for occupied shelter beds. While straightforward on its face, this approach creates a challenge when Shelterlink is working in line with best practice.

Shelterlink has been continuing to strengthen its service model through:

- prevention of shelter entry where possible;
- diversion from shelter where safe and appropriate;
- reduced length of stay; and
- more rapid transitions to stable housing.

These are positive outcomes for youth and for the broader homelessness system. However, they can also reduce shelter occupancy and, in turn, reduce per diem revenue.

This impact is already evident. In 2025/26, per diem revenue was **\$26,480 lower** than in 2024/25. This reduction was associated with Shelterlink's continued efforts to move toward a stronger service model focused on prevention, safe diversion, and shorter shelter stays through rapid re-housing.

This creates a structural problem in the funding model. Shelterlink's staffing, facility, and core operating costs remain relatively fixed regardless of whether youth stay longer in shelter or are diverted safely and rehoused more quickly. As a result, improved service outcomes can weaken the organization's financial position.

The current structure therefore does not align well with service models focused on prevention, diversion, and helping youth exit homelessness quickly. It can unintentionally reward occupancy rather than better outcomes for youth.

### **Comparison with Other Municipal Youth Shelter Models**

Comparator information from other Ontario youth shelters also suggests Shelterlink receives a comparatively low level of service manager support.

Based on current figures, Shelterlink receives approximately **\$13,733 per bed** in service manager funding. This compares with approximately **\$63,438 per bed** at Wyndham House Shelter in Wellington-Guelph, **\$46,700 per bed** at YOU Shelter in London-Middlesex, and **\$32,000 per bed** at The RAFT in Niagara Region.

Available information also suggests service manager funding covers a substantially higher share of total shelter expenses in these comparator communities. In the examples reviewed, service manager funding reportedly covers **100%** of expenses at Wyndham House and YOU Shelter, and approximately **60%** at The RAFT.

These comparisons should be interpreted with caution, as local service models, included costs, building ownership, and funding structures may differ across communities. However, they suggest Shelterlink operates with a lower level of stable service manager support than several comparable youth shelters. This further supports the need for a medium-term review of the funding model, including assessment of evidence-based operating costs and practices in comparable municipalities.

### **Future Funding Considerations**

For planning purposes, Shelterlink has also considered what a more stable operating funding scenario could look like over time.

Under an illustrative scenario in which Shelterlink relied on approximately **\$170,000 annually in one-time grants and \$140,000 in individual and community donations** for operating purposes, the organization would require approximately **\$139,300 in additional stable funding** beyond the current model. Under this illustrative scenario, total City funding would be approximately **\$489,300**, or about **50%** of operating expenses.

This scenario is provided for discussion purposes only and is intended to illustrate the scale of stable operating support that may be needed to reduce reliance on less predictable revenues; it is not presented as an immediate funding request.

A more stable funding model would also create greater flexibility for Shelterlink to direct individual and community donations toward capital priorities rather than core operations.

### **Implications**

The current situation has both immediate and longer-term implications.

In the short term:

- workforce pressures require stabilization measures to support safe and consistent winter operations; and
- the 2026/27 budget already includes costs associated with these stabilization measures.

Over the longer term:

- core operations remain dependent on unstable and time-limited revenue sources;
- the funding model creates a financial disincentive for prevention, diversion, and rapid re-housing;
- fixed operating costs remain even when occupancy declines;

- time-limited funding streams, including Children’s Aid Society funding ending in September 2026, create additional future risk; and
- comparator information suggests Shelterlink may be operating with a lower level of stable service manager support than similar youth shelter models.
- continued reliance on fundraising for core operations limits Shelterlink’s ability to direct community support toward capital needs and future facility improvements.

### Financial Implications

For 2026/27:

- **Total Expenses:** \$972,400
- **Total Non-City Revenues:** \$623,700
- **Current City Funding:** \$206,600
- **Projected Remaining Gap:** \$142,100

The projected expense budget includes approximately **\$83,000** for short-term stabilization measures associated with the 2026–2027 winter season. Accordingly, the projected remaining gap of **\$142,100** already reflects these stabilization costs.

Additional financial pressures include:

- continued reliance on donations and one-time grants to support core operations; and
- the loss of Children’s Aid Society funding in September 2026, which will create further pressure in 2027/28 if post-shelter support is to continue.

### Considerations / Potential Direction

In the immediate term, Council may wish to support short-term stabilization measures within the 2026/27 context to help maintain safe and stable winter operations.

In the medium term, a review of the funding model would help assess whether Shelterlink’s current funding approach is aligned with evidence-based operating costs and best practices across comparable municipalities. This review could consider:

- the extent to which core operations should be supported through more stable operating funding;
- the degree to which per diem funding may create unintended disincentives for prevention, diversion, and rapid re-housing;

- comparator funding approaches, service levels, and cost structures in other municipalities; and
- options to better align funding with the actual cost of delivering a best-practice youth homelessness response.

**Recommended Motion**

That Council direct staff to work with Shelterlink to identify short-term stabilization measures for the upcoming winter season and to report back with recommendations for aligning the funding model with evidence-based operating costs and best practices across comparable municipalities.

## Appendix A: Shelterlink 2026/27 Budget Summary

### Expenses

- Staffing (salaries, benefits, training) — **\$871,000**
- Client supports (food, service delivery mileage) — **\$11,000**
- Facility (rent, repairs, maintenance, insurance) — **\$35,000**
- Operations and administration — **\$57,400**
- **Total Expenses — \$972,400**

### Non-City Revenues – Ongoing

- Provincial government (MCCSS) — **\$60,400**
- United Way Huron-Perth — **\$79,000**

### Non-City Revenues – Fundraising and One-Time

- Individual and community donations — **\$190,000**
- One-time grants — **\$275,000**
- Children’s Aid Society (ends Sept. 2026) — **\$19,300**
- **Total Non-City Revenues — \$623,700**

**Funding Gap Before City Funding — \$348,700**

### Current City Funding

- Operating Grant — **\$50,000**
- After Hours Calls (Non-Youth) — **\$50,000**
- Life Skills Supports and OW Trusteeship Administration — **\$25,000**
- Per Diem for Occupied Shelter Beds — **\$81,600**
- **Total City Funding — \$206,600**

**Projected Remaining Funding Gap — \$142,100**




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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** John Ritz, Homelessness and Housing Stability Supervisor  
**Report Number:** COU26-055  
**Attachments:** SOC25-009 Homelessness Reduction Innovation Fund approval. pdf

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**Title:** Homelessness Reduction Innovation Fund (HRIF) and Canadian Alliance to End Homelessness (CAEH) Update

**Objective:** To update the Mayor and Council on the progress and next steps with the Homelessness Reduction Innovation Fund and the Canadian Alliance to End Homelessness and to seek approval for the Mayor and Clerk to enter into an agreement with the Canadian Alliance to End Homelessness as a participating Built For Zero Canada Community.

**Background:** As part of Government of Canada's Budget 2024 commitment, \$45 million was approved for the Canadian Alliance to End Homelessness (CAEH) to implement the Homelessness Reduction Innovation Fund, which provides communities with one-time funding grants to test, implement, document, and share innovative, system-level interventions that achieve measurable reductions in community-level homelessness.

In response to this announcement, the City of Stratford Social Services Department and the community advisor from Built for Zero met to review the local data and to determine what type of funding would best support our community in permanently housing individuals from our local By-Name List. With this, it was determined that a proposal focused on the affordability challenges within our community would provide future insight and evidence to invest more money into permanent housing solutions and away from short-term emergency responses.

Built for Zero is an ambitious national change effort helping a core group of leading communities end chronic homelessness and veteran homelessness - a first step on the path to eliminating all homelessness in Canada.

The City of Stratford was successful in securing funds from the Homelessness Reduction Innovation Fund, and CAEH contributed \$120,000 for the City of Stratford to design,

implement, and evaluate the project. The project aids with rental affordability through housing subsidies and moving individuals into permanent housing. The project is ongoing and to date 28 households have received support and transitioned from experiencing homelessness to being housed.

The City of Stratford has been a participating member in the Built for Zero Canada Movement (BFZ-C) since its inception and have maintained both quality data and a solid working relationship with improvement advisors over this time. As the current agreement with the Canadian Alliance to End Homelessness is expiring, an updated agreement has been received to continue participating in this important movement.

**Analysis:** As next steps, the City of Stratford has been invited to rejoin the Built for Zero Canada Movement and to both collaborate and coordinate with the CAEH in the shared goal of ending homelessness. This will involve an annual membership fee of \$1,250 that will allow access to learning sessions, structured improvement periods, improvement advisor support, expert and partner support, and change packages and tools.

All the structured suite of improvement supports will be facilitated by the CAEH. On April 22, 2026, an amended contract was received that extended the terms of the agreement from July 2026 to December 31<sup>st</sup>, 2026, and provided \$40,980.00, to support reductions in Veterans homelessness, alongside our current \$120,000 project addressing chronic homelessness. By agreeing to the updated contract terms, the City remains eligible for funding opportunities like HRIF. The amended HRIF agreement has been submitted to the Mayor and Clerk for signature based on the staff recommendation included in report SOC25-009.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

As a result of the updated HRIF contract, the City of Stratford will receive an additional \$40,980.00 to be directed towards veterans experiencing homelessness through the remainder of 2026.

The \$1,250 membership fee will be funded through the provincially-provided Homelessness Prevention Plan (HPP) funding. There is no anticipated impact to the 2026 budget or surplus/deficit at this time.

### **Alignment with Strategic Priorities:**

#### **Build Housing Stability**

This report aligns with this priority as it will build local capacity and knowledge to support individuals experiencing homelessness.

**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, "Homelessness Reduction Innovation Fund and Canadian Alliance to End Homelessness Update" (COU26-055), be received for information;**

**THAT the Mayor and Clerk, or their respective delegates, be authorized to enter into an amending agreement with the Canadian Alliance to End Homelessness to rejoin the Built for Zero Canada Movement;**

**AND THAT the Director of Social Services be authorized to sign any further amendments to the agreement.**

**Prepared by:** John Ritz, Homelessness and Housing Stability Supervisor

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



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## MANAGEMENT REPORT

**Date:** July 15, 2025  
**To:** Social Services Sub-committee  
**From:** John Ritz, Supervisor of Homelessness and Housing Stability  
**Report Number:** SOC25-009  
**Attachments:** None

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**Title:** Homelessness Reduction Innovation Fund approval

**Objective:** To update the Mayor and Council on the recently obtained funding from the Canadian Alliance to End Homelessness as part of their Homelessness Reduction Innovation Fund.

**Background:** As part of Government of Canada's Budget 2024 commitment, \$45 million was approved for Canadian Alliance to End Homelessness (CAEH) to implement the Homelessness Reduction Innovation Fund (HRIF), which provides communities with one-time funding grants to test, implement, document, and share innovative, system-level interventions that achieve measurable reductions in community-level homelessness.

In response to this announcement, the Social Services Department and their community advisor from Build for Zero, met to review the local data and begin determining what type of funding would best support our community in permanently housing individuals from our local By-Name List. It was determined that a proposal focused on the affordability challenges within our community would provide future insight and evidence to invest more money into permanent housing solutions and away from short-term emergency responses.

The City of Stratford was recently notified by our partners at the Canadian Alliance to End Homelessness that we were successful with our HRIF application. The project will run over the course of the next 12 months and the Canadian Alliance to End Homelessness will contribute up to \$120,000 for the City to design, implement, and evaluate the project. For this project, the target population is individuals experiencing homelessness who require a moderate or low level of support to achieve housing stability. Assistance with rent affordability will be provided through housing subsidies and moving individuals into permanent housing. Over the course of the next 12 months, this program will be thoroughly evaluated to ensure it is meeting targets, with a

management report to Council at the completion of the program highlighting the impact this funding opportunity will have had on the community.

**Analysis:** With this funding initiative, the aim is to reduce chronic homeless households by 18% off our local By-Name List. Through the tracking of local data, market trends, and housing retention efforts, this project will provide valuable information in directing future funding and how our homelessness response programs work in collaboration with new and bold initiatives to address an ongoing and complex issue.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

This report should have no financial implications on the current year operational budget as additional funds have become available and will create an opportunity to expand service.

### **Alignment with Strategic Priorities:**

#### **Build Housing Stability**

This report aligns with this priority as it will build available housing options for individuals experiencing homelessness who may have otherwise been unable to afford a unit in a private market rental.

### **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 Council authorize the Mayor and Clerk on behalf of The Corporation for the City of Stratford to enter into an agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund and to sign any additional documentation required.**

**Prepared by:** John Ritz, Supervisor of Homelessness and Housing Stability  
**Recommended by:** Kim McElroy, Director of Social Services  
 Adam Betteridge, Interim Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Jeff Wilson, Manager of Housing  
**Report Number:** COU26-062  
**Attachments:** None

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**Title:** Warming Centre, Shelterlink Youth Services, and Supportive Housing Solutions Update

**Objective:** To provide Mayor and Council with an update regarding the warming centre, Shelterlink Youth Services, and supportive housing options.

**Background:** The City of Stratford is the Consolidated Municipal Services Manager for Stratford, Perth County and the Town of St. Marys with legislated responsibilities for income support, child care and early years, housing, and homelessness programs. Initiatives to increase housing stability and transition individuals and families experiencing homelessness to being housed are a collaborative effort between the City of Stratford; municipal, provincial and federal government partners; and community service agencies. This report will focus on three collaborative efforts to promote housing stability and decrease homelessness: the capital project to provide transitional and supported housing at 398 Erie St., Stratford; the winter warming centre provided in partnership with the Canadian Mental Health Association Huron Perth; and the partnership with Shelterlink Youth Services.

### **Analysis:**

#### **Winter Warming and Connections Centre**

Beginning on December 17, 2025, CMHA Huron Perth began operating a winter warming centre located in the same location as the Connection Centre. Proposed funding was to be a combination of donations and a contribution as required by the City based on report COU25-132, "Not One More Night' Winter Warming Solutions", received on October 20, 2025. The City's contribution was a maximum of \$350,000 from one-time funding/existing reserves.

With the expansion to overnight programming, the daytime hours of the Connection Centre were also extended. The intention of the centre was to operate from November 15, 2025, to April 30, 2026, but after training and recruitment were completed, the opening occurred in December.

The most recent available data, up to March 31, 2026, reported that the warming centre had 2049 visits from 63 unique individuals over the course of the winter. The winter warming centre saw an average of 26 visits each night. As the primary emergency shelter provider in Stratford, St. Marys and Perth County, the City of Stratford provides emergency accommodation at local motels for individuals and families experiencing homelessness. This includes individuals and families who have exhausted their housing options and as well as extreme weather situations.

Emergency accommodation utilization has declined over the past three winter reporting periods; however, the 2025–26 results should be considered in the context of a change in service delivery. The highest utilization occurred between December 1, 2023, and March 31, 2024, when 2,804 bed nights were used. This declined to 1,807 bed nights during the same period in 2024–25, a decrease of 997 nights, or 35.6 per cent. In 2025–26, utilization declined further to 899 bed nights, representing a decrease of 908 nights, or 50.2 per cent, from the previous year.

While emergency accommodation nights have declined, the 2025–26 results should be interpreted in the context of the warming centre's introduction. As an additional winter emergency response, the warming centre likely reduced demand for traditional emergency accommodation and reflected a change in service delivery. Emergency accommodation is funded through Homelessness Prevention funding, and the reduced utilization may help offset a portion of warming centre costs in future budget planning. If approved for 2026–27, the warming centre will transition to in-house delivery, with emergency accommodation reserved for identified priority populations.

As of the date of this report, the City has provided total funding for the 2025-26 period of \$113,031.09 of which \$18,712.62 was contributed through donations and the balance from one-time City Reserves. The Centre also received \$11,000 in donations directly during this period. A final report has not yet been submitted for operating costs but will be reconciled once received.

The 2025-26 winter was intended as a pilot project funding fully by the City of Stratford and donations. Based on the usage, and feedback, staff have identified that continuing this program should become part of the housing division's service level change that is part of the shared services with Perth County and St. Marys and this change will be communicated to the partners, should the recommendations in the report be approved for the 2027 budget.

Partners in emergency services and the Huron Perth Healthcare Alliance will be providing feedback and a more fulsome analysis of the impact of the warming centre on their operations will be provided once received. The Canadian Mental Health Association

has provided a proposal to operate the Connection Centre and Winter Warming Centre, from November 1, 2026, through April 30, 2027, from 10:00 am through 5:00 pm and 7:00 pm through 9:00 am at a cost of \$327,032.

### **Shelterlink Youth Services**

The mission of Shelterlink Youth Services is to support youth experiencing homelessness, or at-risk of experiencing homelessness, through prevention, advocacy, shelter and community connection services. From January 2024 through February 28, 2026, Shelterlink Youth Services has reported an average of 218 nights of shelter used monthly. The City of Stratford provides financial support to Shelterlink Youth Services through a variety of funding streams based both on programming and shelter usage. In collaboration with City of Stratford staff, the leadership of Shelterlink Youth Services has identified their immediate and ongoing funding gap as \$142,100 for the remainder of 2026. The primary driver for this shortfall is to address the ongoing concern of being unable to pay a competitive wage, resulting in staff turnover. The City of Stratford's cost-share of this amount is \$57,494 and will be funded under the Homelessness Prevention Program. The County of Perth and Town of St. Marys will be notified regarding in-year amendment upon approval from Council.

Long-term, affordable housing solutions are considered best practice to prevent homelessness and promote housing stability. However, at this time, temporary solutions to support the most vulnerable members of our community are still be required. City of Stratford staff will continue collaborating with the Canadian Mental Health Association Huron Perth, Shelterlink Youth Services, and invested community and government partners, to continue to promote housing stability and prevent homelessness.

### **Supportive Housing Solutions**

Council Report COU25-123 "Award of RFP-2025-25-398 Erie St, Stratford Affordable Housing - Architectural Services" was received on October 14, 2025, with the decision to award the Request for Proposals to AXIA Design Inc. for the design and contract management for the transitional and supportive housing project located at 398 Erie Street in Stratford. Design has progressed and has resulted in a three story, twelve 1-bedroom building with office space for community partners to support individuals residing on-site with life stabilization and housing readiness. It will include a common area, laundry facilities, and an accessible unit. Site Plan Application is anticipated in May 2026, and a contractor will be sought with the intention that construction will begin in 2026. Funding for the supportive operations of this project currently remains outstanding but efforts are being made with community and government partners to identify potential funding sources.

The recommendation to extend funding to the warming centre to re-open for the winter of 2026-2027 and support Shelterlink's ongoing operations respond to immediate pressures identified through ongoing program delivery and are consistent with the

findings of the City's housing sprint. That work highlights the need for increased housing supply, a broader range of housing typologies, and continued action to address affordability challenges and the limited availability of below-market housing. As a result, demand for emergency and short-term responses remains high.

Emergency measures, such as the warming centre, are currently required as mitigating services to address urgent and immediate needs. However, supportive housing remains the long-term solution to ending homelessness by providing stable housing with appropriate supports for individuals experiencing persistent housing instability.

The 398 Erie Street project is intended to form part of the City's long-term response to housing and homelessness needs. Until the project is constructed and operational, the City will need to continue relying on interim measures, such as warming centres, to address current demand and protect vulnerable residents. Once completed and operating as supportive housing, the project is expected to reduce reliance on short-term crisis responses, including emergency shelter services and pressures on the health care, police, and paramedic systems. While these broader cost impacts cannot be quantified at this time, the project is anticipated to reduce service demands and associated costs over the longer term.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

The proposed impact of the \$142,100 in additional expenses associated with operating support for Shelterlink Youth Services for the City of Stratford is \$57,494. This was not included in the 2026 approved budget and is expected to result in an over-budget variance for the year of \$57,494 if approved. This will impact the City's overall surplus/deficit.

The noted costs for the 2026-27 operation by the Canadian Mental Health Association Huron Perth of the warming centre of \$327,032 is not included in the current year operating budget. The 2026 impact is anticipated to be \$107,921 with the City of Stratford's share being \$43,665 if approved as an in-year change to the service delivery. This will impact the City's overall surplus/deficit.

The combined costs for both are expected to impact the City's overall surplus/deficit by \$101,159.

Debt repayment for the current supportive housing project at 398 Erie St has been estimated in current budget but may require adjusting once the full construction costs are known.

#### **Financial impact on future year operating budget:**

An additional \$142,100 will be required to be included in the 2027 Budget to support Shelterlink Youth Services, with the City of Stratford share of the cost being \$57,494.

An additional \$215,841 will be required in the 2027 Budget to support the Canadian Mental Health Association Huron Perth's operation of the warming centre of which \$87,329 will be the City of Stratford's portion of the cost-share. The source of funding for this is yet to be determined upon review of final reporting submitted. Should there be sufficient one-time funding left from the 2025-26 period this may be used to reduce the impact to the tax levy.

While debt repayment for the capital construction of the 398 Erie project has been estimated in current budget, the operational costs will be included in the 2027 budget, once known.

### **Alignment with Strategic Priorities:**

#### **Work Together For Greater Impact**

This report aligns with this priority as collaboration between the City of Stratford and partner agencies enhances the ability to keep the members of our community safe and healthy.

### **Alignment with One Planet Principles:**

#### **Health and Happiness**

Encouraging active, social, meaningful lives to promote good health and wellbeing. This report encourages health and happiness in the community by providing support to members of our community in need of warm, safe spaces to stay.

**Staff Recommendation: THAT the report titled, "Warming Centre, Shelterlink Youth Services, and Supportive Housing Options" (COU26-062), be received for information;**

**THAT staff be directed to negotiate an agreement with the Canadian Mental Health Association Huron Perth to operate a warming centre from November 1, 2026, to April 30, 2027, with a maximum municipal contribution of \$327,302 subject to final reporting and reconciliation for the 2025-26 period and review of the submitted 2026-27 budget to be funded from municipal shared services partners;**

**THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement with the Canadian Mental Health Association Huron Perth to operate a warming centre from November 1, 2026, to April 30, 2027;**

**THAT Shelterlink Youth Services be approved for additional operational support funding of \$142,100 in 2026 to be funded from municipal shared services partners;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign an agreement with Shelterlink Youth Services for the provision of additional operational support funding.**

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




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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** André Morin, Chief Administrative Officer  
**Report Number:** COU26-061  
**Attachments:** Appendix 1: Housing Spectrum – Current Interventions, Funding, and Observations;  
 Appendix 2: Funding Allocated through City of Stratford by Housing Spectrum Type

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**Title:** Housing Strategy Alignment Summary Report

**Objective:** To provide Council with a consolidated view of the City's current housing-related investments and interventions across the full housing spectrum; to present a common housing spectrum and definitions adopted across the corporation; and to propose next steps to ensure a coordinated Municipal Housing Approach.

**Background:** Housing is a shared responsibility across all orders of government. Municipalities play a key role through land use planning, development approvals, and local housing supply decisions, as well as through the funding and operation of community and social housing.

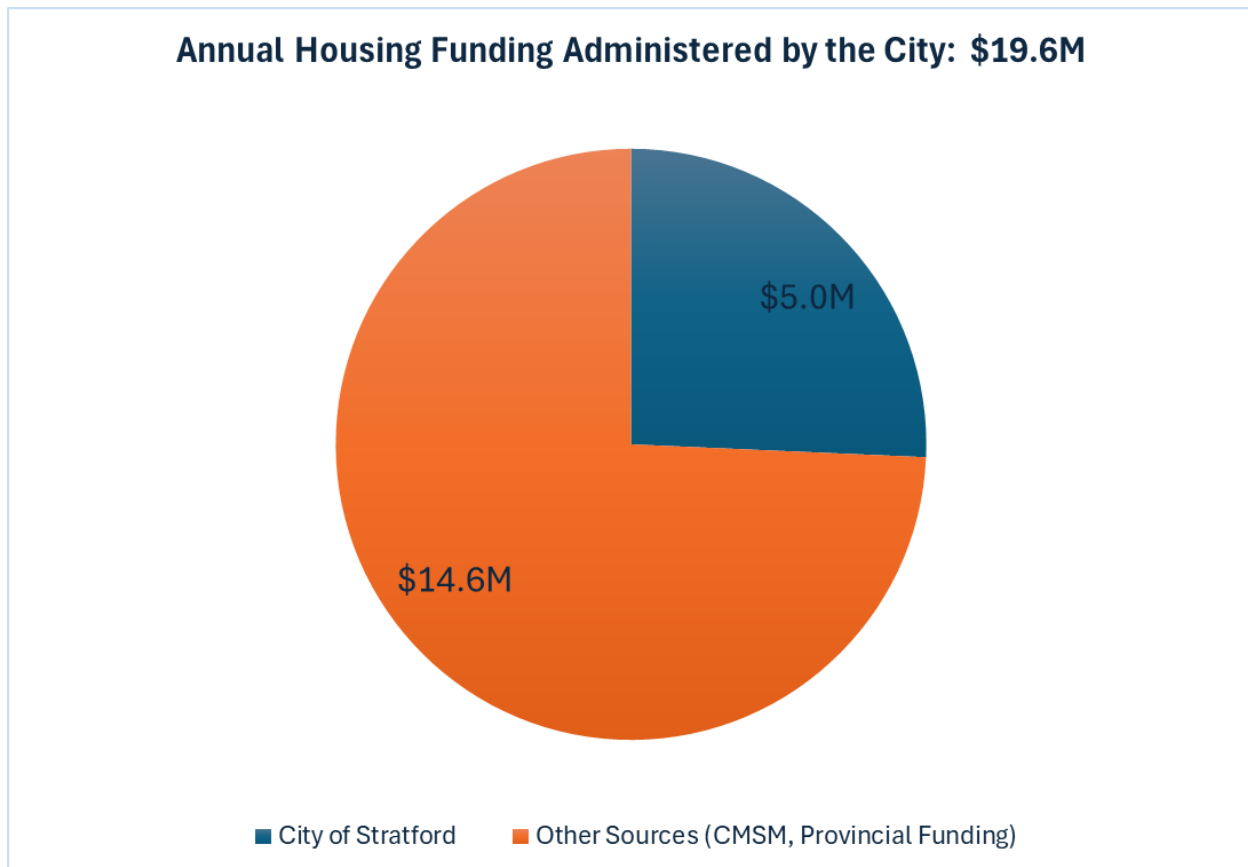
Housing pressures are experienced across the full spectrum in Stratford, from emergency shelter needs to broader affordability challenges. The City is currently engaged in a range of housing-related initiatives across the corporation, reflecting both legislated responsibilities and enhanced Council direction. These initiatives include the Housing and Homelessness Plan, the Community Safety and Wellbeing Plan, Social Services capital projects, Official Plan policies supporting intensification, and work related to municipal lands and partnerships.

These initiatives have evolved over time in response to legislated requirements and Council direction, but have not historically been organized under a single, shared framework. To strengthen alignment across the organization and provide a clearer picture of the City's role in housing, a cross-functional housing sprint was undertaken. This focused, time-limited process brought together staff from Social Services, Planning, Corporate Services, and the CAO's Office to consolidate current initiatives, establish a shared housing framework, and identify key areas for further analysis.

**Analysis:** A review of housing-related services, investments, and interventions confirms that the City of Stratford is proactive across the full housing spectrum, supported by significant annual investment. In 2026, \$19.6 million in all housing-related funding flows through the City as the Consolidated Municipal Service Manager (CMSM) for Perth County, of which \$5.0 million is funded directly through the City's tax levy. This reflects both legislated responsibilities and the City's broader role in supporting housing stability. The following figures provide a high-level overview of housing-related funding administered through the City.

The following figures provide a high-level overview of this investment. Figure 1 shows the total annual funding and the respective contributions from other sources and the City. Appendix 2 illustrates how this funding is distributed across the housing spectrum, with a concentration in services supporting housing stability and lower-income households.

*Figure 1 Annual Housing Funding Administered by the City*



### Housing Spectrum and Definitions

The team reviewed foundational documents guiding current housing work, including the draft 10-year Housing and Homelessness Plan, the Stratford Attainable Housing Project Summary Report, and the Stratford Housing Needs Assessment.

This review identified inconsistencies in the use of housing-related definitions. A key outcome of the sprint was the adoption of a shared housing spectrum and common definitions to support consistent understanding and communication across the corporation. The housing spectrum is provided in Appendix 1.

The definition of “affordable” aligns with the Provincial Planning Statement (2024). Use of the term 'attainable' has been inconsistent across the corporation and does not align with provincial terminology; its use is recommended to be discontinued.

### Current Interventions

The housing spectrum table (shown as Table 1 within Appendix 1), provides a consolidated view of the City’s current housing-related interventions, roles, and investments across the full housing continuum.

As illustrated in the table, the City is active across all points of the spectrum, from homelessness services and emergency supports through to market facilitation and home ownership. These interventions include direct service delivery, funding programs, partnerships with non-profit organizations, and enabling roles through planning policy and development support.

A significant portion of municipal and CMSM-administered funding is concentrated at the social services end of the spectrum, reflecting legislated responsibilities related to homelessness services, supportive housing, and community housing. This includes direct service provision and the operation and maintenance of rent-g geared-to-income housing stock.

The City also plays an important enabling role in the broader housing system through planning policy, land use regulation, and engagement with the development community. Recent development activity has contributed to an increase in overall housing supply and a broader range of housing typologies, including apartments, townhouses, and multiplex forms.

However, as identified in the table, this growth is not translating into housing at price points that meet the needs of all households. Affordability pressures persist, particularly for lower income households and current supply is not addressing identified needs in the below-market rental segment. These patterns provide important context for understanding how current investments are distributed and where pressures remain within the housing system.

### Regional Context

A review of comparable service managers in southwestern Ontario confirms that Stratford has been among the earlier municipalities to advance municipally led affordable housing capital projects. Most service managers have now completed similar

projects, but Stratford's early investment has established a foundation of owned and operated housing stock that continues to serve residents today.

### Observations/Gaps

Several observations were identified through this work regarding current housing conditions and investment patterns.

Available data indicates that overall housing supply is increasing, with housing starts rising from 208 in 2024 to 323 in 2025 and 209 in the first three months of 2026. This growth reflects a broader range of housing typologies, including apartments, townhouses, and multiplex forms.

However, this growth is not translating into housing at price points that meet identified affordability needs. HART/Statistics Canada data for Perth County indicates that an additional 360 very low rent units (under \$415/month) are required to address the needs of the most acutely housing-insecure households. Beyond this, a further 1320 low-income market rental units (under \$1037/month) are needed to address broader affordability pressures. While the current waitlist in Perth County is 732, this estimate reflects significant unmet and hidden demand, including households couch surfing, living with family out of necessity, or unable to relocate to Stratford due to cost. The waitlist therefore represents a partial measure of demonstrated need.

In 2025, an average of 145 households in the Service Manager area were experiencing homelessness, representing approximately 1.0% of total households. This is comparable to peer communities and reflects sustained housing pressures across similar urban centres.

Taken together, these observations highlight two distinct but related pressures within the housing system. First, there continues to be unmet demand for emergency shelter and supportive housing services, reflecting ongoing needs among the most vulnerable members of the community. Second, available data indicates a clear need for additional below-market rental housing to meet the needs of low- and moderate-income households. This points to a growing disconnect between the type and price of housing being supplied and the needs of households requiring below-market options.

### Short Term Response vs. Long Term Approach

A whole-system view of housing enables Council to consider both immediate needs and longer-term outcomes and demonstrates that investment in diverse types of interventions along the spectrum is not only needed, but already occurring.

This phase has established a shared understanding of the housing system, clarified the City's current role and level of investment, and identified areas for further focus. The next step is to build on this foundation through more detailed analysis and options development.

While further analysis is required to inform longer-term decisions, a small number of near-term actions are being advanced through Report COU26-062 “Warming Centre, Shelterlink Youth Services, Housing Solutions” to address immediate needs. These include the continuation of the warming centre as a temporary measure, and adjustments to emergency shelter funding. These actions respond to immediate pressures while maintaining flexibility for future decision-making.

### Next Phase

The next phase of this project will build on the foundation established through this sprint to further define the City’s role, identify priority areas for action, and develop a coordinated municipal housing approach for Council’s consideration.

Phase 2 will be conducted through a second sprint, with a target completion of August 2026. Addressing identified gaps would require significant investment and coordination across multiple levels of government, which will be explored in the next phase of work. This work will explore opportunities to leverage partnerships with non-profits, developers, neighbouring municipalities, and upper levels of government to maximize the impact of municipal investment.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

This phase is primarily analytical and focused on alignment across existing work. The City of Stratford is currently paying \$5,034,537 towards the delivery of housing services within the approved 2026 budget.

#### **Financial impact on future year operating budget:**

Phase one of the municipal housing approach does not commit the City to any new funding as it was an information gathering exercise. Any recommendations with possible budgetary impacts will come forward in phase 2 of the project.

#### **Link to asset management plan and strategy:**

The City’s Asset Management Plan and Building Condition Assessment reports for its existing housing inventory will assist with informing recommendations for a sustainable level of investment in the housing asset portfolio.

### **Alignment with Strategic Priorities:**

#### **Enhance our Infrastructure**

This report aligns with this priority as a consolidated municipal housing approach and whole system view will inform future strategic investment and sustainable growth of housing stock while maximizing the utility of municipal lands and facilities.

### **Build Housing Stability**

This report aligns with this priority as it establishes a local housing spectrum that addresses the full continuum of housing needs - from emergency shelter to market housing and in phase 2 of the project, will recommend a coordinated approach to supporting housing needs at all income levels.

### **Work Together For Greater Impact**

This report aligns with this priority as it demonstrates the power of cross-functional collaboration through the sprint team model. Phase 2 of this project aims to identify opportunities to leverage partnerships with non-profits, developers, neighboring municipalities, and upper levels of government to amplify municipal housing investments.

### **Intentionally Change to Support the Future**

This report aligns with this priority as a consolidated approach to housing ensures that all municipal housing initiatives are strategically coordinated under a unified framework, moving away from reactive, siloed responses toward a proactive, evidence-based system that anticipates future housing needs and positions Stratford as a leader in sustainable community development.

### **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 Housing Strategy Alignment Summary Report (COU26-061) dated May 11, 2026 be received for information;**

**AND THAT Council direct staff to proceed with a subsequent sprint to define the City's role and level of investment in housing, identify priority interventions across the spectrum within available fiscal parameters, define metrics of success, and bring forward a consolidated Municipal Housing Approach for Council's consideration and direction.**

#### **Prepared by:**

Jodi Akins, Administrative Assistant to the CAO;  
Emily Robson, Corporate Initiatives Lead;  
Adam Betteridge, Director of Building and Planning;  
Johnny Bowes, Manager of Asset Management;

Stuart Filson, Supervisor of Planning Policy & Placemaking;  
Kendra Fry, Housing Specialist, investStratford;  
Karmen Krueger, Director of Corporate Services/Treasurer;  
Kim McElroy, Director of Social Services;  
Kelly Stone, Supervisor of Social Services—Housing;  
Jeff Wilson, Manager of Housing.

**Recommended by:** André Morin, CPA, Chief Administrative Officer

## APPENDIX 1: HOUSING SPECTRUM – CURRENT INTERVENTIONS, FUNDING, AND OBSERVATIONS

TABLE 1 - HOUSING SPECTRUM: WHAT IS BEING PROVIDED BY THE CITY OF STRATFORD?

Category	Homelessness Services	Emergency Shelters	Transitional Housing	Supportive Housing	Community / Social Housing	Below-Market Rental / Ownership	Market Rental	Home Ownership
<b>Definition</b>	Social services for people who lack stable, safe, or adequate housing.	Short-term lodging for people experiencing homelessness	Temporary housing for people moving from emergency shelters toward permanent housing.	Facilities with integrated support services to help residents live as independently as possible.	Housing developed with public funding; owned and operated by government, non-profits, or co-operatives.	Private rental or ownership units where rents or purchase prices are subsidized below market levels.	Privately owned rental units rented at prevailing market rates.	Housing purchased by individuals or households at market prices.
<b>Target Household Groups</b>	Very low income	Very low income	Very low income Low income	Very low income & Low income with additional needs	Low income	Low income Moderate income	Moderate income	Median income High income

Category	Homelessness Services	Emergency Shelters	Transitional Housing	Supportive Housing	Community / Social Housing	Below-Market Rental / Ownership	Market Rental	Home Ownership
<b>What is Being Provided?</b>	Housing stability benefits; Connection Centre; warming centre (pilot, 2025/26); outreach workers.	Shelterlink; emergency housing placements through local motels.	Units in Perth & Stratford Housing Corporation portfolio; Emily Murphy Centre funding (20 units).	Intensive case management program (serving up to 60 individuals); 12 units at 398 Erie Street (under development)	652 rent-geared-to-income (RGI) units owned and operated by the City (including Perth County and St. Marys; 412 in Stratford). 177 RGI units supported through non-profit housing providers (153 in Stratford).	200/230 Britannia Street affordable units; 87 affordable private market rental units; 49 housing allowances; 146 rent supplements; 162 referrals to the Canada-Ontario Housing Benefit (COHB).	Regulation of short-term rentals (supporting the preservation of long-term rental supply); support for developers on housing typology diversification and intensification opportunities.	Affordable Homeowners hip Loan Program; advice to realtors on Additional Residential Units (ARUs); planning, zoning, and building code tools to support alternate tenure options; short-term rental regulation (discouraging financialization of long-term housing stock).

TABLE 2 - HOUSING SPECTRUM: HOW ARE ANNUAL OPERATING FUNDS ALLOCATED?

Category	Homelessness Services	Emergency Shelters	Transitional Housing	Supportive Housing	Community / Social Housing	Below-Market Rental / Ownership	Market Rental	Home Ownership	Total
Other Sources (CMSM, Province)	\$1,533,312	\$468,832	\$98,470	\$623,000	\$9,193,826	\$2,385,377	-	\$305,178	\$14,619,995
City of Stratford Share	\$194,685	\$11,168	\$57,290	\$57,420	\$3,595,244	\$1,118,730	-	-	\$4,974,537
<b>Total</b>	<b>\$1,727,997</b>	<b>\$480,000</b>	<b>\$155,760</b>	<b>\$680,420</b>	<b>\$12,789,070</b>	<b>\$3,456,107</b>	<b>-</b>	<b>\$305,178</b>	<b>\$19,594,532</b>

Note: Annual operating costs reflect total costs across all funding sources. Other Sources includes funding through the Province and other CMSM contributors. The City of Stratford share represents the municipal contribution from the City's operating budget, net of provincial and federal transfers. A dash (—) indicates no direct operating cost to the City. Cost figures are subject to final reconciliation.

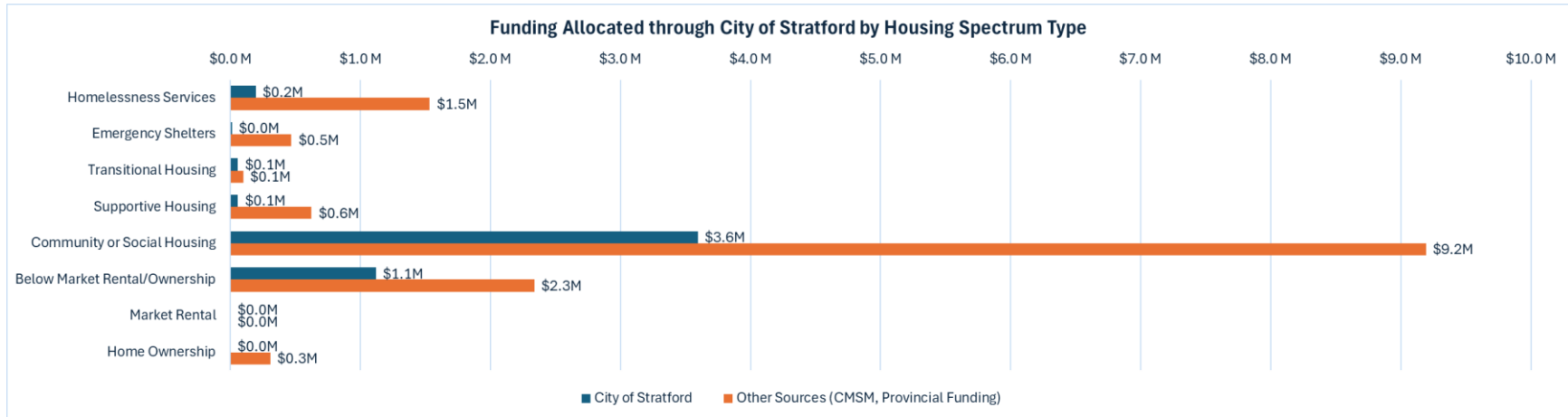
**TABLE 3 - HOUSING SPECTRUM: FINDINGS AND OBSERVATIONS**

<b>Category</b>	<b>Homelessness Services</b>	<b>Emergency Shelters</b>	<b>Transitional Housing</b>	<b>Supportive Housing</b>	<b>Community / Social Housing</b>	<b>Below-Market Rental / Ownership</b>	<b>Market Rental</b>	<b>Home Ownership</b>
<b>Data &amp; Observations</b>	Available data indicates ongoing demand for homelessness services. In 2025, the average number of households experiencing homelessness in the Service Manager area was approximately 145.			The 12-unit supportive housing development at 398 Erie Street is not anticipated to be operational until approximately 2027, indicating a continued near-term gap in supportive housing capacity.	HART/Statistics Canada analysis for Perth County indicate an estimated need for an additional 360 units at very low rent thresholds (below \$415/month).	HART/Statistics Canada analysis for Perth County indicates an estimated need for an additional 1320 low-income market units (below \$1037/month). The current waitlist in Perth County is 732. Unmet demand extends beyond the waitlist, including households doubling up or unable to relocate to Stratford.		Available data indicates that overall housing supply is increasing, with housing starts rising from 208 units in 2024 to 323 units in 2025, and 209 units in the first three months of 2026. This activity reflects a broader range of housing typologies, including apartments, townhouses, and multiplex forms. However, recent development activity remains heavily weighted toward market-rate housing, with a significant number of units in the pipeline. Early indicators suggest potential market

Category	Homelessness Services	Emergency Shelters	Transitional Housing	Supportive Housing	Community / Social Housing	Below-Market Rental / Ownership	Market Rental	Home Ownership
							absorption pressures, and current supply is not meeting affordability thresholds for low- to moderate-income households.	

**APPENDIX 2:**

**FUNDING ALLOCATED THROUGH CITY OF STRATFORD BY HOUSING SPECTRUM TYPE**






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## PLANNING REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Robyn McIntyre, MCIP, RPP, Consulting Planner  
**Report Number:** COU26-063  
**Attachments:**

1. Draft Plan of Subdivision;
2. Public Comments Received;
3. Public Meeting Minutes for September 22, 2025;
4. Recommended Conditions of Draft Plan Approval; Draft Zoning By-law Amendment

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**Title:** Recommendation Report for Draft Plan of Subdivision Application 31T25-001 and Zone Change Application Z02-25 for 750 McCarthy Road West in the City of Stratford.

**Executive Summary:** Applications for a Draft Plan of Subdivision (31T25-001) and Zoning By-law Amendment (Z02-25) were received in April 2025 for the lands located at 750 McCarthy Road West.

A Public meeting was held in September 2025 to satisfy the statutory requirements under the Planning Act. A number of public comments were received in advance of, and at, the public meeting.

Following the public meeting, the applicant made a series of adjustments to the Draft Plan of Subdivision and Zoning By-law Amendment applications to address comments received. The differences between the original (2025) version of the draft plan and the current (2026) version of the draft plan relate to lot widths and unit counts (9 additional units in current draft plan), stormwater management block size, and road alignments. These changes are not considered to be of significant nature to warrant a second public meeting.

The applications have been circulated for agency comments several times since the original submission. The most recent set of agency comments indicate no significant concerns with the applications. A number of comments are addressed through recommended conditions of draft plan approval as noted herein.

The Draft Plan of Subdivision satisfies the criteria for Subdivisions outlined in Section 51(24) of the Planning Act and is consistent with the Provincial Planning Statement,

2024. The Draft Plan of Subdivision application conforms to the Official Plan; recommended conditions of draft plan approval have been included to address certain policies at the detailed design stage.

The Zoning By-law Amendment application conforms to the Official Plan and implements the Residential Areas designation. The Zoning By-law Amendment application proposes three zones for the subject lands, including two site specific zones and one regular open space zone. The requested zones maintain the intent of the Zoning By-law.

Staff are recommending approval of the Draft Plan of Subdivision (31T25-001) attached subject to the conditions of draft plan approval attached hereto. Staff are also recommending approval of the Zoning By-law Amendment (Z02-25) application.

Objective: The purpose of this report is to describe the proposed development at 750 McCarthy Road West and the associated applications submitted by GSP Group on behalf Northwest Stratford (2024) Developments Inc.

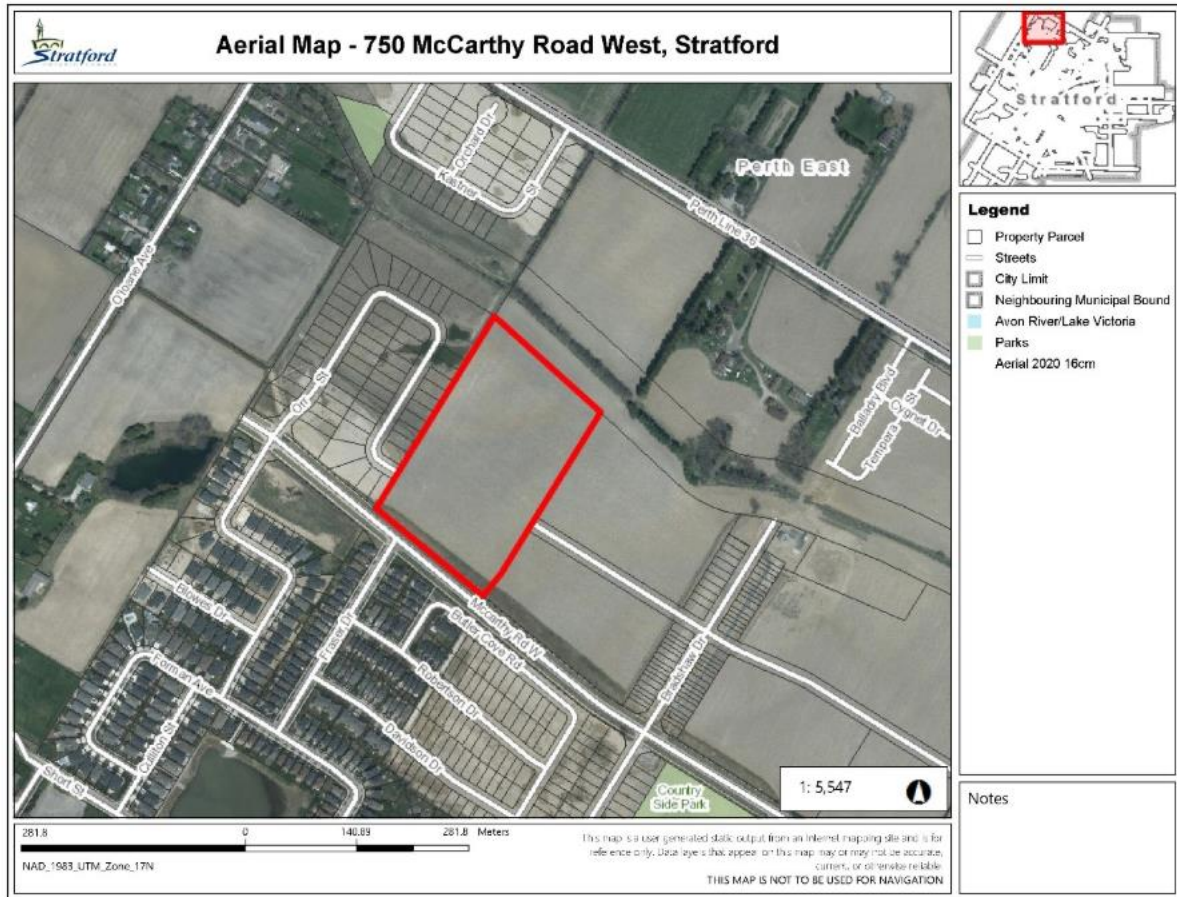
The purpose of the Draft Plan of Subdivision application is to create sixty lots intended for single detached dwelling units (Lots 1 through 60), one block for multiple residential dwelling units (Block 61), one block for stormwater management (Block 62), and various 0.3 metre reserves (Blocks 63 through 71) in addition to a number of roadways being the extensions of Fraser Drive and Orr Street.

The purpose of the Zoning By-law Amendment application is to rezone the subject lands from the current Agricultural ("A") Zone to three different zones. Those lots intended for single detached dwelling units (Lots 1 through 60) would be zoned Residential Second Density with site specific provisions ("R2(2)-49"). The block intended for multiple residential dwelling units (Block 61) would be zoned Residential Fourth Density with site specific provisions ("R4-36"). The stormwater management block would be zoned Park ("PT").

Draft Plan of Subdivision



## Location Map



## Application Materials

The following documents were submitted in support of the applications:

- Covering Letter
- Application Forms and Fees
- Draft Plan of Subdivision
- Lot Statistics Spreadsheet
- Planning Justification Report
- Preliminary Servicing Plan
- Preliminary Grading Plan
- Functional Servicing Brief

- Geotechnical Report
- Preliminary Environmental Noise Assessment
- Stormwater Management Report
- General Vegetation Overview Plan
- Tree / Vegetation Management Plan
- Draft Zoning By-law Amendment
- Stage 1 and 2 Archaeological Report
- Ministry Acknowledgement for Stage 1 and 2 Archaeological Report
- Preliminary Concept Plan for Multiple-Residential Block
- Notice of Decision for Draft Plan of Subdivision 31T17-001

Background: The subject lands are located on the north side of McCarthy Road West specifically being north of the intersection of Fraser Drive and McCarthy Road West. The subject lands are approximately 4.93 hectares in size, with approximately 173 metres of frontage on McCarthy Road West. The subject lands are presently vacant. The subject lands are legally described as Part of Lot 4, Concession 2 (geographic Township of Ellice), now in the City of Stratford.

#### Site Characteristics

<b>Characteristic</b>	<b>Information</b>
Existing Use	Vacant / Agricultural
Frontage	173 metres
Depth	Variable, 284 metres and 274 metres
Area	4.93 hectares
Shape	Rectangular

### Surrounding Land Uses

<b>Direction</b>	<b>Use</b>
North	Open Space, Residential and Vacant Agricultural
East	Residential and Vacant Agricultural
South	Residential
West	Residential

### Photo of Subject Lands from McCarthy Road



### Agency Comments

The Draft Plan of Subdivision and Zoning By-law Amendment applications and supporting materials were sent to agencies for review and comment on August 28, 2025. The agency comments received prior to the finalization of this report have been appended to this report. Any agency comments received after completion of the report will be provided to Council for consideration.

- Enbridge Gas

- Zoning Notices: Enbridge Gas does not object to the proposed application(s), however, we reserve the right to amend or remove development conditions. Always call before you dig, see web link for additional details.
- Draft Plan of Subdivision: It is Enbridge Gas Inc.'s request that prior to registration of the plan, the Owner shall make satisfactory arrangements with Enbridge Gas Inc. (Enbridge Gas) to provide the necessary easements and/or agreements required by Enbridge Gas for the provision of local gas service for this project. Once registered, the owner shall provide these easements to Enbridge Gas at no cost, in a form agreeable and satisfactory to Enbridge Gas.
- Upper Thames River Conservation Authority Sourcewater
  - The subject lands are not located within a vulnerable area and therefore the property is not designated for restricted land use under S. 59 of the Clean Water Act, 2006. For more information pertaining to drinking water source protection, please refer to the approved Source Protection Plan at: <https://www.sourcewaterprotection.on.ca/approved-source-protection-plan/>
- Festival Hydro
  - Please be aware that the proposed development area is technically not within Festival Hydro's (FHI) service territory currently however, we do anticipate servicing the development but must first go through the process of obtaining a Service Area Amendment (SAA). Please contact Festival Hydro directly when you are ready to initiate this process.
  - The developer will need to engage an engineering consultant to work with Festival Hydro on the design of the primary and secondary distribution system within the subdivision. The consultant shall contact Festival Hydro Engineering ([engineering@festivalhydro.com](mailto:engineering@festivalhydro.com)) to initiate the design process and discuss requirements for electrical servicing.
  - Developer will need to enter into a Subdivision Servicing Agreement with Festival Hydro.
- Wightman Telecom
  - No concerns.
- Huron Perth Public Health
  - With regards to any of by-law amendments, Public Health doesn't have any comments to submit for this.
- Ontario Power Generation

- No concerns.
- Township of Perth East
  - No concerns.
- Upper Thames River Conservation Authority
  - RECOMMENDATION: The UTRCA is generally satisfied with the applications and supporting documentation and is of the opinion that our comments can be addressed through the detailed design submission as part of the conditions of approval. Please refer to the below comments, and recommended conditions of approval, provided to support the above recommendation.

Staff Note: The entirety of the UTRCA's comments have not been included in this report for brevity. However, the requested conditions have been included in the draft approval conditions appended to this report.

- City of Stratford Environmental Services
  - No comments.
- City of Stratford Climate Change Program
  - It is recommended that a percentage of the parking spaces be developed as "EV-ready", to enable future installation of Level 2 EV chargers (208V-240V). EV-ready provisions can include adding adjacent energized power outlets (i.e. an electrical junction box or a receptacle) where EV supply equipment (EVSE – i.e. an EV charger) can be installed in the future.

Staff Note: The City's Official Plan does not currently have policies requiring the provision of EV parking, low carbon energy systems, or other green development standards. As such, Staff cannot include this recommendation as a condition of draft approval. Green development standards are being considered through the City's Official Plan Review process, notwithstanding legislative changes proposed by the Province.

- The site can be a suitable proponent to have a low-carbon energy system installed. It is recommended that the owner/developer consider the following for the development - photovoltaic/solar panels and/or a geothermal energy system with heat pumps (for both heating and cooling).

Staff Note: The City's Official Plan does not currently have policies requiring the provision of EV parking, low carbon energy systems, or other green development standards. As such, Staff cannot include this

recommendation as a condition of draft approval. Green development standards are being considered through the City's Official Plan Review process, notwithstanding legislative changes proposed by the Province.

- It is recommended that the new buildings integrate a passive design approach, with emphasis on an airtight building envelope, use of daylighting, and ventilation strategies.

Staff Note: The City's Official Plan does not currently have policies requiring the provision of EV parking, low carbon energy systems, or other green development standards. As such, Staff cannot include this recommendation as a condition of draft approval. Green development standards are being considered through the City's Official Plan Review process, notwithstanding legislative changes proposed by the Province.

- It is recommended that the landscaped open areas have native and adaptive species installed.
- investStratford
  - The housing division at investStratford has no concerns regarding the proposal and is in favour of increased density in housing in Stratford.
- City of Stratford Infrastructure Services
  - General
    - The City of Stratford will require 10 x 10m daylighting triangles at the Fraser/McCarthy intersection – draft plan to confirm required dimensions.
    - Engineering is concerned with the reduced corner lot sizes and their impact to visibility triangles at street intersections and any proposed driveways.

Staff Note: Discussion in the Zoning By-law section of this report outlines that daylight triangles required for intersection visibility are not proposed to be altered and will be provided at the sizes required by the Zoning By-law regardless of lot width or area.

- Engineering objects to driveways being proposed to be more than 50% of the lot frontage, as this will severely restrict legal on-street parking spaces.

Staff Note: Discussion in the Zoning By-law section of this report outlines that all driveway are proposed to be the same width, 5.62 metre. Though this is a consistent width, it occupies a greater

portion of some lots than others. This reduction mainly applies to corner / pie shaped lots where on-street parking is not frequently feasible, and those lots abutting the proposed Orr Street extension where on-street parking is generally not proposed given proximity to intersections. The ability to provide on-street parking remains. Staff have included a condition of draft approval to require the preparation and approval of an on-street parking plan.

- All streets shall be constructed as per City standards, including location of sidewalks. Orr Street shall have one sidewalk, on the south side, and Fraser Drive shall have one sidewalk, on the outside of the crescent.
  - All plans are to reference the City's Horizontal Control Monument network.
  - Provide an on-street parking map.
- Functional Servicing Brief, MTE Consultants, July 16, 2025
    - Sanitary Servicing – no concerns
    - Water Servicing – The developer will be required to submit their proposed water servicing design, in AutoCAD format, to the City. The City will have their consultant complete a hydraulic assessment of the proposed system, at the cost of the developer, to confirm proposed watermain sizing. (Approximate cost \$6,500)
    - Storm Servicing – the developer will be responsible for constructing all required storm sewers on Orr Street.
    - Stormwater Management – refer to comments for SWM Report. No rear yard infiltration trenches will be allowed.
    - Roadworks – the developer is responsible for constructing Orr Street to municipal standards.
  - Preliminary Stormwater Management Report, MTE Consultants, July 4, 2025
    - The report makes reference in a few locations to a Coventry Phase 5 swm report from 2020 – I believe this is a Coventry Phase 4 report. If not, this is a report that the City does not have, please submit for our records.
    - If you are referring to the Phase 4 report, it does not address this site and its requirements, as stated in Section 1. It may be

acceptable to apply the same logic in determining requirements for this site.

- Section 2.0 – please provide information that sets the required extended detention volume
- Section 4.2 refers to figures in Appendix B and 4.3 refers to a sizing report in Appendix B – neither have been provided
- Section 4.4 – the City will not accept water balance infrastructure on private property. There is no mechanism that will ensure that these assets will be maintained and operate in the future, therefore they cannot be shown to provide the required water balance. There is also no geotechnical information pertaining to this subdivision that would support the existence of the sand layer across this subdivision. The Geotechnical report submitted shows only three boreholes on the property, and they do not indicate the sand layer everywhere. Your calculations determining the 90th percentile storm etc are acceptable, but the location of the proposed infiltration galleries is not.
- Appendix B – update the two tables to refer to Coventry Phase 6, not 5
- Provide a conceptual design of the swm pond that shows the three proposed orifice locations, and the inlet and outlet configurations
- Appendix D – this is not the most current version of the geotechnical report.
- The preliminary stormwater management report must be revised to include acceptable water balance measures prior to accepting this draft plan

Staff Note: The applicant has revised their submission materials to address this concern. Engineering noted no further concerns with the submission package at this time.

- Geotechnical Investigation, Stonecairn Consulting, May 23, 2025
  - This report was completed for an extensive area, of which the proposed subdivision is but a small portion. Only 3 of the 12 boreholes and none of the monitoring wells were located on the site. Section 3 should be updated to reflect the site itself, in particular the summarized conditions for borehole findings and shallow groundwater condition

Staff Note: The applicant has revised their submission materials to address this concern. Engineering noted no further concerns with the submission package at this time.

- Recommended pavement structure does not meet the minimum municipal standard.
  - The stormwater management considerations must be updated to speak directly to the proposed swm pond and water balance measures
- General Vegetation Overview letter, GSP, dated March 14, 2025 and Vegetation Management Plan L0.0, GSP, June 18, 2025
    - No comments or concerns.
  - Preliminary Environmental Noise Assessment, MTE Consultants, July 7, 2025
    - If the exterior side yard for Lots 57 and 60 are only 4.5m (as per zoning by-law) then the proposed buildings will be within the setback line SBL1W shown on Figure NA1.1. An analysis was completed for Lot 57 to show no noise barrier was required. The same analysis should be done for Lot 60.

Staff Note: The applicant has revised their submission materials to address this concern. Engineering noted no further concerns with the submission package at this time.

- Environmental Services Comments
  - Commissioning Plan will be required.
  - Live tapping to be performed by a City of Stratford water operator. Saddle, tapping valve, and service installation to be performed by contractor.
  - Please provide a confirmation from the consultant on the number of private well(s) upon the property. All wells on the property shall be decommissioned as per O.Reg 903. A copy of the decommissioning records shall be sent to the Water Division.
  - Please provide Form 1 (Record of Watermains Authorized as a Future Alteration) documentation.
  - All hydrants to open counter-clockwise.

## Public Comments

Public comments received prior to the finalization of the Public Meeting Staff Report were appended to the report and mentioned at the public meeting held on September 22, 2025. At this meeting, additional comments were received from Council and members of the Public. All comments received to date are discussed and responded to within this report.

Analysis:

### Planning Act, R.S.O., 1990, c. P. 13

The Planning Act, R.S.O., 1990 c. P. 13 ("the Planning Act") provides direction on planning matters in the Province of Ontario. Section 51(24) of the Planning Act includes criteria that approval authorities shall have regard to when considering a draft plan of subdivision. The proposed subdivision has appropriate regard to the required criteria as outlined and discussed below:

*"(a) the effect of development of the proposed subdivision on matters of provincial interest as referred to in section 2;"*

Section 2 of the Planning Act pertains to matters of provincial interest. This section states that Planning authorities shall have regard to a number of matters of provincial interest ranging from the protection of ecological systems and agricultural resources to the conservation of heritage features and provision of communication, transportation, and other servicing systems.

The reports and studies submitted in support of the subject application indicate that there are no significant or notable ecological systems, natural areas, features, functions, natural resources, or mineral resources on the subject lands themselves. Adjacent lands include these features, such as the McNamara Drain to the north, and are appropriately considered by the draft plan of subdivision (2(a), 2(c)). There are no features of significant architectural, cultural, historical, archaeological, or scientific interest identified on the subject lands (2(d)).

While the subject lands are presently zoned Agricultural, the lands are located within the City's settlement area and are designated for residential use under the City's Official Plan (2(b)). The adjacent lands to the east and west, and those opposite the subject lands across McCarthy Road West have already been residentially developed with single detached dwellings and apartment dwellings. The proposed development would contribute single detached and townhouse dwellings to the neighbourhood. There are appropriate service connections surrounding the subject lands to provide for the proposed residential uses. Various recreational, institutional, and commercial uses can be found in the broader community to serve the proposed residential uses (2(h), 2(o), 2(p)).

The subdivision does not provide employment, educational, explicit health, social, cultural, or explicit recreational facilities, though the proposal does include a trail connection into the natural area of the McNamara Drain to provide connection to other recreational lands (2(i), 2(k)). Such facilities can be found in the surrounding community at varying distances.

The reports and studies submitted in support of the subject applications demonstrate that the proposed residential uses would not require substantial water consumption and can be adequately serviced via Orr Street and McCarthy Road West. The subject lands can be accessed from McCarthy Road West, which is a collector road, and Orr Street, which is a local road (2(e), 2(f), 2(h)).

The detailed design of accessibility considerations, communication, waste management, and municipal service systems can be addressed as conditions of draft approval for the subject applications (2(f), 2(g), 2(h.1)).

*"(b) whether the proposed subdivision is premature or in the public interest;"*

The proposed subdivision is not premature. There is existing development surrounding the subject lands, and the site can be adequately serviced via existing infrastructure. The proposed subdivision is in the public interest. The subdivision provides a connection between two parcels of lands which have already been residentially developed to provide additional connections in the existing community. The subdivision provides additional housing stock to the City of Stratford, contributing to the mix of housing options in the area.

*"(c) whether the plan conforms to the official plan and adjacent plans of subdivision, if any;"*

The plan conforms to the Official Plan as outlined later in this report. The proposed subdivision aligns the road networks of adjacent plans of subdivision to the east and west, and continues the road network from the subdivision south of McCarthy Road West.

*"(d) the suitability of the land for the purposes for which it is to be subdivided;"*

The subject lands are suitable for the purpose for which they are to be subdivided. The subject lands are presently designated Residential Areas in the Official Plan and are proposed to be zoned for the same purpose. The subject lands are predominantly vacant and would not require any major vegetation removals as part of the development proposal. The subject lands are adequately sized to accommodate the proposed number of dwelling units and the associated street infrastructure required to support the proposed number of dwelling units.

*"(d.1) if any affordable housing units are being proposed, the suitability of the proposed units for affordable housing;"*

The applicant's submission materials indicate that the sale price of the proposed dwelling units has not yet been determined.

*"(e) the number, width, location and proposed grades and elevations of highways, and the adequacy of them, and the highways linking the highways in the proposed subdivision with the established highway system in the vicinity and the adequacy of them;"*

The subject lands can be accessed from McCarthy Road West, which is an arterial road, and Orr Street, which is a local road. The proposed extensions of Orr Street and Fraser Drive will be local roads. The detailed design of the proposed connections will be addressed as a condition of draft approval for the proposed subdivision in order to link the site with the established road network.

*"(f) the dimensions and shapes of the proposed lots;"*

The proposed lots would be generally rectangular in shape. All lots are sized to accommodate a driveway as well as front and rear yard space in addition to the proposed dwelling on each site. Conformity with the Zoning By-law and regulations associated with lot sizes is discussed later in this report.

*"(g) the restrictions or proposed restrictions, if any, on the land proposed to be subdivided or the buildings and structures proposed to be erected on it and the restrictions, if any, on adjoining land;"*

Staff are not aware of any existing or proposed restrictions on the subject lands as part of the proposed subdivision. Development will be regulated by the Official Plan and Zoning By-law as appropriate.

*"(h) conservation of natural resources and flood control;"*

The McNamara Drain is adjacent to the subject lands, but not on the subject lands. The proposed subdivision appropriately considers this feature.

*"(i) the adequacy of utilities and municipal services;"*

Per the reports and plans provided in support of these applications, the subject lands can be adequately serviced from existing infrastructure. Utility servicing will be addressed as a condition of draft approval.

*"(j) the adequacy of school sites;"*

St. Michael Catholic School and Stratford District Secondary School are near the subject lands. All school boards having jurisdiction were circulated on this proposal and did not provide comments.

*"(k) the area of land, if any, within the proposed subdivision that, exclusive of highways, is to be conveyed or dedicated for public purposes;"*

The proposed road network would be conveyed to the City for public purposes as well as a number of intersection daylight triangles throughout the proposed subdivision. These areas are shown on the draft plan of subdivision and will be conveyed as a condition of draft approval.

*"(l) the extent to which the plan's design optimizes the available supply, means of supplying, efficient use and conservation of energy; and"*

Opportunities for conservation, efficient use, and supply of energy can be reviewed as part of the detailed design of the subdivision. City Staff have provided comments to the applicant regarding climate change and sustainability to be considered as the subject lands continue to be designed.

*"(m) the interrelationship between the design of the proposed plan of subdivision and site plan control matters relating to any development on the land, if the land is also located within a site plan control area designated under subsection 41 (2) of this Act or subsection 114 (2) of the City of Toronto Act, 2006."*

Following the subdivision final approval process, the proposed multiple residential block will require site plan approval under the Planning Act.

### *Summary*

The proposed subdivision satisfies the criteria outlined in Section 51(24) of the Planning Act as related to draft plans of subdivision.

### *Provincial Planning Statement, 2024*

The Provincial Planning Statement, 2024 ("PPS") came into effect on October 20, 2024. The PPS is issued under Section 3 of the Planning Act and provides direction on matters of provincial interest related to land use planning and development. The Planning Act requires that all decisions affecting planning matters shall be consistent with the PPS.

### *Building Homes, Sustaining Strong and Competitive Communities*

Planning authorities should support the achievement of complete communities (2.1.6). The proposed development contributes an appropriate range and mix of housing options and densities to the existing neighbourhood (2.1.6.a)). The contribution of dwelling units diversifies the available housing stock in the area in terms of unit sizes, tenures, elevations and grades, parking availability, and pedestrian connections to improve access and social equity (2.1.6 b), 2.1.6 c)).

Planning authorities shall provide for an appropriate range and mix of housing options (2.2.1). The proposed subdivision contributes a range of 76 to 86 dwelling units to the City's housing stock, a density of 23 to 26 units per net hectare which aligns with the density targets outlined in the City's Official Plan (2.2.1 a)). The proposed subdivision efficiently uses land, resources, and infrastructure, and provides active transportation connections via the proposed sidewalk network which will connect to the existing sidewalk network in the neighbourhood (2.2.1 c)).

Settlement Areas shall be the focus of growth and development (2.3.1.1). Planning authorities shall support general redevelopment to support the achievement of complete communities (2.3.1.3). The proposed development would contribute to the range and mix of housing options available in the community on lands which have sufficient services available to accommodate the proposal (2.3.1.3). The proposed development efficiently uses land and resources (2.3.1.2 a)), optimizes existing infrastructure and public service facilities (2.3.1.2 b)), connects to the broader sidewalk and bike network to promote active transportation (2.3.1.2 c)), and are located along the City's transit network, supporting ridership in the community (2.3.1.2. d)).

Planning authorities shall plan to reduce greenhouse gas emissions and prepare for the impacts of a changing climate (2.9.1). The proposed subdivision efficiently uses urban land in terms of size, density, servicing infrastructure, and natural heritage consideration. The inclusion of townhouses supports a compact built form (2.9.1 a)). The proposed subdivision can continue to consider opportunities for energy conservation and efficiency through the detailed design of the lands (2.9.1 c), 2.9.1 d)).

### *Infrastructure and Facilities*

The PPS directs that transportation systems should be provided which are safe, energy efficient, and are appropriate to address projected needs and support the use of zero and low emission vehicles (3.2.1). The proposed subdivision includes a road network which addresses the projected need of the community and safely separates pedestrian traffic from vehicular traffic. This road network will continue to be refined through the detailed design of the site while satisfying conditions of draft approval.

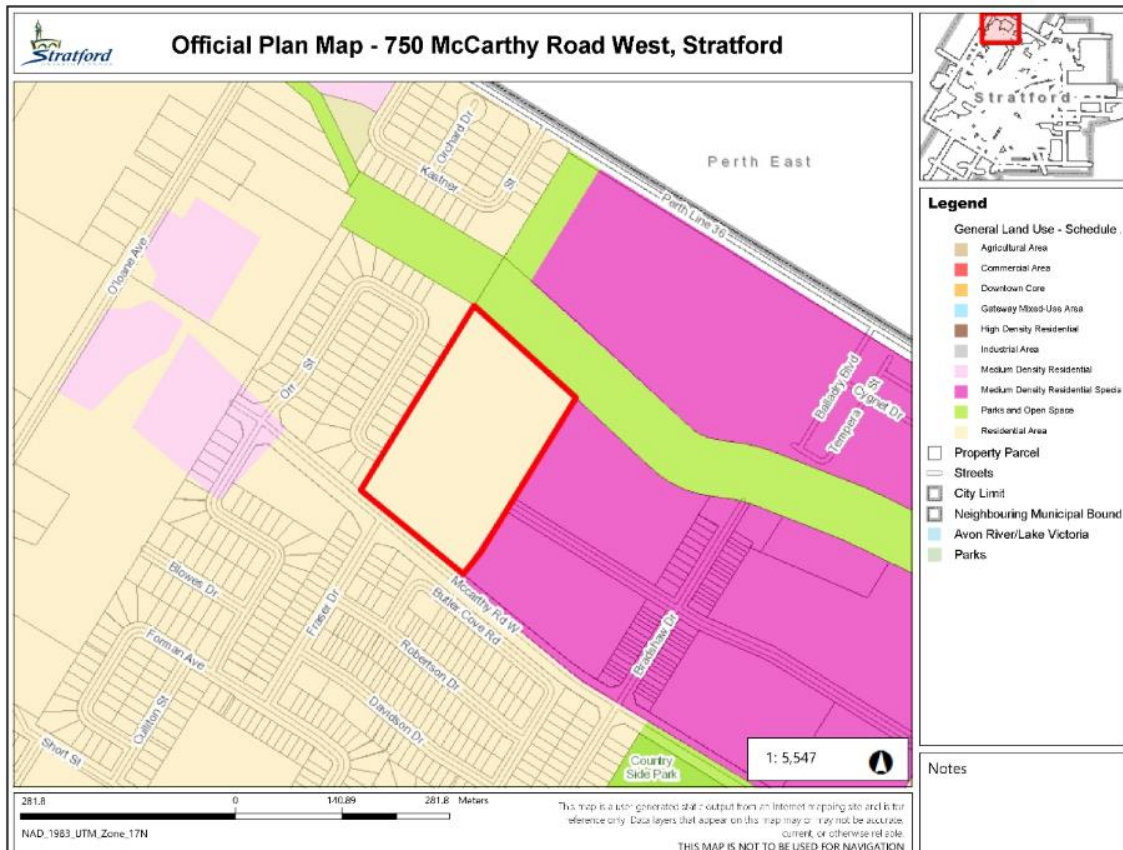
Municipal sewage and water services are the preferred form of servicing within settlement areas (3.6.2). The proposed development would be connected to municipal sewage and water services accordingly.

Healthy, active, and inclusive communities are to be promoted (3.9.1). The proposed development provides connections to the existing and proposed pedestrian network which includes a number of sidewalks and trails which intersect with the subject lands; this provides opportunities for persons of all ages and abilities in built and natural settings (3.9.1 a), 3.9.1 b)).

## Summary

The proposed development is consistent with the Provincial Planning Statement, 2024.

## Official Plan



### Residential Areas – Designation

The subject lands are designated Residential Areas in the City of Stratford's Official Plan which permits low and medium density residential uses such as single detached dwellings, townhouse dwellings, and back-to-back townhouse dwellings (4.5.2). Outlets for stormwater management facilities are permitted in all land use designations (4.3). The proposed uses are permitted in this designation.

### Residential Areas – New Residential Areas

The proposed development constitutes a New Residential Area. The proposed Draft Plan of Subdivision includes a range of unit sizes, tenures, and densities, all with a street-oriented design. The proposed road alignments continue the existing network to support a rectilinear grid street pattern and provide pedestrian and vehicle connectivity. The proposal implements the policies for New Residential Areas (4.5.3.2).

### *Residential Areas – Height*

The maximum height in new residential areas is four storeys (4.5.3.4). The applicant has indicated that many of the proposed dwellings would be bungalow style, which by nature are one storey in height. Additional regulations for building height are contained in the Zoning By-law.

### *Residential Areas – Density*

The Residential Areas designation permits low and medium density residential uses (4.5.2), with densities between 12 and 25 units per net hectare (“upnh”) for low density residential uses (4.5.3.3 i)) and 25 to 65 upnh for medium density residential uses (4.5.3.3 ii)). The proposed development would have a net density of 23 to 26 upnh based on a net residential area of 3.36 hectares and would comply with these policies.

### *Community Design Strategy*

The proposed development would connect the eastern portion of Orr Street to the western portion of Orr Street and would extend Fraser Drive through the subject lands to increase connectivity for vehicles and pedestrians (6.2.1 ii), 6.2.2 i)).

The proposed draft plan of subdivision does not include reverse lotting and does not require any noise buffering based on the results of the Noise Impact Study submitted with the applications. There are no natural heritage features on the subject lands and those on adjacent properties (McNamara Drain) have been appropriately considered. Paved area is limited to driveways and streets while being balanced with front yards, rear yards, and the stormwater management facility, with implementing regulations in the Zoning By-law for the same (6.2.3). Recommended conditions of draft plan approval include requirements for the detailed design of landscaping (6.2.5), road and pedestrian networks (6.2.6, 6.2.8), and streetscaping (6.2.7, 6.2.10).

### *Community Infrastructure – Road Types*

The proposed draft plan of subdivision includes connections to McCarthy Road West, an arterial road intended for a right-of-way width of 30 metres (7.2.1). Arterial roads serve regional and local travel demands by carrying large volumes of all types of traffic. The proposal includes one connection to McCarthy Road West, considering the Official Plan indicates direct access to arterial roads from abutting properties may be restricted (Section 7, Table 2). A recommended condition of draft plan approval requires the detailed design of the proposed intersection with McCarthy Road West.

The proposed draft plan of subdivision would extend Orr Street to connect its east and west extents, and would extend Fraser Drive by creating an internal looped road network. Both Orr Street and Fraser Drive are local roads intended for right-of-way widths of 20 metres as shown on the draft plan. Local roads serve local travel demands by providing direct access from abutting properties to the road system (7.2.1). A

recommended condition of draft plan approval requires the detailed design of these streets and streetscapes.

*Community Infrastructure – Transportation System*

The subject lands abut and intersect with McCarthy Road West which includes sidewalks and a bike lane which promote active transportation (7.2.4). The western extent of McCarthy Road West is proposed to be improved as an extension of the City's bike network. There is also a multi-use trail extending through the McNamara Drain which the subject lands will connect to through the stormwater management facility.

*Community Infrastructure – Servicing*

The proposed development would be serviced with municipal water and sanitary systems which have capacity for the proposal as indicated through preliminary servicing reports submitted with the subject applications (7.3 i)). A recommended condition of draft plan approval requires the detailed design of these systems. Another recommended condition of draft approval requires clearance from associated utility companies to ensure the provision of telecommunication, gas, mail, and other services (7.6 i)).

*Community Infrastructure – Parkland*

The parkland dedication requirements for the subject lands were previously satisfied through Draft Plan of Subdivision 31T17-001 which dedicated a total of 2.13 hectares of land to the City for park purposes (7.7). The subject lands are proximal to the future Countryside Park and Rotary Complex location further east on McCarthy Road West. The City's Transportation Master Plan includes recommendations for a pedestrian crossing further east on McCarthy Road West as well to support access to other recreational facilities.

*Implementation – Plans of Subdivision*

All lands in the City are subject to subdivision control and part lot control (9.3.1). As the proposal includes a new road, extension of services, and since more than five lots are proposed, a plan of subdivision is appropriate to facilitate the proposed development (9.3.2). The recommended conditions of draft plan approval prepared for this subdivision application are appended to this report.

*Implementation – Site Plan Control*

All lands in the City are within a site plan control area (9.6.1). Site plan control will be required for the proposed development of the multiple residential block (Block 61) within the proposed draft plan of subdivision.

## Stratford West Secondary Plan

The Stratford West Secondary Plan (“the Secondary Plan”) is intended to guide residential growth in this area of the City of Stratford. These secondary plan policies discuss permitted land uses, densities, natural heritage features, and schools, among other elements.

### *Secondary Plan – Environmental Impact Study*

An Environmental Impact Study was completed as part of the development of subdivision 31T17-001 considering the lands are adjacent to the McNamara Drain (11.2.6). The required channelization works have been completed and approved by the UTRCA through the clearance of conditions of draft plan approval for subdivision 31T17-001. The applicant has confirmed the same through the submission of the UTRCA’s clearance letter related to draft plan of subdivision 31T17-001.

### *Secondary Plan – Trails and Stormwater Management*

The proposed subdivision includes a connection to the existing trail network in the McNamara Drain area through the proposed stormwater management block (11.2.7). Staff have included a recommended condition of draft plan approval to require the detailed design of this stormwater management facility, and to implement the recommendations of the preliminary stormwater management report submitted in support of the subject applications (11.2.10).

### *Secondary Plan – Land Uses*

The proposed single detached dwellings are permitted in the secondary plan area as a low density use (11.2, 11.2.11).

### *Secondary Plan – Noise Study*

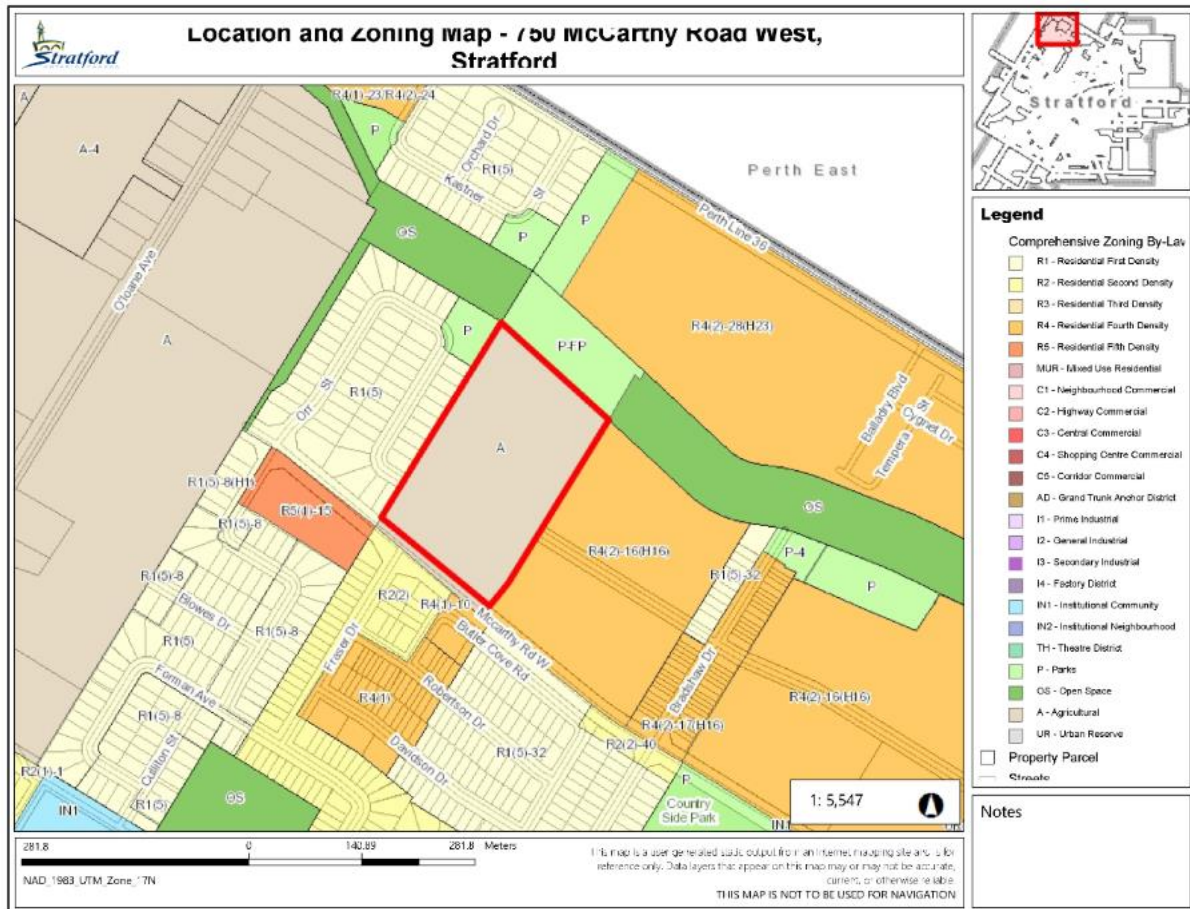
A Noise Study was completed in accordance with the requirements of the Secondary Plan considering low density residential uses are proposed adjacent to McCarthy Road West (11.2.14). The Noise Study recommends forced air heating and central air condition for all dwellings within approximately 51.8 metres of McCarthy Road West; this generally includes Lots 55, 56, 57, 59, 60, and a portion of the multiple residential block (Block 61). Staff have included a condition of draft plan approval to ensure the recommendations of this report are implemented.

### *Secondary Plan – Servicing*

The proposed development provides access from the east extent of Orr Street, the west extent of Orr Street, and McCarthy Road West for a total of three road connections (11.2.15). The requirement to loop municipal water services can be addressed as a

condition of draft plan approval during the detailed design of the proposed municipal water services.

Zoning By-law 10-2022



*Current Zoning*

The subject lands are presently zoned Agricultural (“A”). The Official Plan and Secondary Plan direct that these lands are intended for residential use. The Zoning By-law Amendment application proposes to rezone the subject lands to a site specific R2(2)-49 and R4-36 Zone, as well as a Park Zone, in order to facilitate the proposed development. The requested site specific zoning regulations allow for the efficient and flexible development of the subject lands in order to provide a range of residential tenures and densities.

*Residential Second Density Two Zone (“R2(2)-49”)*

The Residential Second Density Zone with site-specific provisions is proposed for the lots proposed for single detached dwellings (Lots 1 through 60). This zone permits the

proposed single detached dwellings (Table 6.2). The maximum height in this zone is 10 metres which is not proposed to change (Table 6.4.2).

There are eight site-specific provisions requested for the site-specific Residential Second Density Zone ("R2(2)-49") as outlined below:

*"To permit a Minimum Corner Lot Area of 342 square metres for a Single Detached Dwelling, whereas the Zoning By-law presently requires 450 square metres; (Table 6.4.2)"*

*"To permit a Minimum Corner Lot Frontage of 10.4 metres for a Single Detached Dwelling, whereas the Zoning By-law presently requires 15 metres; (Table 6.4.2)"*

The requested reductions in minimum lot area and frontage can be accommodated while providing sufficient space for a driveway, dwelling, appropriate setbacks, and visibility triangles, and accommodating the alignment of the proposed road network and widths. The requested lot area and lot frontage regulations support a range of dwelling unit sizes and allow for an efficient use of land as well as the optimization of available servicing infrastructure.

*"Section 4.26.5 shall apply to those Corner Lots which are immediately southeast and southwest of, and are abutting, the intersection of Fraser Drive and Orr Street, even though their rear lot lines do not abut neighbouring rear lot lines (Section 4.26.5, Table 6.4.2)."*

Under Section 4.26.5, corner lots along the north side of the Orr Street extension are allowed as-of-right to reduce their exterior side yard setbacks (4.5 metres for R2(2) Zone) to the interior side yard setback requirements (1.0 metre for R2(2) Zone). This effectively allows the affected corner lots to be treated as interior lots to remain consistent with surrounding lot patterns. This site-specific provision would apply Section 4.26.5 to the two outlier lots (Lots 55 and 58) which are not currently subject to this regulation given their orientation. This request provides a consistent streetscape along the north and south sides of the Orr Street extension while tying the built form into the balance of the draft plan of subdivision, which can utilize the reduced setback requirement permitted by 4.26.5.

*"To permit a maximum garage projection of 1.2 metres beyond the façade of the building, whereas the Zoning By-law presently requires 1.0 metres; (Table 6.4.2 subitem 5)"*

The intent of this provision is to avoid façades which are predominated by garages. The applicant has indicated that while the proposed garages would extend 1.2 metres beyond the façade of the building, a covered porch would be permitted to extend the same distance as the garage to promote a balanced façade. The proposed front yard setback to a garage is not proposed to change; garages will be

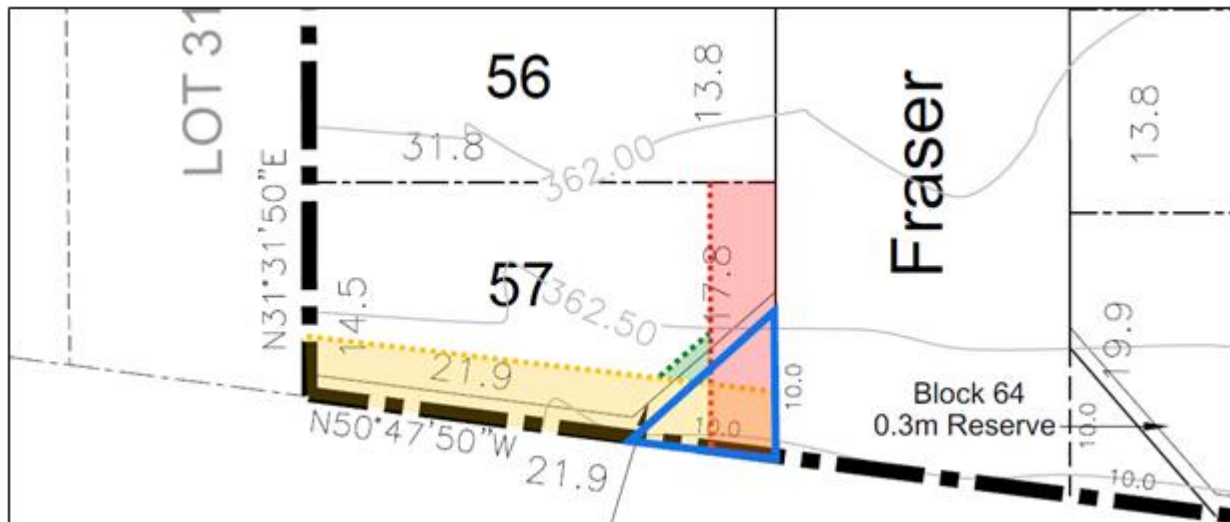
required to remain 6.0 metres from the front lot line. As such, permitting a garage projection of 0.2 metres more than the current regulation permits would not inhibit the ability to provide the fulsome front yard setback requirement.

*"To reduce the Driveway Visibility Triangle dimensions to 2 metres by 2 metres on one side, and maintain the requirement for 3 metres by 3 metres on the other side, whereas the Zoning By-law presently requires 3 metres by 3 metres on both sides; (Table 4.7.2)"*

The proposed reduction to one driveway visibility triangle on a lot provides opportunities for paired driveways on adjacent properties which allows additional space for on-street parking. One driveway visibility triangle per lot would remain in accordance with the requirements of the Zoning By-law to address visibility concerns and on-street parking concerns which arose through agency comments. Further, all proposed driveways would front onto a looped local road (Fraser Drive extension) which are intended for lower traffic levels in comparison to other road types.

*"To permit a minimum setback of 1.8 metres from any Daylight Triangle, whereas the Zoning By-law does not presently require such a setback; (New)"*

Where a local road intersects with an arterial road, such as the intersection of Fraser Drive and McCarthy Road West, a daylight triangle measuring 10-metres by 10-metres is required. The applicant is proposing a new regulation to further ensure development does not encroach onto daylight triangles as shown in the Figure below. The 10-metre by 10-metre daylight triangle is shown in a blue outline, with the 4.5 metre front yard setback shown in red, and the 4.0 metre exterior side yard setback shown in yellow. The new setback proposed by this regulation is shown in green.



*Figure 2: A screenshot of the proposed draft plan of subdivision showing the new setback proposed for daylight triangles.*

*"For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access, whereas the Zoning By-law does not presently provide direction on measuring such width; (New)"*

Currently, the Zoning By-law does not provide explicit direction on where a garage measurement is to be taken from. The applicant is proposing this site-specific regulation to provide explicit measurement direction to ensure consistency across the proposed development.

*"To permit a maximum driveway width of 56% of the lot width, up to a maximum of 8.0 metres, whereas the Zoning By-law presently requires 50%, up to a maximum of 8.0 metres. (Section 5.3.1 b) i)"*

*"For the purposes of calculating maximum permitted driveway width as a percentage of lot frontage, the lot frontage shall not be subject to the rounding provisions of this By-law. In all other instances, and where lot frontage is measured as it's own metric, the lot frontage shall be subject to the rounding provisions herein. (New)"*

All driveways are proposed to have the same width of approximately 5.62 metres. The minimum width of a parking space associated with a single detached dwelling unit is 2.4 metres (Section 5.2). This proposed driveway width allows flexibility for double-car driveway widths and in turn reduces the need for on-street parking spaces which responds to concerns about insufficient on-street parking opportunities that arose through agency comments.

#### *Residential Fourth Density Zone ("R4-36")*

This zone and the associated site-specific provision requests are proposed to apply to the proposed multiple residential block (Block 61). This zone permits Street Townhouse Dwellings and Cluster Townhouse Dwellings. The maximum height in this zone is 12 metres which is not proposed to change (Table 6.4.4).

There are a number of site-specific provisions requested for the site-specific residential fourth density zone ("R4-36") as outlined below:

*"Further to the permitted uses in the R4 zone, permitted uses in the R4-36 zone shall also include:*

- *Cluster Single Detached Dwelling*
- *Cluster Townhouse Dwelling"*

*"For the purposes of these additional permitted uses:*

- *Cluster Housing Dwelling Units shall refer to both Cluster Single Detached Dwellings and Cluster Townhouse Dwellings.*
- *'Cluster' shall mean a grouping of buildings on a lot in close proximity to each other."*

The residential fourth density zone accommodates medium density built forms. The permitted uses in the R4 zone include street townhouse dwellings and cluster townhouse dwellings following the approval of housekeeping by-law 069-2023. Housekeeping by-law 069-2023 will likely be consolidated into the Zoning By-law alongside housekeeping by-law 041-2026 which was approved in March 2026.

These built forms were permitted in the R4 zone prior to housekeeping by-law 069-2023. The cluster single detached dwelling and cluster townhouse dwellings can be constructed as medium density built forms to align with the intent of the R4 zone and the Residential Areas Official Plan designation.

*"To permit a minimum front yard setback of 4.0 metres provided any attached or detached garage remains a minimum of 6.0 metres from the front lot line, whereas the Zoning By-law presently requires a minimum of 6.0 metres for the entire front elevation; (Section 6.4.4)"*

The intent of a front yard setback provision is to ensure dwellings do not impose their built forms on the street and to provide sufficient depth for driveway parking, among other reasons. Permitting the front façade of the dwelling to extend 2 metres closer to the private street proposed on the multiple residential block allows for the residential portion of the dwelling to be the focus along the street, supporting an eyes-on-the-street approach to public safety in the public realm. The garage remains setback at the required 6.0 metres which provides sufficient depth for driveway parking spaces which are required to have a minimum depth of 5.6 metres (5.2.a).

The impact of this reduction will mainly be visible along the proposed Orr Street extension as dwellings facing Orr Street could have reduced exterior side yard setbacks (via Section 4.26.5 as previously discussed). Reducing the front yard setback on the multiple residential block (Block 61) reduces the difference in side yard setbacks between Lots 55 and 58 and any front yard setbacks required for dwelling units on Block 61 which may front onto Orr Street. This supports a relatively consistent frontage along the proposed local road and continues the same into the multiple residential block.

*"To permit a minimum interior side yard width of 1.2 metres where a wall contains a window or door to a habitable room, whereas the Zoning By-law presently requires 6.0 metres; (Section 6.4.4, subitem 8)"*

The intent of this setback is to ensure there is sufficient space along the interior side yard for maintenance and rear yard access. This setback also ensures that, where townhouse dwelling units are contained on separate lots, end units do not have

windows and doors which look onto each other and negatively impact the other's privacy.

A 1.2 metre interior yard setback can provide space for maintenance and rear yard access requirements as demonstrated by the balance of the proposed subdivision which would accommodate interior side yard setbacks of 1.0 metres to the freehold single detached lots. This 1.2 metre setback would allow for the same level of privacy to be maintained as the surrounding built forms. A condition of draft plan approval has been included to require the establishment of permissions for maintenance and rear yard access through a future condominium declaration or easement for these lands.

The applicant has advised through their submission materials that the Block 61 will likely be developed through a plan of vacant land condominium. This interior side yard setback would then apply to the eastern lot line where Block 61 abuts the rear lot lines of Lots 58, 59, and 60, and the western lot line where Block 61 abuts the rear lot lines of neighbouring properties to the east. This setback would be most visible along the Orr Street extension and would be similar to the setbacks permitted for the single detached dwellings proposed in the balance of the subdivision.

The applicant's submission materials advise that the requested setback also adheres to the requirements of the Ontario Building Code.

*"To apply a minimum distance between cluster housing dwelling units of 1.2 metres, whereas the Zoning By-law presently requires 3.0 or 6.0 metres; (Section 6.4.4)"*

As discussed above, a 1.2 metre interior side yard setback between dwelling units can maintain the intent of an interior side yard setback regulation. A condition of draft plan approval has been included to require the establishment of permissions for maintenance and rear yard access through a future condominium declaration or easement for these lands.

When developing via plan of vacant land condominium, the subject lands would typically be divided into condominium 'units' which are, in effect, separate 'lots'. In this instance, this regulation establishes an interior side yard setback regulation between dwellings in the condominium. Since cluster housing is proposed as a permitted use in the R4-36 zone, this regulation ensures flexibility in built form permissions and protects a minimum setback of 1.2 metres between cluster housing units where such are single detached dwellings.

*"To apply a minimum setback between cluster housing dwelling units and vacant land condominium unit boundaries of 0.6 metres, whereas the By-law does not presently include such a setback; (New)"*

This regulation further implements the minimum distance between cluster housing units as discussed above. This regulation ensures that the required setback distance is

equitably distributed across each condominium unit to create consistency in the development of the site.

*"To apply a minimum distance between end townhouse units of 2.4 metres, whereas the Zoning By-law presently requires 3.0 or 6.0 metres; (Section 6.4.4)"*

This setback is intended to ensure that, where townhouse lots are constructed on a single lot (typically via plan of condominium), end units do not have windows and doors which look onto each other and reduce privacy.

The applicant has advised through their submission materials that Block 61 will likely be developed via plan of vacant land condominium. A final plan for this Block has not yet been determined at this time and will be detailed through the future Site Plan Control process and Plan of Condominium process under the Planning Act. Where townhouses are proposed in a condominium, this provision is more generally applied as an interior side yard setback between townhouse blocks.

This request aligns with the site-specific provision request for a reduced interior side yard setback as discussed above. For continuity, where an interior side yard setbacks of 1.2 metres is established within the site it would result in a separation of 2.4 metres between end townhouse units. This site-specific provision allows the proposed built form to connect to the dwelling spacing proposed throughout the balance of the subdivision.

*"For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access, whereas the Zoning By-law does not presently provide direction on measuring such width; (New)"*

This provision has been previously discussed with respect to the proposed residential second density two zone with site specific provisions. The same discussion applies here.

### *Open Space Zone*

An Open Space Zone is proposed for the Stormwater Management Facility. This zone generally permits auditoriums, cemeteries, conservation uses, golf courses, parks, and private clubs, among other uses (12.2). The proposed stormwater management facility is considered a public utility which is permitted in any zone (4.22). There are no site-specific provisions requested for this zone through the Zoning By-law Amendment.

### *Summary*

The proposed zones are appropriate for the proposed uses on the subject lands. The site-specific regulations proposed by the Zoning By-law amendment maintain the intent of the original Zoning By-law requirements. The subject Zoning By-law Amendment

would facilitate the development of the subject lands in accordance with the uses intended by the Official Plan and the Stratford West Secondary Plan.

### Response to Comments

A Public Meeting for 31T25-001 and Z02-25 was held on September 22, 2025. This section provides responses to public and agency comments received on 31T25-001 and Z02-25 prior to, at, and following the public meeting. This section may provide reference to another portion of this report of the response has already been discussed.

#### *Extension of McCarthy Road to O'Loane Avenue*

The lands between McCarthy Road West and O'Loane Avenue are privately owned and will be privately developed. As such, there are no plans in place to extend McCarthy Road West through to O'Loane Avenue at this time. The City of Stratford has a land lease to allow construction vehicles to travel between McCarthy Road West and O'Loane Avenue via a gravel road, however there is no plan to make this gravel road open to the public.

#### *Addition of a Park*

The formal parkland requirements for the subject lands were previously satisfied through cash-in-lieu of parkland as part of an older subdivision application which created the parcel itself. The parkland requirements for this property have been met and no additional formal parkland is required for this site. Cash-in-lieu of parkland is put into a separate municipal account to help develop park spaces within the City.

In terms of recreation opportunities on-site, the proposed development includes a trail connection through to the greater trail system within the McNamara Drain area. The sidewalks to be established on the subject lands would connect to the sidewalk system on McCarthy Road West and provide a linkage to the Rotary Complex and future Countryside Park.

Further recreation opportunities off-site include the Rotary Complex within 500 metres of the subject lands as well as the future Countryside Park which is to be located on the western side of the Rotary Complex. The Countryside Park could include a variety of seating options, native plants, and universal design considerations. Additional considerations may include dog parks, splash pads, exercise equipment, and playgrounds in addition to general open fields / lawn spaces based on preliminary options.

#### *Changes to Built Form*

The proposal includes single detached dwellings and townhouse dwellings which are both permitted uses in the Residential Areas designation under the Official Plan and

also within the Stratford West Secondary Plan. These built forms allow the subject lands to meet the density standards for low and medium density residential areas as outlined in the Official Plan and Secondary Plan. These built forms also support the range and mix of housing options available in the area as encouraged by the PPS, considering the apartment buildings south of McCarthy Road West and the other single detached dwellings and townhouses in the area.

### *Parking Requirements*

The subject Zoning By-law Amendment does not propose any parking reductions, and as such off-street parking must to be provided in accordance with the requirements of the Zoning By-law. These will be provided as garage and driveway parking spaces for Lots 1 through 60 which would accommodate single detached dwelling units. Staff understand that, while the design of the multiple residential block has not yet been finalized, the intent is for the townhouses within that block to also provide parking in garages and driveways.

Staff have included a condition of draft approval which requires the completion and approval of an On-Street Parking Plan to address comments from agencies and from the public meeting.

### *Sidewalks Requirements*

The applicant has confirmed in their application materials that the intent is for the proposed development will include sidewalks on one side of the road along the proposed extensions of Fraser Drive and Orr Street in accordance with section 7.2.4 i) of the Official Plan. These sidewalks will connect to the existing sidewalk network along McCarthy Road West and Orr Street.

Staff have included a condition of draft approval to require the detailed design of the proposed streetscape which will include the proposed sidewalk.

### *Street Tree Plantings*

The applicant's submission materials confirm the intent to provide street trees within the draft plan of subdivision area to support a visually appealing environment.

Staff have included a condition of draft approval to require the detailed design of the proposed streetscape which will include any proposed street trees.

### *Construction*

The applicant has confirmed that the number of builders to be involved with the design and construction of the proposed dwellings is unknown at this time. A construction traffic plan has been included as a condition of draft approval to ensure access is

appropriately provided from McCarthy Road. Construction timelines are unknown at this time.

#### *Traffic Control and Pedestrian Crossings*

A Traffic Impact Study was not requested as part of the application for Draft Plan of Subdivision. The proposed development aligns with the density contemplated in the Official Plan and therefore aligns with the anticipated density for this type of land use. The proposal provides a density of 23 to 26 units per net hectare whereas the Official Plan establishes a maximum density of 65 units per net hectare for this designation.

The City's Transportation Master Plan does not propose a signaled pedestrian crossing at the intersection of McCarthy Road West and Fraser Drive. A signaled pedestrian crossing currently exists further east towards the Rotary Complex. A standard, painted pedestrian crossing will be required along the width of the proposed Fraser Drive Extension at the McCarthy Road West frontage.

Staff have included a condition of draft approval to require the detailed design of the proposed streetscape which includes any necessary crosswalks.

#### *Removal of Agricultural Lands*

The subject lands are presently designated Residential Areas in the Official Plan and zoned Agricultural in the Zoning By-law. The subject lands are located within the City of Stratford's Settlement Area and are intended for urban uses. This is reflected in the policies of the City of Stratford's Official Plan and is supported by the Provincial Planning Statement, 2024.

The subject lands are presently vacant and are not in active agricultural use and have not been in active agricultural use for at least 5 years based on aerial and street imagery. The proposal would not remove any actively used agricultural lands from production.

#### *Proposed Density*

The proposal would establish between 76 and 86 dwelling units which results in a density range of 23 to 26 dwelling units per net hectare on the subject lands. The Official Plan designation of Residential Areas permits low and medium density residential uses, which establishes a density range between 12 and 65 units per net hectare. The proposed density of 23 to 26 units per net hectare conforms to the requirements of the Official Plan.

#### *Sustainable Design Components*

Sustainable design components have not been discussed in detail at this stage in the development approvals process. Should draft approval be granted by Council, the

applicant can proceed with the detailed design of the proposed subdivision and continue to look at specific sustainable design components at that time.

### *Summary*

In summary, the proposed subdivision and associated Zoning By-law Amendment appropriately address the public comments received to date.

**Financial Implications:** There are no imminent municipal expenses anticipated as part of the subject applications.

The proposal would yield additional revenue for the City through the collection of building permit fees, development charges, and property taxes.

Any lands required to be conveyed to the City are addressed as conditions of draft approval and are to be provided to the City free of charge.

Eventually, the proposed municipal road network would be conveyed to the City and costs associated with maintenance and snow clearing would become a municipal responsibility following the assumption of the subdivision works. It is anticipated this cost can be addressed through the increased property tax revenue in the neighbourhood.

**Staff Recommendation: THAT Draft Plan of Subdivision application 31T25-001, as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West, pursuant to Section 51(24) of the Planning Act, subject to the conditions of draft approval appended to this Staff Report COU26-063 as recommended by Robyn McIntyre, Consulting Planner BE APPROVED for the following reasons:**

- 1. The request satisfies the criteria outlined in Section 51(24) of the Planning Act;**
- 2. The request is consistent with the Provincial Planning Statement, 2024;**
- 3. The request conforms to the City of Stratford's Official Plan and the Stratford West Secondary Plan;**
- 4. The request constitutes sound land use planning and is appropriate for the development of the subject lands; and**
- 5. Public comments have been received, reviewed comprehensively, and appropriately addressed.**

**AND THAT Zone Change Application Z02-25, as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West, which proposes to rezone the subject lands from Agricultural ("A") to three zones being:**

**A new Residential Second Density zone ("R2(2)-49") with the following site-specific provisions:**

- **The minimum corner lot area shall be 342 square metres for a Single Detached Dwelling;**
- **The minimum corner lot frontage shall be 10.4 metres for a Single Detached Dwelling;**
- **Section 4.26.5 shall apply to those Corner Lots which are immediately southeast and southwest of, and are abutting, the intersection of Fraser Drive and Orr Street, even though their rear lot lines do not abut neighbouring rear lot lines;**
- **The maximum garage projections shall be 1.2 metres beyond the façade of the building;**
- **Driveway visibility triangles are required to be 3 metres by 3 metres on one side, and 2 metres by 2 metres on the other side;**
- **The minimum setback from a Daylight Triangle shall be 1.8 metres;**
- **For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access;**
- **The maximum driveway width shall be 56% of the lot width, up to a maximum of 8.0 metres;**
- **For the purposes of calculating maximum permitted driveway width as a percentage of lot frontage, the lot frontage shall not be subject to the rounding provisions of this By-law. In all other instances, and where lot frontage is measured as it's own metric, the lot frontage shall be subject to the rounding provisions herein;**

**A new Residential Fourth Density zone ("R4-36") with the following site-specific provisions:**

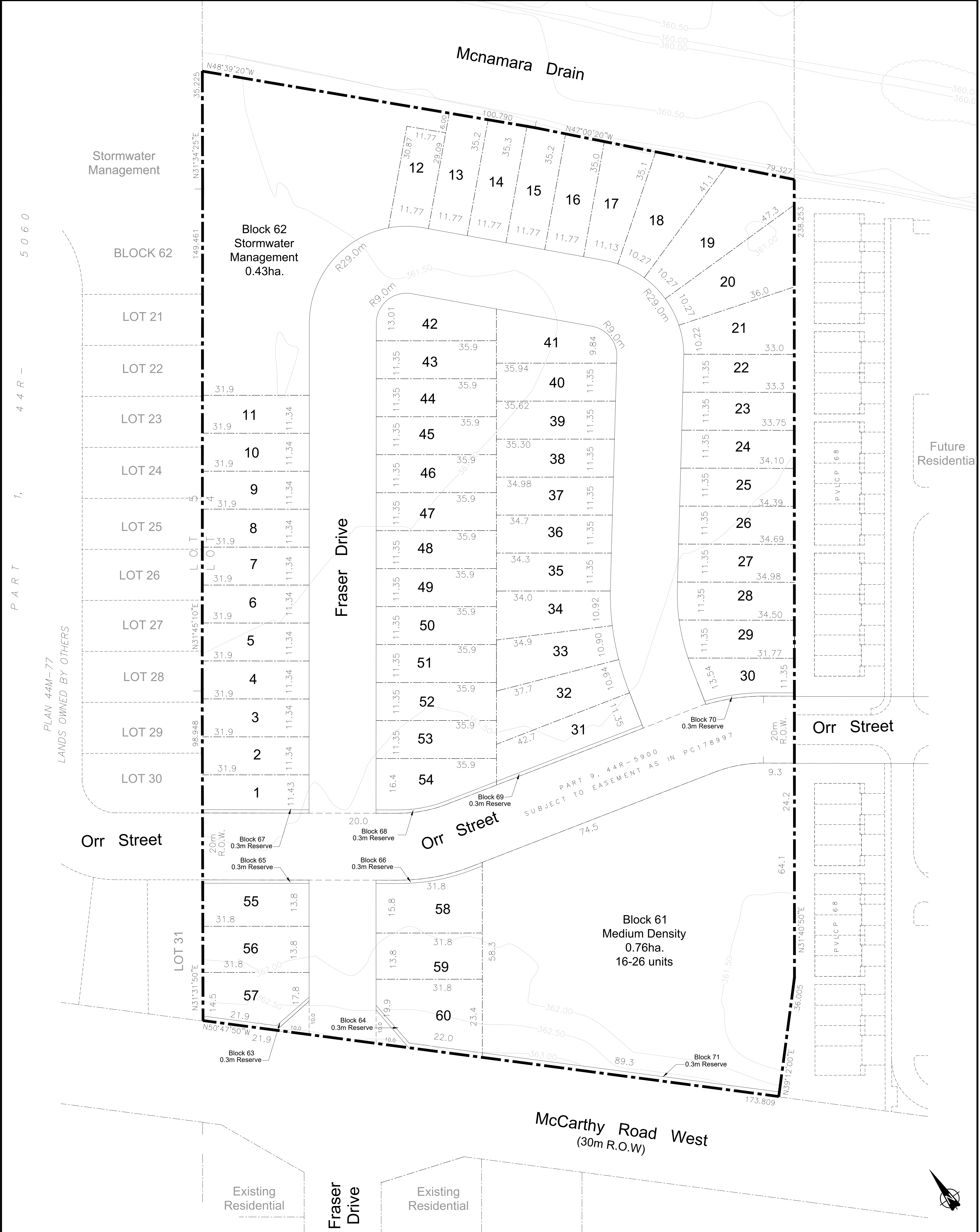
- **Further to the permitted uses in the R4 zone, permitted uses in the R4-36 zone shall also include:**
  - **Cluster Single Detached Dwelling**

- **Cluster Townhouse Dwelling”**
- **For the purposes of these additional permitted uses:**
  - **Cluster Housing Dwelling Units shall refer to both Cluster Single Detached Dwellings and Cluster Townhouse Dwellings.**
  - **‘Cluster’ shall mean a grouping of buildings on a lot in close proximity to each other.”**
- **The minimum front yard setback shall be 4.0 metres, provided any attached or detached garage remains a minimum of 6.0 metres from the front lot line;**
- **The minimum interior side yard width shall be 1.2 metres where a wall contains a window or door to a habitable room;**
- **The minimum distance between cluster housing dwelling units shall be 1.2 metres;**
- **The minimum distance between cluster housing dwelling units and vacant land condominium unit boundaries shall be 0.6 metres;**
- **The minimum distance between townhouse end units shall be 2.4 metres;**
- **For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access;**

**And an Open Space zone (“OS”) BE APPROVED for the following reasons:**

- **The request provides for the development of the subject lands in a manner which is consistent with the Provincial Planning Statement, 2024;**
- **The request conforms to the City of Stratford’s Official Plan and the Stratford West Secondary Plan;**
- **The request constitutes sound land use planning and is appropriate for the development of the subject lands; and**
- **Public comments have been received, reviewed comprehensively, and appropriately addressed.**

**Recommended by:** Robyn McIntyre, BES, RPP, MCIP, Consulting Planner  
**Reviewed by:** Pierre Chauvin, MA, RPP, MCIP, Consulting Planner  
Marc Bancroft, MPL, MCIP, RPP, Manager of Planning  
Adam Betteridge, MPA, MCIP, RPP, Director of Building  
and Planning Services  
**Approved for Council by:** André Morin, CPA, Chief Administrative Officer



**LAND USE SCHEDULE**

DESCRIPTION	LOTS/BLKS.	UNITS	AREA (ha.)
Single Detached Residential	1-60	60	2.54
Medium Density Residential	61	16-26	0.76
Stormwater Management	62		0.43
0.3m Reserve	63-71		0.00
Roads			1.20
<b>Total</b>		<b>76-86</b>	<b>4.93</b>

**ADDITIONAL INFORMATION**  
 (UNDER SECTION 51(17) OF THE PLANNING ACT)  
 INFORMATION REQUIRED BY CLAUSES a,b,c,d,e,f,g,j and l ARE AS SHOWN ON THE DRAFT PLAN.  
 h) Municipal water supply  
 i) Clay loam  
 k) All sanitary and storm sewers as required

**OWNER'S CERTIFICATE**  
 I AUTHORIZE THE GSP GROUP INC. TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE CITY OF STRATFORD.

Northwest Stratford (2024) Developments Inc. March 12, 2025 DATE

**SURVEYOR'S CERTIFICATE**  
 I CERTIFY THAT THE BOUNDARIES OF THE LAND TO BE SUBDIVIDED AND THEIR RELATIONSHIP TO THE ADJACENT LANDS ARE CORRECTLY SHOWN.

J. Paul Crocker Callon Dietz Inc. March 11, 2025 DATE

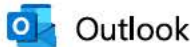
# DRAFT PLAN OF SUBDIVISION

Part of Lot 4, Concession 2  
 Registered Plan No. 11  
 (Geographic Township Of Ellice)  
 City of Stratford  
 County of Perth

PLANNING | URBAN DESIGN | LANDSCAPE ARCHITECTURE  
 gspgroup.ca

REVISIONS	
June 20, 2025	
November 6, 2025	
March 12, 2026	

Date: March 10, 2025 Drawn By: MN Dwg File Name: dp8004h - phase 6.dwg  
 Scale: 1:500 metric Project No: 8004



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**FW: REF - Draft Plan of Subdivision - 31T25-001 and Z02-25**

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**From** Eva Baker <ebaker@stratford.ca>  
**Date** Mon 08-Sep-25 2:51 PM  
**To** Robyn McIntyre <rmcintyre@mhbcplan.com>

FYI- I have not responded.

**Eva Baker**  
Planning Coordinator  
Building and Planning Services

**The Corporation of the City of Stratford**

82 Erie Street  
Stratford, ON, N5A 2M4

**P:** 519-271-0250 ext. 5220  
**E:** ebaker@stratford.ca  
**W:** www.stratford.ca



If you have received this message in error and are not the intended recipient or their authorized agent, please immediately delete or destroy all copies of this message and attachments received and notify me immediately.

We acknowledge that Stratford is positioned on the traditional territory of the **Haudenosaunee, Anishinaabe and the Neutral (Attawandaron) peoples**. As we gather, we are reminded that the City of Stratford is situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Métis, and Inuit peoples today. We acknowledge that Stratford is situated on land that was shared between the **Haudenosaunee, Anishinaabe and the Neutral (Attawandaron) peoples**. We are grateful to have the opportunity to live, work, and play on this land.

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**From:** Dave Sinko [REDACTED]  
**Sent:** Wednesday, September 3, 2025 7:21 PM  
**To:** Planning Division <Planning@stratford.ca>  
**Subject:** REF - Draft Plan of Subdivision - 31T25-001 and Z02-25

**[EXTERNAL EMAIL]** DO NOT CLICK links or attachments unless you recognize the sender and know the

content is safe.

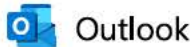
The proposed draft plan of subdivision appears to be a good use of the available space, and allows for flow of traffic from Orr Street onto McCarthy Road and Fraser Drive. We submit the following questions to the developer/owner, and the City of Stratford, in the interest of public safety, and the preservation of existing property and roadways, and the natural progression to the adjoining subdivision.

- Is the construction of homes and townhomes in the proposed plan of subdivision to be completed by one contractor/builder, or will the individual lots be developed by a variety of builders?
- How will construction traffic be routed during development?
  - Will the connecting roadway, Fraser Drive to Orr Street, be constructed in advance of all other work to avoid the necessity to route construction traffic on the completed portion of Orr Street (asphalt top coat completed) to the west of the proposed development?
  - Will there be a requirement for the owner/developer of the proposed subdivision to repair any damage to Orr Street or other property that occurs as a result of this development, including damage to McCarthy Road?
  - How will construction traffic be controlled?
- Will a crosswalk be installed at the intersection of Fraser Drive and McCarthy Road, and how will the crosswalk be controlled?
  - Will traffic lights or other electronic means of traffic control be installed at this intersection given the intersection will see a marked increase in pedestrian traffic, including children and older persons from the existing subdivision, proposed subdivision, and subdivision currently under construction to the east of the proposed subdivision?
- With the increased traffic flow as a result of the proposed plan of subdivision, in addition to the subdivision currently under construction to the east of the proposed subdivision, is the extension of McCarthy Road to O'Loane Avenue currently planned?
  - In the interest of public safety, the extension of McCarthy Road to O'Loane Avenue would route traffic away from existing subdivisions. Traffic travelling to main routes, O'Loane Avenue and Huron Street to shopping areas and Line 32/Highway 8 would have a direct route.
  - Emergency services, and namely the Stratford Fire Department, would have a direct route from Fire Station Number 2 to the area of O'Loane Avenue and Huron Street, saving travel time to calls for service, and preventing the need to wind through existing subdivisions with high levels of pedestrian and vehicle traffic, during emergency response, as they are currently forced to travel.

Thank you,

Karin and David Sinko

Stratford




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**RESPONSE: Draft Plan of Subdivision #31T25-001 and the Zoning By-law Amendment #Z02-25**


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From Kismet Baun [REDACTED]

Date Fri 05-Sep-25 3:28 PM

To Robyn McIntyre <rmcintyre@mhbcplan.com>; planning@stratford.ca <planning@stratford.ca>

Cc mayor@stratford.ca <mayor@stratford.ca>

Hello Robyn,

**Firstly, thank you for sharing [Draft Plan of Subdivision #31T25-001](#) and the [Zoning By-law Amendment #Z02-25](#).**

***“A community is a complex organism with complicated resources that grow gradually and organically.” ~ Jane Jacobs***

And thank you for granting the public the opportunity to express our opinions on this proposed Concept Draft Plan and Zoning By-law Amendment to the 4.93 hectares of frontage land on McCarthy Road West described as Part of Lot 4, Concession 2 in the City of Stratford (geographic Township of Ellice).

I will attempt to thoughtfully and respectfully present my thoughts to you all. Being an owner of a property, since 2022, who happily lives [REDACTED] I would like to suggest that you give careful thought to the following:

1. Please consider NO townhouses (aka 16-26 multiple residential dwelling units) to be built in Block 61. If you must fill this land with anything ... please consider making this land thoughtful “green space” so that individuals in this area can enjoy gardens, trees, sitting areas, etc. We have enjoyed nature, trees, birds, etc for such a long time. To not have this any longer would be aesthetically degrading. The density in single-detached housing you are suggesting in this lot will need green space. Future generations will thank you for thinking this through and providing a more neighborhood-like aesthetic. I have noticed that people are beginning to use this neighborhood as a walking neighborhood (for exercise, and after-dinner walks, etc). Also many individuals like to walk their dogs along McCarthy. Too much of the wrong density will discourage individuals from walking for pleasure, and walking their dogs. People crave green space and safe and well-kept neighborhoods.
2. If you don’t want to provide green space in Block 61, then just add more single-detached dwelling units (aka detached houses). Newly built single-detached dwelling units discourage renting and encourage ownership. Owners who live in their houses tend to take care of their properties and in turn build safer neighbourhoods. I understand that you want to build diverse neighborhoods ... townhouses, apartment buildings with single detached houses but there will be enough townhouses in this neighborhood to house townhouse dwellers.

3. Please make sure that you open up McCarthy to O'Loane Ave. and not leave it as a dead end. Perhaps it can be opened up now. Car and truck traffic is increasing exponentially every year. And traffic along McCarthy will only increase with new added proposed housing. The car traffic needs to begin to be encouraged to travel through and not into side streets (eg. Fraser Drive). Safety for children is becoming an issue. There is so much congestion during the school year with school buses loading and unloading children on Fraser. There really should be a built and designated school bus drop off/pick up area ... not on Fraser at Robertson.
4. Please plant lots and lots of trees along McCarthy (in front of Fraser, Butler Cove Road and further down towards The Rotary Complex). Again, future generations will thank you it. And you will be gaining cleaner air for the environment.
5. Please carefully consider thoughtful designs for safe parking and plenty of neighborhood sidewalks and walking spaces in your planning. Stratford is a driving community but it is also very much an outdoor loving walking community.

Thank you for your time and thoughtful attention to my suggestions. Please let me know if you have any questions. And please keep me updated via text, email or phone of any future updates regarding this matter.

***“Streets and their sidewalks, the main public places of a city, are its most vital organs. If a city’s streets look interesting, the city looks interesting; if they look dull, the city looks dull.” ~ (The Death and Life of Great American Cities, 1961)***

*The great Jane Jacobs argued that by observing how people walk, gather, and use sidewalks and streets, you can see what makes a neighborhood feel safe, alive, and connected.*

We all want to live in spaces and neighborhoods that are safe, alive, and connected. And in neighborhoods that thoughtfully flow and connect with other neighborhoods that connect with access to shopping, health providers, resources, services and supports, etc.

Respectfully and sincerely,

Kismet Baun  




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**Comments For Draft Plan of Subdivision #31T25-001**

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From Tony R [REDACTED]

Date Sun 07-Sep-25 10:20 PM

To Robyn McIntyre <rmcintyre@mhbcplan.com>; planning@stratford.ca <planning@stratford.ca>

Hi there,

I live at [REDACTED]. We received your proposed draft plan for the above mentioned subdivision and wanted to send in some comments.

We did not see any playgrounds included in the draft plan and think this is a giant oversight on your part. Think of the amount of families you are building homes for, especially with the more densely built townhomes. We think it would be very beneficial for us and the other potential families in this neighbourhood to include a **sizeable** park within walking distance that includes a large playground, splash pad and dog area for people and families to congregate. This park/playground would service the many families located within this **densely populated** 1-2km radius. This is an absolute no brainer and this area is PERFECT for a playground/park installation. The closest splash pad is near Anne Hathaway school and is much too far! Think of the mental health benefits and enjoyment all of these potential new families will have with something like this.

Please include a playground at the very minimum. There is nothing within walking distance (with small children) in this area. The closet park near St Mikes is an approximate 1.82km walk, not the most convenient. You need to provide something for the families in this new area and we believe a playground would be extremely beneficial.

Thank you for your time,

Anthony Ramayon



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**Draft plan subdivision31T25-001**

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**From** ROBERT ADAMS [REDACTED]

**Date** Wed 10-Sep-25 10:44 AM

**To** Robyn McIntyre <rmcintyre@mhbcplan.com>; planning@stratford.ca <planning@stratford.ca>

Good Morning,

We are responding to the notice of application we received in the mail. We noted that the Proposed draft of subdivision listed Various new roads. Since it is not mentioned specifically can you confirm what the plan and time line is for extending McCathry road to O'loane Avenue. There is so much traffic flow through Fraser and Orr on the West side of McCarthy. There is a big demand for McCarthy to be extended.

Thank you  
Lisa and Rob Adams



## **CITY OF STRATFORD PUBLIC MEETING MINUTES**

A public meeting was held on Monday, September 22, 2025, at 7:04 p.m., in the Council Chamber, at Stratford City Hall, 1 Wellington Street. The purpose of the public meeting was to give Council an opportunity to hear and consider comments from the public regarding Draft Plan of Subdivision 31T25-001 and Zone Change Application Z02-25. The application affects the property with the municipal address of 750 McCarthy Road West, Stratford.

**COUNCIL PRESENT:** Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

**STAFF PRESENT:** André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services and Interim Director of Human Resources, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Marc Bancroft - Manager of Planning, Naeem Khan - Chief Technology and Security Officer, Emily Skelding - Supervisor of Waste Operations, Will Mason - Maintenance Rent Receivables Clerk

**ALSO PRESENT:** Robyn McIntyre, Consulting Planner of MHBC, representing the City, Rachel Bossie of GSP Group, Agent for the applicant, Members of the Public and Media.

Mayor Ritsma called the meeting to order and stated the purpose of this meeting was to give Council and the public an opportunity to hear and consider comments from the public regarding Draft Plan of Subdivision 31T25-001 and Zone Change Z02-25, affecting property with municipal address of 750 McCarthy Road West, Stratford.

The Mayor explained the order of procedure for the public meeting.

## STAFF PRESENTATION

Robyn McIntyre, Consulting Planner from MHBC, representing the City and referring to a PowerPoint presentation, provided an overview of the application. Highlights of the presentation included:

- the subject lands being located in the north end of the City, north of McCarthy Road West and south of the McNamara Drain situated between the eastern and western extents off Orr Street;
- the subject lands being approximately 4.9 hectares in size with approximately 170 metres frontage on McCarthy Road West and being predominantly vacant at this time;
- the Applicant proposing to develop the subject lands through a Draft Plan of Subdivision to include the following:
  - sixty (60) lots intended for single detached dwelling units;
  - one block in the southeastern corner intended for medium density residential development to include between sixteen (16) and twenty-six (26) dwelling units;
  - one stormwater management (SWM) block in the northwest corner of the site; and
  - the extension of Fraser Drive and Orr Street to connect the eastern and western extents;
- under the Official Plan (OP) the subject lands designation being residential areas permitting a range of low and medium density residential uses including single detached dwelling units and townhouses as proposed;
- under the Zoning By-law (ZBL) the subject lands being zoned agricultural permitting agriculture and related uses including livestock facilities and animal shelters;
- the current zoning not permitting the proposed development and as such the applicant having applied for the subject zone change;
- the proposed re-zoning would establish the following three (3) separate zones:
  - a park zone in the northwest corner to be a SWM block;

- a residential second density 2 zone with site specific provisions to cover the low density uses in the middle of the site; and
- a residential fourth density 2 zone with site specific provisions intended for the medium density residential block in the southeastern corner of the site;
- the site specific provisions requested for the residential second density 2 zone to apply to the single detached lots outlined in the report and specifically requesting the following:
  - a corner lot area of 342 square metres;
  - a corner lot frontage of 10.86 metres;
  - a reduction of the existing side yard requirements for corner lots;
  - an increase to garage projection permissions of 1.2 metres;
  - driveway visibility triangle of 2 metres by 2 metres;
  - setbacks from daylight triangle of 1.8 metres;
  - an increase of the driveway width permissions to 55% up to a maximum of 8 metres; and
  - establishing specifics for how garage widths would be measured;
- the site specific provisions requested for the residential fourth density (2) zone intended for the medium density block being detailed further in the report and generally relating as follows:
  - a front yard set back of 4 metres per dwelling provided the garage remains 6 meters from the front lot line;
  - an interior side yard setback of 1.2 meters for elevations with habitable room access which are the sides of the dwelling containing a window or door to a living room or other habitable room; and
  - unit setbacks of 2.4 metres with regulations for how the garage would be measured as well;
- there being no site specific provisions proposed for a park zone with this being intended to cover the SWM area;

- the applications having been circulated to agencies on August 28, 2025 with correspondence being received from Festival Hydro after the finalization of the staff report which indicated no comments or concerns with the application;
- key agency comments included the following:
  - a request for climate considerations to be included in the site design including EV-ready parking spaces, low-carbon energy systems and native plants;
  - concern with the reduced corner lot sizes and the impact to on-street visibility at street intersections and driveways; and
  - concern with the increased driveway widths restricting legal on-street parking spaces;
- a number of comments having been received regarding the detailed design of the site including servicing and SWM which are typically addressed later in the subdivision process;
- the application having been circulated for public comment on August 29, 2025, with all comments received to date having been included in the staff report with key themes being:
  - the timing of the extension of McCarthy Road to O'Loane Avenue;
  - the addition of a park;
  - opportunity for the medium density block to be developed as a park or single detached dwellings instead of townhouses;
  - concerns regarding providing enough parking and sidewalks within the subdivision;
  - opportunities for street trees along McCarthy Road and surrounding roads;
  - questions regarding how many developers or builders will be involved in the construction of the site;
  - questions regarding traffic and phasing of roadworks; and
  - comments regarding plans for traffic control and pedestrian crossing at Fraser and McCarthy; and

- staff will be continuing to review all additional comments that come in and will provide a detailed response in a subsequent report.

## **QUESTIONS FROM COUNCIL**

Councillor McCabe requested further information regarding the increase to the driveway widths and the impact on neighbourhood parking for visitors. The Consulting Planner advised the Zoning By-law currently permits driveway widths of 50% of the lot width up to a maximum of 8 metres and the request being an increase to 55% of the lot width up to a maximum of 8 metres with the maximum width not changing. They provided context with the narrowest lot on the Draft Plan of Subdivision being 10.2 metres, 50% having a maximum 5.1 metre width driveway and with the requested increase to a 55% maximum width this bringing the driveway width to 5.6 metres with only an additional half meter. They noted that dependant on how the applicant chooses to design the site there being an opportunity to pair driveways or locate them closer to the lot line of neighbouring properties to allow for additional parking spaces between units on the road. There also being an opportunity for an on-street parking plan as a condition of Draft Plan Approval to demonstrate sufficient parking and continued access through the site for necessary traffic.

Councillor Hunter asked if any of the storm water management reserve land would be available for traditional park use. The Consulting Planner advised the applicant could provide information in response.

Councillor Burbach asked if staff think a traffic study in this area is appropriate to look at what might be needed and at crosswalks as the area is not part of the current Transportation Master Plan. The Director of Infrastructure Services advised staff will have a good sense of future transportation demands in the area once it has been built. This area was part of the 2006 Environmental Assessment with a key component being the McCarthy Road extension to help alleviate pressures in the area with staff looking into options to build out this road. They noted that with an increase in traffic demand staff can look at specific locations for potential pedestrian crossings and once the building is complete this is likely to be looked at.

The Director of Building and Planning Services noted this part of the city is growing with subdivision agreements entered into before the registration of the plan and the start of construction putting responsibility on the developer and construction company to ensure equipment is held in areas offsite to keep traffic flowing. They noted this area will be an unassumed road and subdivision until completed and assumed by the City. The Director of Building and Planning Services commented that growing pains are common with this

amount of growth occurring at the same time but it generally being beneficial if construction moves forward all at once with this quadrant of the City seeing the most activity.

Councillor Wordofa asked if there are plans for a playground or active space for adults. The Consulting Planner advised there is no plan for a park on the site at this point with this block being part of a larger subdivision and parkland having been addressed for this site as part of the larger subdivision. The Director of Building and Planning Services noted the Community Services Department is developing a large parcel of City owned land in consultation with the public for a park to be constructed adjacent to this subdivision and on the west side of the Rotary Complex on McCarthy Road. It is also not uncommon for the storm water management block to serve a passive recreation purpose in this area. The Director of Community Services explained public engagement on the Countryside Park is underway.

Councillor Burbach asked if the active transportation links would go through these subdivisions. The Director of Building and Planning Services advised the subdivision is relatively closed and more linked through roadways, but the SWM block is to be connected to the park in the adjacent subdivision with a way to passively walk through the storm water management system.

Councillor Wordofa asked if there are plans to extend the Rotary Complex in the future. The Director of Community Services advised that the biggest issue at the Rotary Complex impacting expansion is parking. As part of the development of the park, parking is to be added to reduce parking on the roadway.

## **AGENT PRESENTATION**

Rachel Bossie, agent from GSP Group, representing the applicant Northwest Stratford 2024 Developments and referring to a PowerPoint presentation, provided the following additional information regarding the application:

- the site being located in the northern end of the City on the north side of McCarthy Road West at Fraser Drive and south of the McNamara Drain;
- the site currently being vacant and 4.93 hectares in size;
- surrounding land uses include single detached dwellings to the south and west and townhouses to the north and west with lands to the east and south having been developed by the same owner;

- the site having access to bus route 3 and being close to the Countryside Park and the Stratford Rotary Complex Recreation Centre;
- in 2021 a draft plan of subdivision for an OP and ZBL amendment having been submitted for 4117 Perth Line 37 including both this site and the lands to the north of the McNamara Drain;
- following the public meeting a portion of those lands having been sold to a different developer, a portion having remained and one portion having been sold and developed by others;
- through the 2017 subdivision the parkland for this site having been provided through the Countryside Park with the park being larger than required for the 2017 subdivision;
- the City having wanted the entire block so part of the lands having been included in the calculation for parkland dedication to allow the City to get those lands at that time and as such there being no further parkland dedication for this site;
- the channelization and adjustments to the floodplain of the McNamara Drain having been done through the subdivision in 2017;
- as part of this work a trail having been designed on the McNamara Drain with the trail located by the dry swim pond and a north south connection required across the drain with all approval and works completed through the previous subdivision;
- the Quinlan Pumping Station having been built and completed as part of the 2017 subdivision and designed to accommodate these lands;
- the proposed draft plan of subdivision to create sixty (60) lots, one multi-block, one SWM block, nine (9) 0.3 metre reserves and to include the extension of Orr Street and Fraser Drive to create a total of 76-86 residential units;
- the site being designated residential area, within the regulatory flood hazard and within the Stratford West Secondary Plan and subject to the policies of the Secondary Plan within section 11.2 of the OP;
- under the OP, new residential areas being permitted to have a density of 12-65 units per net hectare and a maximum height of four storeys with the proposed development being a density of 23-26 units per net hectare and a maximum height of two storeys;

- the proposed development implementing the OP with no OP amendment required;
- the site being currently zoned agriculture with a portion in the regulated area based on the floodplain adjusted in 2017 with this not having been adjusted on the mapping;
- the site specific provisions requested under the zoning amendments having been well outlined by the Consulting Planner;
- regarding the driveway width, the ZBL permitting at the front yard set back the maximum width to be 50% or 8 metres and in the R2-2 Zone the front yard setback is 4.5 metres even though it would be 6 metres at the garage as it is measured at the 4.5 metre line;
- this being restrictive with the pie shaped lots where the lot opens up and being the reason for the request of 55%;
- there having been no requested increase to the overall width from the maximum of 8 metres as it is a slight increase to accommodate the pie shaped lots;
- a dry SWM pond being required to service the site at the size proposed with trail connections being included;
- the proposed multi-block being designed to accommodate eighteen (18) cluster townhouses proposed as one storey units located west of the existing townhouses in the subdivision to the east;
- one storey townhouses being unique in Stratford and being a much needed additional built form that is believed to be well received;
- the development of the multi-block being subject to site plan controls including landscape plan parking details;
- various technical studies having been submitted in support of the application including the following:
  - a Stage 1 and 2 Archaeological Assessment submitted to the Ministry and now completed;
  - a preliminary Noise Assessment completed evaluating traffic noise along McCarthy Road West which concluded no noise walls are required, highlighted

noise warnings and HVAC requirements on some lots and recommended a detailed noise study of the multi-block at the time of site plan;

- a Geo Technical Study having been prepared providing recommendations to be implemented during the development of the site;
- a General Vegetation Overview having been prepared which indicated the site has been disturbed by construction on the adjacent subdivision and identifying approximately six trees on the site and two trees straddling the property line to be removed due to health and structure;
- a SWM Brief and Functional Servicing Report with a servicing strategy including new sanitary sewer connections to existing networks, new catch basins and storm sewers connecting to a dry pond with quality control, and new watermains on Orr Street and Fraser Drive with the multi-block connecting to an existing watermain on McCarthy Road West; and
- a Planning Justification Report concluding the application is appropriate from a planning perspective.

### **QUESTIONS FROM COUNCIL**

Councillor Burbach drew attention to the preliminary SWM report and noted a question raised by the City's Infrastructure Services team about things to be updated and asked how this will be dealt with. The Planner for the Applicant advised that comments are only being received now and those comments will be circulated to the applicants engineer to make adjustments to the report and who will work with the City to ensure all are satisfied.

### **QUESTIONS/COMMENTS FROM THE PUBLIC**

Jane Marie Mitchell provided the following comments and questions:

- there being a need to keep all agricultural land for food production with economic instability and food insecurity;
- requested rethinking using this land for housing with there being other areas and infill that can be used;
- to increase density and units per hectare questioned whether there should be at least one apartment building in each block;

- with Stratford now having a 6-level apartment building this should be the same for higher density areas to help with a mix of options;
- the population having a lot of boomers with this number increasing as well as ages 20-29 and single seniors looking for apartments;
- asked if there will be a traffic light at Fraser Drive, if a percentage of the units will be affordable or accessible to serve seniors and if the townhouses could be one level but stacked for higher density;
- regarding climate initiatives questioning if there are plans for white roofs or green plant roofs, solar and heat pumps lower emissions and if most units will be suited for EV chargers with the number one emission source being transportation with these things needed to move towards the targets for the Climate Action Plans;
- native trees being fast growing and should be planted on the boulevard for shade;
- discussion being about a big city park with another splash pad but Stratford needing small parks for the people in the area to get to know each other;
- the City and Country having targets for the future so all new subdivision should include things like solar, heat pumps and trees; and
- section 2.9 of the Provincial Planning Statement being quoted giving permission to make these requirements of new developments.

The Consulting Planner provided the following information in response to the questions and comments made:

- comments will be reviewed and a response provided in a future planning analysis with some detailed design components such as sustainability initiatives and SWM calculations typically addressed further along in the subdivision process;
- the net density calculations being between 23 and 26 units per net hectare and aligning with the residential designation in the OP; and
- confirmed the agricultural zone being under the ZBL and the residential designation being from the OP guiding the general development of the area.

**COMMENTS FROM THE MAYOR**

The Mayor advised that City Council intends to consider this application at a future Regular Council meeting where members will have an opportunity for full discussion after reviewing comments received from the public at this time.

Anyone who would like to receive further notice of this matter can email [clerks@stratford.ca](mailto:clerks@stratford.ca). A video of this meeting will be posted to the City's website.

The Mayor adjourned the meeting at 7:44 p.m.

There were no requests from members of the public to receive further information about this application.



## Recommended Conditions of Draft Approval

<b>Date</b>	April 24, 2026
<b>File Number</b>	31T25-001 (Draft Plan of Subdivision) Z02-25 (Zoning By-law Amendment)
<b>Address</b>	750 McCarthy Road West, Stratford
<b>Owner / Agent</b>	GSP Group (c/o Rachel Bossie) Northwest Stratford (2024) Developments Inc.

These draft approval conditions were prepared for the aforementioned property and consider the following materials:

- Discussion within the Staff Report;
- Comments from Agencies received to date; and
- Comments from the Public received to date.

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### GENERAL CONDITIONS

- 1) That this approval applies only to the draft plan of subdivision 31T25-001 as shown on the plan prepared by GSP Group Inc. as dated March 10, 2025 and last revised March 12, 2026, which includes:
  - Lots 1-60: Residential (60 dwelling units)
  - Block 61: Multiple Residential (16-26 dwelling units)
  - Block 62: Stormwater Management Facility
  - Blocks 63-71: 0.3-metre Reserves
  
- 2) That this draft approval shall lapse if final approval is not given within five (5) years of the date of draft approval (or, if appealed, in accordance with s. 51(32)), unless an extension is granted under s. 51(33). Any request by the



Owner/Subdivider to extend the lapsing date shall be submitted in writing to the City's Manager of Planning (or designate) no later than ninety (90) calendar days prior to the lapsing date. Any extension shall be at the discretion of the City and confirmed in writing.

- 3) In the instance where the Subdivision is to be staged, the Subdivider shall prepare a Staging Plan to the satisfaction of the City of Stratford's Manager of Planning in consultation with the Manager of Engineering. Where the Subdivision is to be staged, a Supplementary Agreement identifying each lot or block for which credits are payable shall be registered for each stage prior to the registration of each stage of the plan of subdivision, until there is no outstanding balance remaining.
- 4) That, following final approval by the City of Stratford, the Owner shall provide a digital copy of the Plan of Subdivision in an electronic format compatible with the latest version of AutoCAD referenced to NAD83 UTM Zone 17 Horizontal Control Network and created from survey information utilizing the City's Survey Control Network to the City of Stratford's Planning Department.
- 5) The Subdivider shall install within the subdivision any required geodetic monuments under the direction of the City's Manager of Engineering, with co-ordinate values and elevations thereon and submit for registration the plans showing the location of the monuments, their co-ordinate values, elevations and code numbers as prescribed by the Surveyor General of Ontario.
- 6) To expedite the approval for registration, the Subdivider shall submit to the City's Manager of Planning, a detailed written submission documenting how all conditions imposed by this approval that require completion prior to registration of the subdivision plan(s), have been satisfied.

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## **PRIOR TO EXECUTION OF SUBDIVISION AGREEMENT**

### *Approved Plans*

- 7) Prior to area grading or the execution of the Subdivision Agreement, whichever should come first, the Subdivider shall prepare an Area Grading, Erosion and



Siltation Control Report and Plan to the satisfaction of the City's Director of Infrastructure Services in consultation with the Upper Thames River Conservation Authority.

- 8) The Subdivider shall prepare detailed design plans for the proposed road network to the satisfaction of the City's Director of Infrastructure Services. The Subdivider is advised that they are responsible for constructing all streets to municipal standard.
- 9) The Subdivider agrees that prior to the City's approval of servicing drawings to submit an On-Street Parking Plan and obtain approval of such plan from the City's Manager of Engineering in consultation with the City's Manager of Planning. The on-street parking plan shall include detailed signage stating that on-street parking is prohibited between 2:00 a.m. and 6:00 a.m.
- 10) The Subdivider shall prepare detailed Site Servicing Plans the subject lands, as well as Form 1: Record of Watermains Authorized as a Future Alteration where required by the City, and obtain approval thereof from the City's Manager of Engineering in consultation with the City's Chief Building Official.
- 11) The Subdivider shall prepare a detailed engineering design for stormwater management facilities inclusive of a water balance report, and obtain approval thereof, from the City's Manager of Engineering in consultation with the Upper Thames River Conservation Authority.
- 12) The Subdivider agrees that they shall be responsible for all costs associated with the preparation and completion of a Watermain Hydraulic Assessment by the City's consultant to the satisfaction of the Manager of Engineering. The Subdivider shall provide the proposed water servicing design in AutoCAD format to the City's Manager of Engineering to be utilized by the City's consultant for the Watermain Hydraulic Assessment.
- 13) The Subdivider shall provide confirmation of the number of private well(s) on the subject lands and shall confirm that such well(s) have been decommissioned per Ontario Regulation 903 by sending a copy of the decommissioning records to the City's Manager of Infrastructure Services.



- 14) The Subdivider shall prepare and obtain approval of a Commissioning Plan and obtain approval thereof, from the City's Manager of Infrastructure.

*Condition from Planning in response from comments received from the Water Division prior to the public meeting.*

- 15) The Subdivider shall prepare a design for the intersections listed below including the presence and measurements of the necessary visibility triangles, and obtain approval thereof, from the City's Manager of Engineering:

- a. The intersection of Fraser Drive, the proposed Fraser Drive extension, and McCarthy Road West;
- b. The intersection of the proposed Fraser Drive extension and the proposed Orr Street extension on the east side of the site; and
- c. The intersection of the proposed Fraser Drive extension and the proposed Orr Street extension on the west side of the site.

- 16) The Subdivider shall obtain approval of landscape plans for the stormwater management facilities with consideration given to the inclusion of native and adaptive species. The landscape plans are to be prepared by a qualified professional and approved by the City's Manager of Parks, Forestry and Cemetery, in consultation with the Upper Thames River Conservation Authority.

*Standard condition for design of landscaping. Comment regarding native and adaptive species included based on Climate Change Division's comments.*

- 17) The Subdivider shall prepare and obtain approval of an Electrical Layout for the proposed street network. The electrical layout is to be prepared by a qualified professional and approved by the City's Manager of Planning in consultation with the City's Manager of Engineering and Festival Hydro. Any new addition and / or relocation of existing electrical infrastructure will be at the Owner's expense.

- 18) The Subdivider shall prepare a Streetscape Plan for the proposed extension of Fraser Drive and the proposed extension of Orr Street to the satisfaction of the City's Manager of Planning, in consultation with the City's Manager of Engineering and the City's Manager of Parks, Forestry and Cemetery. The



Streetscape Plan shall illustrate a consistent streetscape theme for the referenced street(s) showing:

- a) Design and construction details with preference to low-maintenance, sustainable plantings and decorative streetscape elements, with consideration given to the inclusion of native and adaptive species;
- b) Design and construction details for defined pedestrian crosswalks, where required by the City;
- c) Design and construction details for traffic calming features, where required by the City;
- d) Design and construction details for sidewalks, where required by the City;
- e) Conceptual identification of locations and type of flankage lot streetscape features, such as decorative fencing and landscaping between side yard fencing, where required by the City;
- f) Identify potential locations of utilities and transit stops.

Any centre medians, traffic calming features and crosswalks required by the City shall be installed by the Subdivider in accordance with the approved Streetscape Plan as part of the initial road construction.

- 19) The Subdivider shall obtain approval of a Street Tree Plan for the proposed street network with consideration given to the inclusion of native and adaptive species. The plans are to be prepared by a qualified professional and approved by the City's Manager of Parks, Forestry and Cemetery and the City's Manager of Engineering.
- 20) The Subdivider shall prepare an Arborist Report and Tree Inventory and Preservation Plan consistent with the City of Stratford Tree Preservation By-law Number 86-2020 (as amended or revised) to the satisfaction of the City's Manager of Parks, Forestry and Cemetery, or obtain confirmation from the City's Manager of Parks, Forestry and Cemetery that an Arborist Report and Tree Inventory and Preservation Plan are not required. The Report and Plan shall be prepared by a qualified professional and shall address any significant trees on



the property. Significant shall mean any healthy hardwood trees over 30 centimetres in diameter at breast height whether they are being retained or removed.

- 21) The Subdivider shall prepare a Replanting Plan prepared by a qualified professional to the satisfaction of the City's Manager of Parks, Forestry and Cemetery, or obtain confirmation from the City's Manager of Parks, Forestry and Cemetery that a Replanting Plan is not required.
- 22) The Subdivider shall prepare a cost estimate for all engineering and landscaping works to the satisfaction of the City's Manager of Engineering. The cost estimate shall be prepared by qualified professionals. The engineering portion of the cost estimate shall provide an itemized list of all costs, both on and off site, to install and provide all site works and site servicing as required by the approved Engineering Plans. The landscaping portion of the cost estimate shall provide an itemized list of all costs, both on and off site, to install and provide all site landscaping, vegetation, and other works required by the approved landscaping, streetscaping, street tree, and replanting plans, among others.
- 23) The Subdivider shall provide security in the form of a Letter of Credit or Surety Bond consistent with the City's standard template in the amount specified by the approved cost estimate for all engineering and landscaping works to the satisfaction of the City's Director of Corporate Services in consultation with the City's Manager of Planning.

#### *Agreement Clauses*

- 24) The Subdivider shall incorporate the recommendations of the Environmental Noise Assessment as prepared by MTE Consultants Inc, for Northwest Stratford (2024) Developments Inc. and as dated March 13, 2025, revised on July 7, 2025, through the following clauses to be included in the Subdivision Agreement:
  - a. "The following Type-C Noise Warning Clause shall be registered on Title and shall be included in all Agreements of Purchase and Sale, Deeds and/or Tenancy Agreements for Lot 55, and residential dwelling units within 51.8 metres of McCarthy Road West as required by the Noise Assessment Plan (NA1.1) prepared by MTE and dated March 12, 2025:



*"This dwelling unit has been designed with the provision for adding central air conditioning at the occupant's discretion. Installation of central air conditioning by the occupant in low and medium density developments will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks."*

- b. "The following Type-B Noise Warning Clause shall be registered on Title and shall be included in all Agreements of Purchase and Sale, Deeds and/or Tenancy Agreements for Lot 60:

*"Purchasers/tenants are advised that despite the inclusion of noise control features in the development and within the building units, sound levels due to increasing road traffic may on occasions interfere with some activities of the dwelling occupants as the sound levels exceed the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks."*

- c. "The following Type-B and Type-C Noise Warning Clause shall be registered on Title and shall be included in all Agreements of Purchase and Sale, Deeds and/or Tenancy Agreements for Lot 57 and Lot 60:

*"Purchasers/tenants are advised that despite the inclusion of noise control features in the development and within the building units, sound levels due to increasing road traffic may on occasions interfere with some activities of the dwelling occupants as the sound levels exceed the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks. This dwelling unit has been designed with the provision for adding central air conditioning at the occupant's discretion. Installation of central air conditioning by the occupant in low and medium density developments will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks."*



- d. "The following Type-A and Type-C Noise Warning Clause shall be registered on Title and shall be included in all Agreements of Purchase and Sale, Deeds and/or Tenancy Agreements for Lots 56, 59, and 60, as well as the entirety of Block 61:

*"Purchasers/tenants are advised that sound levels due to increasing road traffic may occasionally interfere with some activities of the dwelling occupants as the sound levels exceed the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks. This dwelling unit has been designed with the provision for adding central air conditioning at the occupant's discretion. Installation of central air conditioning by the occupant in low and medium density developments will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks."*

- e. *"The Subdivider shall complete further Environmental Noise Assessment for Block 61 prior to the submission of an application for Site Plan Approval. The resulting study shall be submitted to the City at the same time as an application for Site Plan Approval for Block 61 and shall be prepared to the satisfaction of the City's Manager of Engineering."*

25) The following clauses shall be included in the Subdivision Agreement to support the function of any future condominiums affecting the lands within Block 61:

- a. *"Where Block 61, in whole or in part, is subject to a Plan of Condominium, the Subdivider shall ensure the Plan of Condominium and / or Declaration therefor includes the rear yard access and maintenance easements for each unit therein."*

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**PRIOR TO FINAL APPROVAL**



### *Subdivision Agreement*

- 26) The Subdivider shall sign the Subdivision Agreement and the agreement shall be registered against title of the subdivision lands.

### *Fees and Payments*

- 27) The Subdivider shall make arrangements with, and to the satisfaction of, the City of Stratford Finance Division for the payment of any outstanding Municipal property taxes.

### *Conveyances, Dedications, and Easements*

- 28) The Subdivider shall make arrangements for the granting of any easements required for utilities and municipal services. The Subdivider agrees to the following:
- a. to provide copies of the Final Plan and reference plan(s) showing the easements to Hydro, Gas, and Telecommunication, and any other agencies requiring easements to the City's Manager of Planning and Manager of Engineering.
  - b. to ensure that there are no conflicts between the desired locations for utility easements and those easement locations required by the City's Manager of Engineering.
  - c. to ensure that there are no conflicts between utility or municipal service easement locations and any approved Tree Preservation / Replanting Plan.
  - d. if utility easement locations are proposed within lands to be conveyed to, or presently owned by the City, the Subdivider shall obtain prior written approval from the City's Manager of Planning and the City's Manager of Engineering, or, in the case of parkland, the City's Manager of Parks, Forestry and Cemetery.
  - e. to provide to the City's Manager of Planning, a clearance letter from each agency requiring an easement. Such letter shall state that the respective



utility company has received all required grants of easement, or alternatively, no easements are required.

- 29) The Subdivider shall dedicate all roads, daylight triangles, road widenings, and public walkways to the City by the registration of the Final Plan.
- 30) The Subdivider agrees to convey to the City all of the following lands as shown on the Final Plan for the purposes stated therein, at no cost and free of encumbrance, concurrently with the registration of the plan of subdivision:
  - Block 62: Stormwater Management Facility.
  - Blocks 63-71: 0.3-metre Reserves

#### *Agency Conditions*

- 31) The Subdivider shall obtain a clearance letter from Enbridge Gas indicating that all required easements have been provided and that there are no outstanding concerns with the Subdivision, and shall provide such clearance letter shall be provided to the City's Manager of Planning.
- 32) The Subdivider shall obtain a clearance letter from Festival Hydro indicating that all required easements have been provided, necessary agreements have been entered into, and that there are no outstanding concerns with the Subdivision, and shall provide such clearance letter to the City's Manager of Planning.
- 33) The Subdivider shall obtain a clearance letter from the Telecommunications (i.e. Bell or Rogers) provider for the Subdivision indicating no concerns with the Subdivision. The clearance letter shall be provided to the City's Manager of Planning.
- 34) The Subdivider shall obtain a clearance letter from Canada Post, indicating no concerns with the Subdivision, and such clearance letter shall be provided to the City's Manager of Planning.
- 35) The Subdivider shall obtain a clearance letter from the Upper Thames River Conservation Authority indicating no concerns with the Subdivision and



addressing the conditions outlined below, and such clearance letter shall be provided to the City's Manager of Planning.

- a. In conjunction with the submission of the engineering drawings, the Owner shall submit a Final Stormwater Management Report, Detailed Grading Plan and Erosion/Sediment Control Plan to the satisfaction of the City of Stratford and the Upper Thames River Conservation Authority. The Final Stormwater Management Report shall address all technical comments provided by the UTRCA.
- b. In accordance with Ontario Regulation 41/24 made pursuant to Section 28 of the Conservation Authorities Act, the Owner/Applicant shall obtain the necessary permits from the UTRCA prior to undertaking any prohibited activities in the regulated area including filling, grading, construction, alteration to watercourse and/or interference with a wetland.

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## Notes

- i. The Owner is responsible for obtaining the necessary clearances for each of the conditions of draft approval stated herein, including those required by external agencies.
- ii. The Subdivider is advised that all hydrants shall open counter-clockwise.
- iii. The Subdivider is advised that live tapping is to be performed by a City of Stratford Water Operator. Saddle, tapping valve, and service installation is to be performed by the Subdivider's Contractor.
- iv. The Subdivider is advised of the following comments provided by the City's Climate Change Program Coordinator:
  - a. It is recommended that a percentage of the parking spaces be developed as "EV-ready", to enable future installation of Level 2 EV chargers (208V-240V). EV-ready provisions can include adding adjacent energized power outlets (i.e. an electrical junction box or a receptacle) where EV supply equipment (EVSE – i.e. an EV charger) can be installed in the future.



- b. The site can be a suitable proponent to have a low-carbon energy system installed. It is recommended that the owner/developer consider the following for the development - photovoltaic/solar panels and/or a geothermal energy system with heat pumps (for both heating and cooling).
  - c. It is recommended that the new buildings integrate a passive design approach, with emphasis on an airtight building envelope, use of daylighting, and ventilation strategies.
- v. The Subdivider is advised that they will be responsible for constructing all required storm sewers on Orr Street, and for ensuring Orr Street is constructed to a Municipal Standard.
- vi. The Subdivider is advised that the City will not accept water balance infrastructure on private property / individual house lots as there is no mechanism that will ensure that these assets will be maintained and operate in the future, therefore they cannot be shown to provide the required water balance.
- vii. Staff confirm that the Parkland requirement under Section 51 of the Planning Act has been satisfied through previous dedication as part of Draft Plan of Subdivision 31T17-001 which included the subject lands.
- viii. In accordance with Ontario Regulation 41/24 made pursuant to Section 28 of the Conservation Authorities Act, the Owner/Applicant shall obtain the necessary permits from the UTRCA prior to undertaking any prohibited activities in the regulated area including filling, grading, construction, alteration to watercourse and/or interference with a wetland.
- ix. Consistent with UTRCA Board of Directors approved policy, Staff are authorized to collect fees for the review of Planning Act applications and the peer review of supporting technical studies. The UTRCA invoiced the Applicant \$11,640.00 under separate cover following the issuance of their comments dated September 11, 2025.



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

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BEING a By-law to amend By-law 10-2022 as amended, with respect to Application for Zoning By-law Amendment Z02-25 as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West.

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**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the Zoning By-law, be further amended;

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

1. THAT Schedule "A", Map 1 to Zoning By-law 10-2022 as amended, is hereby amended by changing the zoning of the lands from Agricultural ("A") Zone to Residential Second Density Two with site-specific provisions ("R2(2)-49") Zone, those lands outlined described as "R2(2)-49" on Schedule "A" attached hereto and forming part of this By-law, and shown as Lots 1 through 60 on Draft Plan of Subdivision 31T25-001.
2. THAT Zoning By-law 10-2022 as amended, be further amended by amending Section 15.2, being Zone Exceptions of the Residential Second Density Zone, by adding the following:

**"15.2.\_\_\_\_**

- a) Defined Area (north of McCarthy Road West and Fraser Drive, east of Bradshaw Drive)

R2(2)-49 as shown on Schedule "A", Map 1

- b) The minimum corner lot area shall be 342 square metres for a Single Detached Dwelling;
- c) The minimum corner lot frontage shall be 10.4 metres for a Single Detached Dwelling;
- d) Section 4.26.5 shall apply to those Corner Lots which are immediately southeast and southwest of, and are abutting, the intersection of Fraser Drive

- and Orr Street, even though their rear lot lines do not abut neighbouring rear lot lines.
- e) The maximum garage projections shall be 1.2 metres beyond the façade of the building.
  - f) Driveway visibility triangles are required to be 3 metres by 3 metres on one side, and 2 metres by 2 metres on the other side.
  - g) The minimum setback from a Daylight Triangle shall be 1.8 metres.
  - h) For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access.
  - i) The maximum driveway width shall be 56% of the lot width, up to a maximum of 8.0 metres.
  - j) For the purposes of calculating maximum permitted driveway width as a percentage of lot frontage, the lot frontage shall not be subject to the rounding provisions of this By-law. In all other instances, and where lot frontage is measured as it's own metric, the lot frontage shall be subject to the rounding provisions herein."
3. THAT Schedule "A", Map 1 to Zoning By-law 10-2022 as amended, is hereby amended by changing the zoning of the lands from Agriculture ("A") Zone to Residential Second Density Four with site-specific provisions ("R4-36") Zone, those lands outlined described as "R4-36" on Schedule "A" attached hereto and forming part of this By-law, and shown as Block 61 on Draft Plan of Subdivision 31T25-001.
  4. THAT Zoning By-law 10-2022 as amended, be further amended by amending Section 15.4, being Zone Exceptions of the Residential Second Density Zone, by adding the following:
 

**"15.4. \_\_**

    - a) Defined Area (north of McCarthy Road West and Fraser Drive, east of Bradshaw Drive)
 

R4-36 as shown on Schedule "A", Map 1
    - b) Further to the permitted uses in the R4 zone, permitted uses in the R4-36 zone shall also include:
      - Cluster Single Detached Dwelling
      - Cluster Townhouse Dwelling
    - c) For the purposes of these additional permitted uses:
      - Cluster Housing Dwelling Units shall refer to both Cluster Single Detached Dwellings and Cluster Townhouse Dwellings.
      - "Cluster" shall mean a grouping of buildings on a lot in close proximity to each other.
    - d) The minimum front yard setback shall be 4.0 metres, provided any attached or detached garage remains a minimum of 6.0 metres from the front lot line.

- e) The minimum interior side yard width shall be 1.2 metres where a wall contains a window or door to a habitable room.
  - f) The minimum distance between cluster housing dwelling units shall be 1.2 metres.
  - g) The minimum distance between cluster housing dwelling units and vacant land condominium unit boundaries shall be 0.6 metres.
  - h) The minimum distance between townhouse end units shall be 2.4 metres.
  - i) For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access."
5. THAT Schedule "A", Map 1 to Zoning By-law 10-2022 as amended, is hereby amended by changing the zoning of the lands from Agriculture ("A") Zone to Open Space ("OS") Zone, those lands outlined described as "OS" on Schedule "A" attached hereto and forming part of this By-law, and shown as Block 62 on Draft Plan of Subdivision 31T25-001.
6. AND THAT this by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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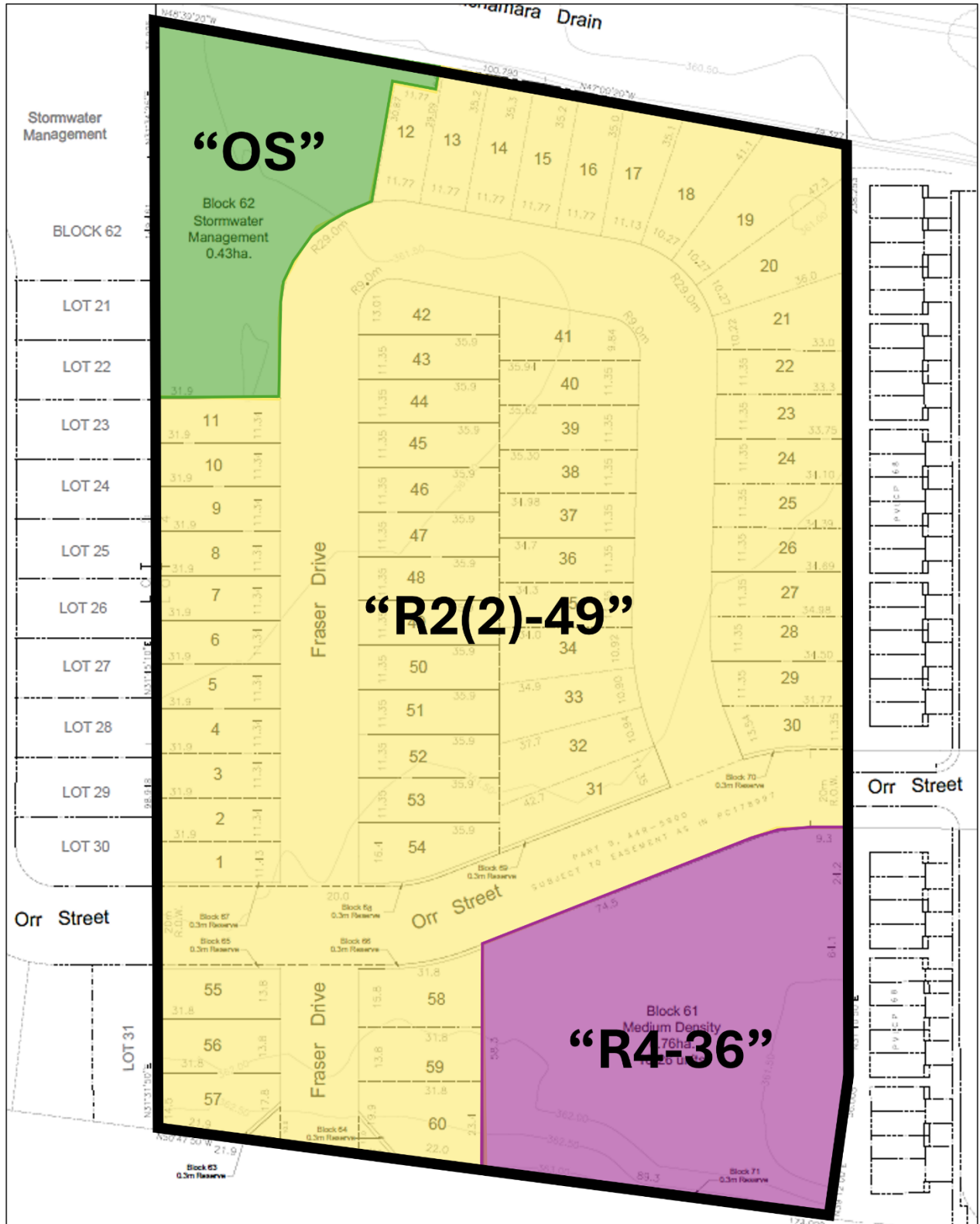
Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law Number XX-2026  
Adopted this 11<sup>th</sup> day of May, 2026**

Amending By-law 10-2022  
Of  
The Corporation of the City of Stratford





## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** André Morin, Chief Administrative Officer  
**Report Number:** COU26-064  
**Attachments:** Appendix 1: Stratford Police Service Facility Needs Assessment & Accommodation Options

**Title:** Addressing Stratford Police Service Space Needs

**Objective:** To present the findings of the Stratford Police Service (SPS) Facility Needs Assessment and to seek Council authority to enter into an Agreement of Purchase and Sale for the property at 10 and 52 Wright Boulevard in order to complete due diligence and advance the City's response to the SPS's identified space requirements.

**Background:**

*Facility Needs Assessment*

In 2025, the SPS commissioned the Stratford Police Service Facility Needs Assessment & Accommodation Options study (RPL Architects and +VG Architects, Version 1.1, February 2026; Appendix 1) to assess current facility deficiencies and identify long-term accommodation options, including the potential adaptive re-use of the Wright Boulevard property. The study reviewed current operations and projected staffing requirements over a 25-year planning horizon. Its key findings are summarized below.

The study concludes that the SPS requires approximately 55,200 sq. ft. of gross floor area to meet current and long-term operational needs, including administrative, records, technology, and communications functions; operations, investigations, and interview rooms; detention and custody, training, and forensic identification; staff amenities, common areas, and public-access areas; and garages, vehicle areas, and storage. A further 10,100 sq. ft. is identified for an indoor firing range, excluded from the above total. All figures are estimates for planning purposes and are to be confirmed through design.

The study identifies the following key deficiencies in the existing facilities:

- Insufficient and fragmented space: Operations split across two buildings, creating operational inefficiencies and communication challenges between units

- No secure vestibule (e.g. “sallyport”) for the safe transfer of persons in custody
- Custody block not separated from the remainder of the building, creating safety and security risks
- Inadequate parking: No ability to secure undercover vehicles out of sight
- No suitable space to expand forensic identification or digital forensics capabilities
- Severely undersized or missing spaces for training, evidence, investigations, and staff amenities

The study assessed two viable accommodation strategies: new construction on a suitable site, or adaptive re-use of the Wright Boulevard property. Expansion or renovation of the existing facility at 17 George Street was assessed as not feasible. Staff have considered renovation of the existing facility as an additional option for consideration, as outlined in the Analysis section.

### Current Facilities

The SPS currently operates out of two locations. The main facility at 17 George Street is a 19,312 sq. ft. two-storey building constructed in 1963. A second leased facility at 789 Erie Street provides a further 6,946 sq. ft. of single-storey commercial space that has been in use since 2024, following the relocation of support services from a prior location on Downie Street. Total current occupied space is approximately 26,258 sq. ft.

The 17 George Street building was constructed when the SPS comprised approximately 55 sworn and civilian staff and the City's population was around 21,000. Today, the SPS comprises 71 sworn officers and 26 civilian staff (full- and part-time), serving a city population of approximately 36,000, plus the communities of Perth South and St. Marys. These interim accommodations have not kept pace with organizational growth or modern policing requirements.

The City leases approximately 10,000 sf of this building for Provincial courts. The space is heavily utilized and does require some improvements for safety and is undersized to meet the Province’s needs. They have advised they would require closer to 17,000 sf.

### Financial Context

The City's ten-year capital forecast had previously included an estimated cost for a new facility of \$30 million. The recently revised 20-year capital forecast includes a net estimated \$20 million for police facility-related investment, funded through a combination of debt, reserve funds and Development Charges. Based on revised estimates and recent data, staff revised the capital allocation to be approximately \$26 million by using supplementary sources of revenue from the potential disposition of municipal properties. The applicability and timing of these supplementary sources will be confirmed through due diligence and reported back to Council as part of the implementation report. Options that could require funding significantly beyond this

envelope would necessitate additional capital authorization outside of what is currently contemplated.

**Analysis:** The facility needs assessment identifies two viable strategies for addressing the SPS's space requirements: construction of a new purpose-built facility, or adaptive re-use of the Wright Boulevard property. Staff have also considered renovation of the existing facility at 17 George Street and a concept involving the former YMCA building raised through public input. Cost estimates referenced below are preliminary and intended to provide a basis for comparison only. They are based on planning-level assumptions and will be refined through due diligence, functional design, and subsequent costing work.

### Renovation & Expansion

Renovation of the existing facility at 17 George Street may not meet the identified space requirement and is not considered a viable option on its own. The building provides only 19,312 sq. ft., less than 35% of the identified requirement, and key operational deficiencies including the absence of a secure vestibule (e.g. "sallyport") entrance and adequate parking cannot be addressed within the existing footprint. To understand the full cost of meeting the SPS's space needs under this scenario, staff conducted preliminary analysis beyond the scope of the facility needs assessment. For comparison purposes, staff applied planning-level cost assumptions based on industry-informed order of magnitude benchmarks. Renovation of the existing 19,312 sq. ft. is estimated at approximately \$2.9 million, applying an interior fit-up cost assumption of \$150 per sq. ft. for architectural components. Addressing the remaining space shortfall of approximately 35,888 sq. ft. through new construction is estimated at a further \$32–36 million, applying the same \$900–\$1,000 per sq. ft. cost assumption used for the new build option. These assumptions are preliminary and have not been validated through design or procurement. Land requirements for the new construction component are undetermined and not reflected in this estimate. Staff have also determined that there are currently no other suitable City-owned properties that would accommodate the required new construction component. The combined estimated cost of fully meeting the space requirement under this scenario is approximately \$35–40 million.

There may be an opportunity to lower the capital requirement by eliminating the lease with the Provincial Courts, allowing SPS to use the additional approximately 10,000 sq. ft. This would result in the loss of rental revenue to the City and would also eliminate the operational efficiency of having court services located within the same building as police services. SPS currently provides prisoner transport and security for the Provincial Courts, for which partial funding is provided. If court services were relocated to a separate facility, transportation and security costs would likely increase. There may also be broader implications for court service continuity and public access if suitable alternative space could not be secured.

Another operational consideration would be the cost and service continuity impact of temporarily relocating SPS operations while construction is underway. This could create

disruption for SPS, the broader Corporation, and members of the public accessing police services.

Ultimately, this option would require further design and costing analysis to confirm whether a workable scenario could be achieved. However, based on the current space deficit, operational constraints at 17 George Street, likely need for additional new construction, lack of suitable City-owned land, and potential temporary relocation costs, staff do not consider this option to be a practical or cost-effective solution within the current funding envelope.

### *New Construction*

Construction of a new purpose-built police headquarters is estimated at \$49–55 million, based on a planning-level assumption of \$900–\$1,000 per sq. ft. applied to the identified requirement of 55,200 sq. ft., exclusive of land acquisition. This assumption is intended for preliminary comparison only and would need to be confirmed through site selection, design and procurement.

This would provide the best outcome to meet the full needs of the police for today and into the future but is significantly more than the City has allocated for this facility.

### *Adaptive Re-use of 10 & 52 Wright Boulevard*

The adaptive re-use of the Wright Boulevard property, the former Scotiabank operations centre at 10 and 52 Wright Boulevard, is the second accommodation strategy considered by the study. The study confirms that the 100,625 sq. ft. building provides sufficient space to accommodate the full police program, along with the Provincial courts. The study notes that while some areas may adapt readily to police uses, interior renovations will be required to meet operational and security configurations. Based on staff's preliminary cost analysis using the same planning-level fit-up assumption applied to other options, interior renovation and fit-up of the police program area is estimated at approximately \$8.3 million, applying an interior fit-up assumption of \$150 per sq. ft. for architectural components. This figure is preliminary and will be refined through due diligence, functional design, and costing work. Combined with acquisition costs, staff assess that the total can be accommodated within the \$20–26 million funding envelope.

The site has advantages including newer construction, well maintained, open concepts that are easier to renovate, significant open warehousing space to be adapted to vehicle/garage access. The building has also been built as a data centre providing some disaster-proofed construction. Having said that, the City has commissioned a preliminary post disaster review of the facility that estimates between \$600k to \$1.2M may be required to ensure the post-disaster specification meet all legislated requirements.

The extra space not required by SPS or the courts would allow the City to fulfill some other current space needs and allow for consolidation of some municipally owned buildings and further municipal efficiencies. The site includes a 4-acre vacant industrial

parcel that can be either used by the City or sold for industrial development. Due to the lack of current available industrial lands, this parcel is considered highly sought after. Based on the City's industrial land pricing strategy, it has potential resale value of \$1.4 million. There are potential internal City uses for the land for City operations and further consolidation of operating facilities, but this requires further investigation.

This option presents the most viable option to meet needs identified by SPS within the budget that can be supported by the City.

### Other Considerations

A concept involving renovation of the former YMCA building as a police facility was raised through public input. The City's work in connection with the Grand Trunk Renewal project assessed renovation and expansion of the existing YMCA building to include the Stratford Public Library and other community amenity spaces at approximately \$49.9 million for approximately 70,000 sq. ft. This assessment was prepared for a community recreation facility and does not account for the requirements of a police headquarters, including secure detention, sallyport entrances, disaster proofing requirements and dedicated parking. Further analysis would be required to estimate the cost to meet police operational standards. Given the specialized requirements of a police headquarters, post-disaster requirements, dedicated parking, and operational security, the community facility renovation and expansion estimate cannot be directly applied to this use. However, it demonstrates that substantial capital investment would be required to adapt the building for this use.

### Further Review of the Wright Boulevard Option:

Based on the opportunity, the City entered into a Letter of Intent to begin conducting further investigative work around this potential option to determine if moving forward with an agreement of purchase and sale (APS) was warranted. Below are some further details and preliminary analysis:

#### Site Details:

- Lot size: 7.016 acres
- Building size: 100,625 sf (built in 1990)
- Extra lot size: 4.08 acres (zoned Industrial I1)
- On site parking spaces: 431
- Annual Operating Costs (adjusted<sup>1</sup>): \$680,328
- Identified capital work to 2031 (adjusted<sup>2</sup>): \$1,227,786

#### Current Police Facility:

- Lot size: 1.05 acres
- Building size: 22,501 sf (built in 1963)
- On site parking Spaces: 41 (+13 informal)
- Annual Operating Costs: \$459,805
- Identified capital work to 2031 (adjusted<sup>2</sup>): \$1,983,000

- Extra space lease costs (789 Erie St.): \$190,000

**1. Adjusted from seller provided costs to add custodial and inflation**  
**2. Adjusted by staff to remove items likely to be deferred/not required**

If the current building was no longer required for police services, the City would sell this property for downtown private development. An appraisal has been obtained and will be shared with Council in-camera. The net operating costs of the current building is \$271,000 per year (includes net lease from the courts). The building condition assessment includes a 10-year forecast of \$4,167,000 in required investments; staff have reviewed and adjusted the anticipated 10-year forecast to \$2,637,300. The City has already received an inquiry by private sector interested into re-developing the property into ground-floor commercial and residential above. Any disposition would be subject to applicable City policies and future Council direction.

*Courts:*

Staff have had initial discussions with Ministry of the Attorney General staff about the courts in Stratford. They have indicated that the current space is not fully adequate and they do not have their administrative needs accommodated in the same space. They provided the requirements that would be necessary for a shared location – all of which Wright Blvd. can accommodate. As well, they estimated the need for space would be approximately 17,000 sf, compared to the current approximate 10,400 currently occupied. All of which would need to be approved by the Ministry, as well with any capital leasehold improvement costs and increased lease parameters.

*Property Tax Revenues:*

The Wright Boulevard property currently is assessed as prime industrial space and provides approximately \$140,000 in annual municipal property taxes to the City. If used for municipal purposes, the assessment would become exempt for those areas used for municipal purposes. If the site was used for municipal purposes, with the exception of the courts; it is estimated the site would generate approximately \$35,000 in annual property taxes. This would provide a net reduction in tax assessment and taxation revenues of \$105,000 to the municipal property tax base. This reduction in property tax revenue could substantially be recovered by selling and converting the current property at George St. to a taxable property. Furthermore, if the industrial land component of Wright Blvd. is sold and developed, similar to other developed parcels, it would generate from \$100,000 - \$150,000 per year in municipal property tax revenue. This estimate would be confirmed through future assessment and development details.

*Location:*

There have been some concerns raised about the police headquarters not being located downtown core. In consultation with SPS senior staff, the presence of officers in the community is an important factor but can be achieved in many ways that do not require the headquarters to be located downtown. Modern police facility planning often considers site functionality, secure access, parking, operational flow, and access to

major road networks, in addition to community presence. The Wright Boulevard location provides access to arterial roads and may support efficient deployment across the community and service area. Uniformed officers are also present throughout the community through patrol, and there is a plan for increased foot patrols within the downtown core, irrespective of the location of the headquarters. Staff would also explore the ability to maintain a small satellite office at City Hall to support downtown presence and collaboration with City staff.

More broadly, decisions regarding the location of municipal functions should consider service delivery, operational efficiency, community benefit, and long-term strategic needs.

Staff acknowledge that such a relocation may have an indirect impact on the Downtown Core's economic activity, including daily foot traffic and related activity. While this consideration does not preclude relocation, it reinforces the importance of ensuring future municipal accommodation decisions are assessed with regard to both operational requirements and the City's broader interest in supporting a strong and resilient Downtown Core.

*Operating Cost Comparison:*

Assuming the Wright Blvd. property was strictly used for Police and courts, estimated building operating cost comparison is as follows:

<b>Operating Costs (2025)</b>	<b>10 Wright Blvd.</b>	<b>17 George St.</b>
<b>See breakdowns in worksheet tabs</b>	<b>\$680,328</b>	<b>\$459,805</b>
Cost Recovery - Rent	\$(420,000)	\$(280,000)
Capital Reserve Transfer	\$175,000	\$91,800
Lease elimination - 789 Erie St.	\$(190,000)	N/A
<b>Net Operating</b>	<b>\$245,328</b>	<b>\$271,605</b>
<b>Operating Cost (Savings)</b>	<b>\$(26,277)</b>	N/A

It is expected that the net cost of building operations will be more cost effective at Wright Blvd. – mostly due to removal of the extra lease at Erie St., energy efficiencies and courts using more space; thereby, sharing more of the costs. This includes increasing the transfer to capital reserve to \$175,000 for asset management.

The operating costs do not include any service level changes and any future growth requirements for the police services.

*Conclusion*

Based on this analysis, adaptive re-use of the Wright Boulevard property represents the most cost-effective option for meeting the SPS's identified space requirements. Renovation of the existing facility is not likely to resolve the space deficit, and a combined renovation and expansion approach would far exceed the affordability of this

project. New construction is estimated at \$50–55 million, again far exceeding the City's allocated funds. By comparison, staff assess that acquisition and renovation of Wright Boulevard can be accommodated within a \$26 million funding envelope, representing a potential saving of \$10–15 million relative to the next most cost-effective alternative. These estimates are being further vetted and will be refined through due diligence.

*Process to Date & Next Steps*

The Wright Boulevard property came to the City's attention as a significant real estate opportunity: a large, well-maintained building, well-suited to municipal use, and available for acquisition. Recognizing the potential fit with the City's responsibility to support appropriate facilities for the delivery of adequate and effective policing, and the urgency of securing the opportunity, Council provided direction to staff to explore acquisition. In accordance with that direction, staff entered into a Letter of Intent with the property owner to confirm the City's interest and allow time to conduct preliminary investigations. The subsequent facility needs assessment confirmed that the Wright Boulevard property is a viable accommodation strategy for the SPS, providing independent professional validation of the City's early assessment of the opportunity.

Staff have since reviewed the facility needs assessment findings, assessed the property against the identified space requirements, and conducted the preliminary cost analysis summarized in this report. Based on this work, staff are satisfied that the Wright Boulevard property represents the most cost-effective option currently available to meet the City's requirements to provide appropriate space for a core municipal service, while also supporting broader municipal space needs.

This report is brought forward to provide an overview of the opportunity and to seek authority to proceed to a formal Agreement of Purchase and Sale (APS). The APS will establish the terms and conditions of a potential acquisition, including a further due diligence period during which staff will confirm renovation costs, complete a post-disaster structural assessment, verify space requirements, and assess conditions necessary to support a final recommendation to Council. Further to this technical work, the PSB will be releasing their new strategic plan which may provide insights for Council to consider. No commitment to waive conditions or complete the purchase will be made until due diligence is complete and Council has had the opportunity to consider a full implementation report.

**Financial Implications:**

**Financial impact to current year operating budget:**

Acquisition of the Wright Boulevard property and subsequent renovation is intended to be accommodated within the existing capital forecast allocation of approximately \$20 million, supplemented as appropriate up to \$26 million. A detailed financial analysis, including whether funding requirements of the additional \$6 million will impact the tax levy, will be brought forward as part of the implementation report following completion

of due diligence and negotiations. The other funding sources will include development charges and sale of land/property.

Based on the previously tabled 20-year capital financing strategy, if this project remains within a net \$20 million capital allocation, the City will remain within its strategy of increasing the capital reserve levy by \$1 million per year to support the overall capital program. This strategy will be reviewed and adjusted annually based on updated information and financial data.

**Link to asset management plan and strategy:**

The current asset management plan and building condition assessment data reflect the City's existing facilities. If the acquisition proceeds, the Wright Boulevard building would be incorporated into the City's asset inventory, and future lifecycle, operating, and capital renewal requirements would be assessed and updated through the City's annual asset management and capital planning processes.

**Legal considerations:**

Staff will work with the City Solicitor to negotiate a conditional Agreement of Purchase and Sale, including a due diligence period and conditions satisfactory to the City. The City would not be required to complete the purchase unless conditions are satisfied or waived. Staff will report back to Council with the results of due diligence and a recommended implementation plan before any final commitment to complete the acquisition.

**Alignment with Strategic Priorities:**

**Enhance our Infrastructure**

This report directly supports the City's infrastructure mandate by addressing a long-standing gap in facilities for a core municipal service, and by securing a durable, multi-purpose civic asset consistent with long-term capital planning.

**Intentionally Change to Support the Future**

The recommended approach positions the City to accommodate organizational growth and evolving service needs, while maintaining flexibility to respond to future municipal space requirements in a phased, planned manner.

**Alignment with One Planet Principles:**

**Equity and Local Economy**

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

**Staff Recommendation: THAT Council direct the Chief Administrative Officer to sign a non-binding Agreement of Purchase and Sale on behalf of the Corporation for the purchase of the property at 10 and 52 Wright Boulevard, subject to completion of a due diligence period satisfactory to the City;**

**THAT Council direct staff to complete due diligence including confirmation of renovation costs, post-disaster structural assessment, and verification of space requirements;**

**AND THAT Council direct staff to report back with the findings of the due diligence and a detailed implementation plan, prior to any final commitment to purchase.**

**Prepared by:** Emily Robson, Corporate Initiatives Lead  
Johnny Bowes, Manager of Asset Management

**Recommended by:** André Morin, Chief Administrative Officer



# **Stratford Police Service Facility Needs Assessment & Accommodation Options**

Version 1.1 – February 20, 2026



# Stratford Police Service

## Facility Needs Assessment & Accommodation Options

Version 1.1

February 20, 2026

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#### Appendices

Appendix A – Functional Program, Staff & Space Tables

Accessibility – This document has been developed to conform to the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

CONFIDENTIALITY – This document has been prepared for the exclusive use of the Stratford Police Service, and is not to be circulated outside the organization without specific permission.

## 1 – PROJECT SUMMARY

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### 1.1 – Objectives & Background

Under the new Community Safety and Policing Act (CSPA) in Ontario the municipality is responsible for providing facilities to properly support adequate and effective policing in the community.

The existing facilities occupied by the Stratford Police Services at 17 George Street in downtown Stratford no longer provide sufficient space to support police operations effectively and safely, despite space rearrangements and the recent acquisition of additional space at 789 Erie Street. The objective of this study is to identify current space deficiencies and determine what facilities are required to support current and future police operations in the City and surrounding communities. A nominal 25-year planning horizon has been used for planning purposes, however organizational growth may vary from the estimates included in this report.

Space and facility requirements in this report have been based on a review of current Stratford Police operations, discussions with senior command staff, and representatives of the various operational and support units in the organization. Current and future space requirements and building features have been based on best building design practice for stand-alone municipal police services, and anticipate future growth and flexibility to adapt to future needs.

In this study, we have endeavored to optimize space in the recommended new facility, and to balance the ability to support operational effectiveness with costs resulting from the facility size. This philosophy of optimizing costs and benefits should continue through any subsequent design and construction phases.

At the time of writing, available accommodation strategies include new construction on an as-yet undetermined site, or adaptive re-use of the former Scotia Bank building on Wright Boulevard. Expansion of the existing building was not considered feasible.

### 1.2 – Study Process

The Service sought to retain the services of a qualified consulting team with relevant expertise and experience in the planning and design of police buildings to undertake a functional space analysis for the organization.

The work was done through three distinct phases:

- Stage 1 – Understanding Current Operations, Facility Deficiencies & Issues
- Stage 2 – Developing a Statement of Future Facility Needs
- Stage 3 – Evaluating Accommodation Options

### 1.3 – Study Participants

The following people were consulted and/or participated in the understanding of current and future police operations, priorities and accommodation needs:

- Chief of Police – Greg Skinner
- Deputy Chief – Mark Taylor
- Inspector Jason Clarke (Investigative Support) – assignment liaison
- Sgt. Gerald Schuurman (Uniform Operations)
- Darryl Fisher, Rachelle Willows (Community Resources)
- S/Sgt Rob McMillan (Investigations/SCU)
- Det. Josh Nahrgang (Investigations)
- David Frei (Identifications)
- Kyle Clark (Training/ERT)
- Kelly Hammond, Heather Forsyth, Brittany Jecard, Tara Lamont, Marlene Watson (Records, CPIC, Redaction)
- Andrea (EA to Chief of Police)

Others who were not part of the formal interview process provided additional valuable insight and opinions.

### 1.4 – Site Evaluation

As no suitable municipally-owned or other available properties were identified during the course of the study so far, specific sites were not evaluated as potential locations for a new facility. Should the Police Services Board elect to approve one of the accommodation strategies recommended in this report, a comprehensive site selection study and facility master plan should be undertaken as described in the preceding section.

## 2 – SPACE NEEDS ASSESSMENT

### 2.1 – Policing Operations in Stratford

The Stratford Police Service provides policing, crime prevention and public safety services to the residents, businesses and visitors to the City of Stratford and the surrounding communities of Perth South and St. Marys. The recommendations in this report will support these and other objectives, and the future direction of the Police Service in Stratford.

The current population of the City of Stratford is around 33,000 (33,232 in 2021). The surrounding communities of Perth South and St. Marys make up another 10,000 residents for a total population served of around 43,000.

The police service in 2024 comprised 97 total staff:

- 71 sworn officers
- 19 full-time civilians
- 7 part-time civilians

Of the 23,379 calls for service and the 5,968 charges laid in 2024, the vast majority are for the City of Stratford.

	Stratford	Perth South	St Marys	Total
Calls for Service (911)	18,479 (79%)	2,436 (10%)	2,465 (11%)	23,379
Occurrences (charges laid)	4,176 (70%)	1,214 (20%)	578 (10%)	5,968

*Table 2.2.1 – Distribution of Police Service (2024)*

#### Organization

Under the Chief of Police and the Deputy Chief the Service is divided into two main branches, each under the command of an Inspector, and the Records Section:

- Operations:
  - Patrol Services/Platoons
  - Community Response Unit (CRU)
  - Training
- Investigations:
  - Investigative Services
  - Investigative Support
  - Mental Health Coordinator
  - Mobile Crisis Response Team (MCRT)
  - Emergency Response Unit (ERU)
- Records:

- Dispatch
- CPIC/Redaction
- Administrative staff
- Special Constables/Courts

**Calls for Service & Other Service Load Indicators**

Other than raw growth in the resident population, further factors have had, and will continue to have, an impact on policing strategies and service load in Stratford. These include implementing pro-active and community-based policing, crime prevention and support programs, increased training demands, and increasingly time-consuming and complex response to calls for service. The City of Stratford is a vibrant community and attracts many visitors during the year. A record 673,000 patrons attended plays in the city in 2003.

## 2.2 – Existing Facilities

### Facilities to Support Provision of Adequate and Effective Police Service

In many municipalities across Canada, police services are challenged in providing adequate, effective and proactive services to their communities due to inadequacies in the facilities they occupy. Police work continues to become more complex, to require more training, and demands more collaboration and innovative response to ever-increasing community needs. The existing police facilities in Stratford do not adequately support those objectives and the specific initiatives and services provided to the community. The original building has been outgrown, and the quality, arrangement and condition of its spaces cannot accommodate the organizational growth that the Service has experienced in recent years and will undergo to meet the demands of a continually growing community.

### Existing Facilities

The Stratford Police Service currently occupies approximately 26,258 sq.ft in two buildings – 19,312 sq.ft on two floors in the original building at 17 George Street in downtown Stratford, and a further 6,946 sq.ft at a recently acquired one-storey building at 789 Erie Street.

The existing building at George Street, built in 1963, has long ceased to meet the needs of the Stratford Police Service. At the time of construction, the Service comprised around 55 sworn and civilian members. City population at the time was around 21,000.

Additional space was provided in 1985 to meet space pressures due to growth of the organization and changes in police operations. In 2006 or 2007 support services were moved to a location on Downie Street to again alleviate continually growing space pressure. Those services were relocated to the current building on Erie Street in 2024. These interim measures have not kept pace with organizational growth and space pressures.

### Staff & Organizational Growth

In the last 25 years the sworn complement within the Service has grown from 48 to its current level of 71 – an average increase of almost 50%, or around 2% per year. The number of civilian staff has grown at a higher rate, from around 15 in 2000 to 26 in 2025 (including part-time).

City population has grown since then, from around 29,500 in 2000 to around 34,000 today. The Service has grown significantly since then, and policing methods, needs and technologies have changed to meet the needs of a growing community. The impact of increased training requirements and technical specialization has impacted all police services across Canada.

The current building is outgrown and outdated. Many spaces are cramped and crowded, and several required operational spaces are either severely undersized or missing.

Temporary relief was achieved in 2024 with the provision of a further 6,946 sq.ft of space at 789 Erie Street, however this did not meet all space needs.

### **Police Headquarters – 17 George Street**

The existing space occupied by the police service on two floors of the building on George Street is both outdated and overcrowded – this is primarily due to significant organizational growth since the building was originally occupied and changes in police operations and technologies. Total staff growth has been driven by population increase in the city, increased service demand, increased specialization, increased training and accountability requirements and other factors. Additionally, the service recently took over policing responsibilities for the adjacent community of St. Marys. Many individual spaces are undersized, or are used by several people at once, often compromising the need for privacy, confidentiality and elimination of distractions. Meeting spaces are insufficient for today's needs. The officers' report room is often crowded and noisy at shift overlap.

Security and safety concerns include the need to escort persons in custody up stairs to the court facility, and potential exposure of violent behavior to non-sworn staff members. There is no designated secure and separate sallyport to facilitate safe transfer of prisoners from transport vehicles to the cell area. The custody block should be fully separated from the remainder of the building.

The Service has the capability of enhancing its forensic identification and digital forensics operations, but there is no suitable space within the existing building to do this.

Parking capacity at the George Street location is an issue, and there is no space to secure undercover vehicles out of sight.

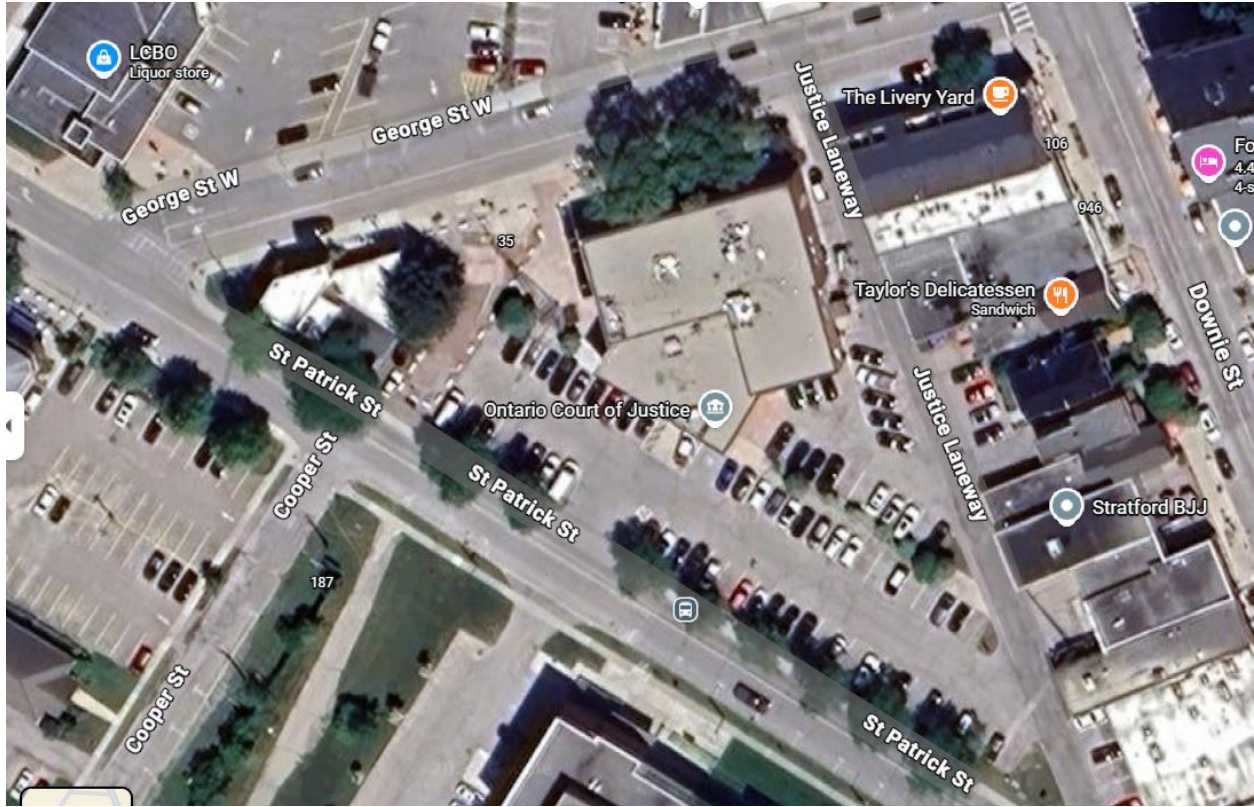


Fig. 2.1.1 – Location Plan, 17 George Street



Fig. 2.1.2 – Main Floor Plan, 17 George Street

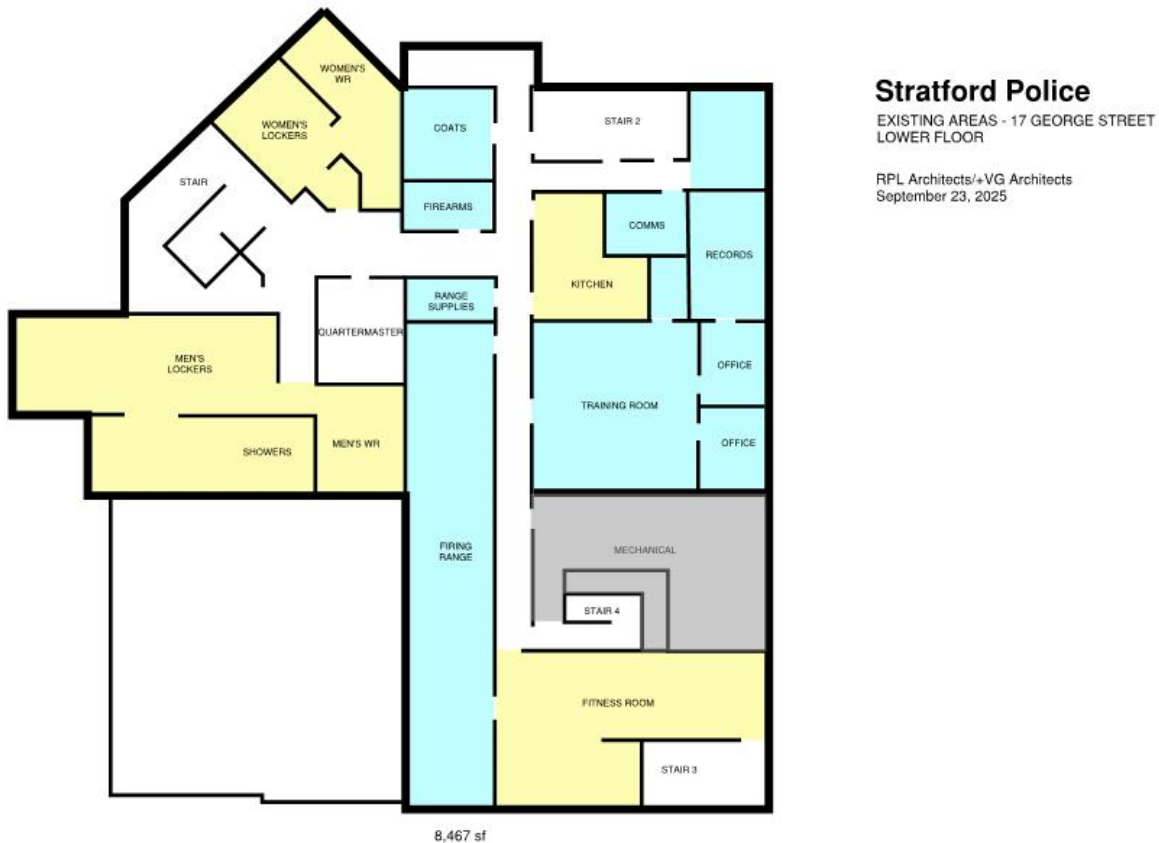


Fig. 2.1.3 – Lower Floor Plan, 17 George Street

### Administrative Building – 789 Erie Street

Relocation of administrative support functions, Investigations and the Street Crime Unit to a single-storey building just outside the downtown core has alleviated some space issues, however a lot of time is consumed moving from one building to the other for meetings and other operational activities. Communication and cooperation between uniform patrol and investigative units would be improved is located in the same building.

Functions located at the Erie Street location include:

- Chief of Police, Deputy and support staff
- Investigations/Major Crimes
- Street Crime Unit
- Board room
- IT Services & server room
- Staff amenities, lockers, break room
- Public reception and interview/meeting room



Fig. 2.1.4 – Location Plan, 798 Erie Street



Fig. 2.1.5 – Main Floor Plan, 798 Erie Street

## 2.3 – Required Facilities to Meet Current and Future Needs

Space requirements to accommodate current and future police operations in Stratford are based on anticipated staffing levels for each operational unit, and specific space requirements, functions, equipment and storage needs for each.

Anticipated future staffing levels are based on an approximate 25-year planning horizon, however actual future numbers could vary. Similarly, space provisions are based on a continuation of police service and operational and technical trends – however there are many unknowns which could impact future police operations, staffing or resource allocation. Any new facility should be designed with flexibility in mind to accommodate or adapt to future policing needs, methods and technologies.

### Population Growth, Service Demand and Organizational Staffing Levels

The current population of the City of Stratford is around 36,000 (estimated at 36,293 in 2025). Recent annual growth has added 400 to 500 people each year<sup>1</sup> - up from 33,232 inhabitants in 2021. This represents an average growth rate of between 1.1 and 1.5 percent annually.

The PEI (Perth East) region has also grown, from 60,906 inhabitants in 2021 to a projected 72,647 in 2026. This is anticipated to continue, projected to reach 128,000 by 2041. No projection are available for the City itself, but for planning purposes we have assumed a similar rate of growth.

City population is anticipated to increase at between 1.2 and 1.5 percent per year to reach around 47,000 or 48,000 by 2050. It is assumed that the population of St Marys and Perth South will increase at a similar level. While the need for policing resources is not solely dependent on population growth, it appears reasonable to plan for a similar rate of organizational growth. Variations from this projection may occur based on legislative requirements, policing strategies and methods, new technologies, specific policing needs of the community and funding levels.

- Based on discussions with Stratford Police Service representatives, past trends, population and demographic projections and development patterns within the city, this report estimates that the Service will grow from its current level of 110 (71 sworn + 39 full-time and part-time civilian) to around 150 to 155 by 2050, or between one and two new members each year.

### Space Requirements

To accommodate this number of staff, approximately 55,200 sq.ft (3,100 to 3,300 sqm) of space would be required (excluding a new indoor firing range).

- Administrative & support areas ..... 5,300 sq.ft
- Operations ..... 15,900 sq.ft
- Training (excl. indoor firing range) ..... 3,600 sq.ft
- Staff amenities & common areas ..... 6,200 sq.ft
- Public-access areas (incl. multi-purpose/community room) ..... 2,400 sq.ft

<sup>1</sup> Ref. [www.shape.townofstratford.ca](http://www.shape.townofstratford.ca)

- Garages & storage ..... 7,500 sq.ft
- Circulation, services spaces, etc. .... 14,300 sq.ft
  
- Total building area (approx.) ..... 55,200 sq.ft
  
- A further 10,100 sq.ft (957 sqm) would be required for an 8-lane 50m firing range.

Note that these areas are estimates only. The final gross floor area (and associated building cost) will depend on the final building shape and configuration, number of floors, internal planning efficiencies, provision of expansion space, property development costs, site servicing and many other factors. More detailed concept designs and cost estimates can be prepared following site selection.

Annexation – The figures above are based on providing services to the City of Stratford and the community of St Marys only, within the current jurisdictional boundaries. Should annexation of other adjacent communities be considered, the impact on staffing levels and operational needs of the police building will be affected. How the Service intends to approach this issue must be decided prior to embarking on any future facility location or design.

### Space & Facility Requirements

Based on a thorough review of police operations, current facilities and space needs to meet current operations and anticipated growth, the Service requires double the space it has now. This is consistent with expectations and best practices for space provisions for Canadian municipal police services. For the purposes of planning we have used a planning horizon of 25 years, to ensure there is reasonable space to accommodate inevitable organizational growth. Excluding garages, approximately 300 to 350 sq.ft would normally be required to meet planned building occupancy for a police service and community of this size.

The space program submitted with this report recommends around 55,000 sq.ft of gross floor area to meet 25-year operational needs, including garages and storage bays.

### Note on Areas

Areas in this report are given in imperial units. Square feet can be converted to square metres by dividing by 10.76. Existing and required areas for each operational unit, section or suite are approximate. Future space requirements are estimates based on typical circulation and grossing factors, and have been rounded.

- Gross floor area (GFA) refers to the area of the building including the thickness of exterior walls, common circulation areas (corridors, stairs, elevator) and service spaces, as well as common-use washrooms.
- Usable area generally refers to the area of each individual suite or group of spaces assigned to a specific purpose and includes internal circulation.
- Net area refers to the actual size of offices, rooms and workstations.

A factor has been used in the accompanying tables to estimate usable and gross floor area based on the required net area of each component.

### Note on Staff Numbers

Staff numbers for individual sections are based on staffing levels in place at the time of our review of the existing building in October 2025 and user-group interviews. Actual staffing levels and assignments may have changed in the interim.

## Staff & Space Summary

## Stratford Police Service

Table 1

Version 1.4 - Reviewed January 23, 2026

Building Space Summary	Current	Future	Existing Net Area	Required Net Area	Required Block Area	Notes
01 - Administration	5	6	1,291	1,456	2,000	
02 - Records & Case Management	4	6	304	680	900	
03 - Technology Services	2.5	5	434	1,020	1,100	
04 - Communications	14	15	762	980	1,100	
05 - Front Desk	0	1	134	180	200	
11 - Operations Division	57	74	1,578	3,040	4,100	
12 - Investigations	11	16	1,622	2,104	2,800	
13 - Interview Rooms			166	900	1,000	
14 - Forensic Identifications	1	2	76	578	700	
15 - Property/Evidence	0	1	469	1,380	1,500	
16 - QM/Stores	0	1	179	595	700	
17 - Tactical/Specialty	0	0	619	820	900	Drawn from Platoons
18 - Other Units	8	12	-	240	300	
19 - Detention/Custody	6	12	1,193	2,776	3,900	
20 - Training	2	2	801	3,295	3,600	
21 - Indoor Firing Range			930	Excl.	Excl.	
31 - Staff Amenities, Lockers			3,125	3,600	4,000	
32 - Common Areas			-	1,960	2,200	
41 - Public-Access Areas			551	2,140	2,400	
51 - Garages, Vehicle Areas			367	5,890	6,500	
52 - Storage & Maintenance	0	0	334	900	1,000	
<b>Total</b>	<b>110.5</b>	<b>153</b>	<b>14,935</b>	<b>34,534</b>	<b>40,900</b>	Sum of Block Areas (sq.ft)
			<b>Net Area</b>	<b>Net Area</b>	<b>1.35</b>	Grossing Factor
<b>Total Building Occupancy</b>	<b>110.5</b>	<b>153</b>			<b>55,200</b>	<b>Estimated GFA (sq.ft)</b>
<b>Growth</b>	<b>42.5</b>	<b>38%</b>				

### Exterior Areas

61 - Outdoor Covered Areas	1,800	sq.ft
62 - Parking & Outdoor Areas	44,200	sq.ft
	<b>46,000</b>	sq.ft

All Block Areas are rounded to closest 100 sq.ft

Building Area - excl. garages, firing range		48,050	sq.ft
Future Building Occupancy	153	Area per Person	314 sq.ft

## 3 – ACCOMMODATION OPTIONS

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### 3.1 – Available Options

Two basic options are potentially available to accommodate the long-term needs of the Service:

- Construction of a new facility on an as-yet undetermined site.
- Adaptive re-use of an existing suitable building.

Concepts have been provided for each option.

Expansion of the existing building would not be feasible, and sufficient parking for operational vehicles and staff could not be provided at the current location.

### 3.2 – New Construction

Construction of a new, purpose-designed building on a suitable site, in a suitable location within the City, would meet police service needs for many years. The building should be designed to accommodate the identified 25-year space program needs, but should be adaptable to future changes in policing operations, strategies and technologies. It would be prudent to design the building to be expandable and provide sufficient site area to accommodate growth beyond the adopted planning horizon.

#### Generic Concept for New Building

A generic concept site and two-floor building layout has been provided for illustration, and to determine approximate site area requirements. No detailed design has been prepared at this stage. The actual arrangement of spaces and floor location may vary depending on the site layout and other design factors.

- Main Floor:
  - Public lobby, reception desk, interview rooms, community/multipurpose room
  - Patrol operations, Records
  - Training
  - Detention area & sallyport
  - Garages & storage
- Upper Floor:
  - Administration
  - Investigations
  - Communications
  - Locker rooms, staff amenities

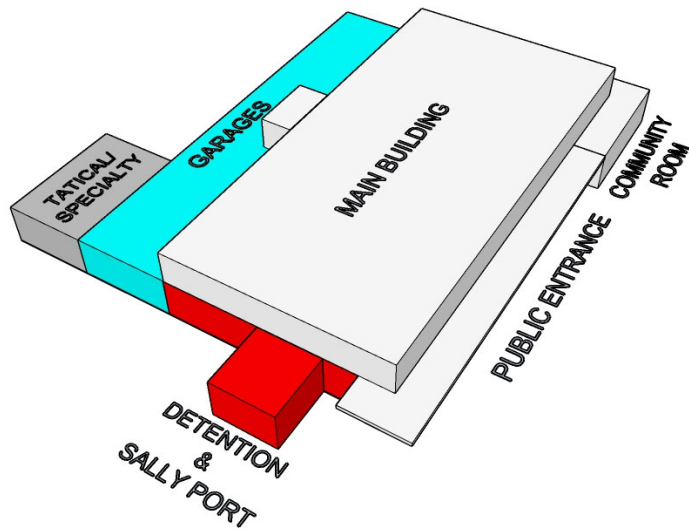


Fig. 3.2.1 – New Building Concept

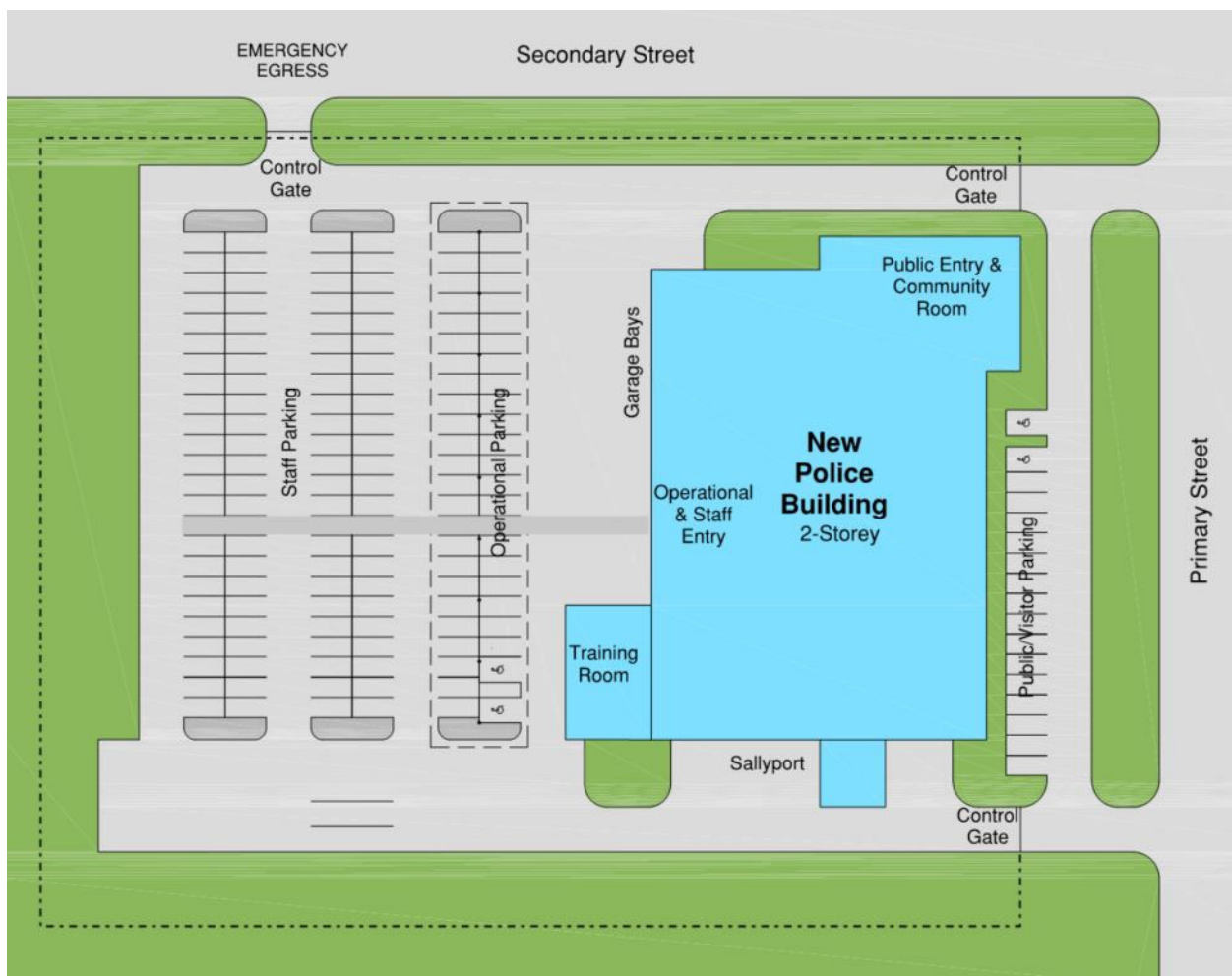


Fig. 3.2.2 – New Building Site Concept

**Site Selection**

Should the City decide to pursue new construction, elements of a formal site evaluation and selection process should include evaluation location, impact on police operations, community accessibility, proximity to major thoroughfares, vehicle access and egress, physical site characteristics, risk assessment, site servicing, acquisition cost, concept design test fits and opportunities for future expansion.

### 3.3 – Adaptive Re-Use of 10 & 52 Wright Boulevard

Subject to conforming to required building post-disaster requirements (see below) the concept below assigns space on both levels of the former Scotiabank building on Wright Boulevard to police uses. The remainder of the building would be available for other City uses. According to a brochure prepared by the seller’s real-estate company the building and location permit public agency use.

The two-storey building comprises around 100,625 square feet of space on a 7 acre site. Some of the spaces are double-height.

- Main Floor ..... 61,765 sq.ft
- Upper Floor ..... 38,860 sq.ft



*Fig. 3.3.1 – 10/52 Wright Boulevard*

There is currently parking capacity on site for around 420 to 430 automobiles, but that number would decrease if larger vehicles were to be on site. The portion allocated to police use could be fenced off with secure access and egress points. To meet security needs police vehicle egress can be provided to Wright Boulevard and to Lorne Avenue West.

The building is served by a diesel emergency generator providing 72 hour full-building power.



*Fig. 3.3.2 – 10/52 Wright Boulevard*

### **Internal Space Allocation & Layout**

A proposed concept layout has been provided for illustration. No detailed interior design or layouts have been prepared at this stage, and areas indicated are approximate. The actual arrangement of spaces and floor location may vary based on the final design and allocation of areas on each level to the police and other municipal operations. Areas proposed for police use are coloured blue on the diagrams below. Depending on the need for other municipal uses, a portion of one or both of the floors could be left unfinished to accommodate future growth. Some areas may be easy to adapt to police uses depending on the layout of internal partitions, but to meet efficient operational and security needs extensive interior renovations may be necessary.

This report does not cover the suitability of the building in terms of existing conditions, structural compliance with the post-disaster requirements of the Ontario Building Code, general physical condition or the condition and capacity of building systems or other factors.



Proposed space allocation for the Stratford Police:

- Main Floor (approx. 36,200 sq.ft):
  - Public lobby, reception desk, interview rooms, community/multipurpose room
  - Patrol operations, Records
  - Training
  - Detention area & sallyport (accessible from the exterior)
  - Garages & storage
- Upper Floor (approx. 17,200 sq.ft):
  - Administration
  - Investigations
  - Communications
  - Locker rooms, staff amenities

### **Post-Disaster Compliance**

Under the Ontario Building Code, buildings used by emergency services must be designed and constructed to remain operational and safe during and after disasters, including structural resilience to seismic events. The City of Stratford has separately commissioned RPL Architects to evaluate the feasibility of using the existing building on Wright Boulevard as an operational police building.

The following aspects of the existing building will be analyzed to determine compliance with post-disaster requirements, its resiliency with respect to seismic acceleration, wind forces, snow loads and other criteria – and the potential scope of work necessary to achieve this.

- General structural performance
- Building envelope, cladding and exterior glazing system performance
- Soils conditions
- Building electrical, mechanical systems and components

## APPENDICES

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### Appendix A – Functional Program, Space Requirements

## Appendix A – Functional Program

Staff & Space Tables

**Staff & Space Summary****Stratford Police Service****Table 1**

Version 1.4 - Reviewed January 23, 2026

<b>Building Space Summary</b>	Current	Future	Existing Net Area	Required Net Area	Required Block Area	Notes
01 - Administration	5	6	1,291	1,456	2,000	
02 - Records & Case Management	4	6	304	680	900	
03 - Technology Services	2.5	5	434	1,020	1,100	
04 - Communications	14	15	762	980	1,100	
05 - Front Desk	0	1	134	180	200	
11 - Operations Division	57	74	1,578	3,040	4,100	
12 - Investigations	11	16	1,622	2,104	2,800	
13 - Interview Rooms			166	900	1,000	
14 - Forensic Identifications	1	2	76	578	700	
15 - Property/Evidence	0	1	469	1,380	1,500	
16 - QM/Stores	0	1	179	595	700	
17 - Tactical/Specialty	0	0	619	820	900	Drawn from Platoons
18 - Other Units	8	12	-	240	300	
19 - Detention/Custody	6	12	1,193	2,776	3,900	
20 - Training	2	2	801	3,295	3,600	
21 - Indoor Firing Range			930	Excl.	Excl.	
31 - Staff Amenities, Lockers			3,125	3,600	4,000	
32 - Common Areas			-	1,960	2,200	
41 - Public-Access Areas			551	2,140	2,400	
51 - Garages, Vehicle Areas			367	5,890	6,500	
52 - Storage & Maintenance	0	0	334	900	1,000	
<b>Total</b>	<b>110.5</b>	<b>153</b>	<b>14,935</b>	<b>34,534</b>	<b>40,900</b>	Sum of Block Areas (sq.ft)
			<b>Net Area</b>	<b>Net Area</b>	<b>1.35</b>	Grossing Factor
<b>Total Building Occupancy</b>	<b>110.5</b>	<b>153</b>			<b>55,200</b>	<b>Estimated GFA (sq.ft)</b>
	<b>Growth</b>	<b>42.5</b>	<b>38%</b>			
<b>Exterior Areas</b>						
61 - Outdoor Covered Areas					1,800	sq.ft
62 - Parking & Outdoor Areas					44,200	sq.ft

Erie Street Location	
George Street Location	

<b>01 - Administration</b>				Current Areas			Required Areas			Notes	
	Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated		
0101	Police Chief	1	1	Office	1	292	292	1	240	240	HR, assist EA  Accessible to other units
0102	Deputy Chief	1	1	Office	1	125	125	1	180	180	
0103	Inspector, Support Services	1	1	Office	1	152	152	1	120	120	
0104	Inspector - Uniform	1	1	Office	1	194	194	1	120	120	
0105	Executive Asst.	1	1	Office	1	125	125	1	120	120	
0106	Admin. Asst. (future)		1	Workstation				1	80	80	
0107				Waiting Area				1	80	80	
0108				Board Room (20p)	1	350	350	1	360	360	
0109				Storage	1	53	53	1	60	60	
0110				Beverage Station				1	16	16	
0111				Secure Files				1	80	80	
Total Staff		5	6	20% Growth			1,291	Net Area (sq.ft)	1,456	Net Area (sq.ft)	
									1.35	Internal Circulation	
									2,000	Block Area (sq.ft)	

<b>02 - Records &amp; Case Management</b>				Current Areas			Required Areas			Notes	
	Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated		
0201	Records Manager	1	1	Office	1	124	124	1	120	120	Is this sufficient? Shared if in suitable location
0202	Clerical	3	5	Workstation	3	60	180	5	60	300	
0203				File Area			-	1	180	180	
0204				Document Centre Meeting (10p)			-	1	80	80	
Total Staff		4	6	50% Growth			304			680	Net Area (sq.ft)
									1.35	Internal Circulation	
									900	Block Area (sq.ft)	

<b>03 - Technology Services</b>				Current Areas			Required Areas			Notes	
	Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated		
0301	789 Erie St		Server Room	1	111	111	1	360	360	# TBD	
0302	789 Erie St	1	Server Room 2	1	115	115					
0301	George St	1.5	Server Room 3	1							
0303	IT Manager		Office 1	1	96	96	1	120	120		
0303			Office 2	1	112	112					
0304	Tech Services		Open Office				1	360	360		
0305		4	Work Area/Storage				1	180	180		
Total Staff		2.5	5	100% Growth			434	Incl. in building gross			1,020
									1.10	Internal Circulation	
									1,100	Block Area (sq.ft)	

<b>04 - Communications</b>				Current Areas			Required Areas			Notes	
	Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated		
0401	Commun. Manager									Currently Records Mgr. 2 consoles	
0402	Dispatchers	8	8	911 Call Centre	1	195	195	1	360		360
	PT Dispatchers	3	3								
0403				Training Console				1	100	100	
0404	CPIC Coord.	1	1		1	97	97	1	60	60	
0405	Recording Clerks	2	3	Workspace	2	111	222	1	160	160	
0406				Equipment Room				1	140	140	
0407				Break Area/Lockers	1	85	85	1	80	80	
0408				WR				1	80	80	
				NG911 Training							
				911 Equipment	1	163	163				
Total Staff		14	15	7% Growth			762	Included above		980	Net Area (sq.ft)
									1.15	Internal Circulation	
									1,100	Block Area (sq.ft)	

Erie Street Location	
George Street Location	

<b>05 - Front Desk</b>				Current Areas			Required Areas			Notes	
	Space Type	No.	Size	Allocated	No.	Size	Allocated				
0501	New dedic. pos'n (part of CRU	0	1	Public Reception	1	88.0	88	1	140	140	Incl. accessible counter
0501				Public Reception 2	1	46.0	46				
0503				Storage/Filing/Printer			-	1	40	40	
		0	1				134	Net Area (sq.ft)		180	Net Area (sq.ft)
									1.10		Internal Circulation
									200		Block Area (sq.ft)

<b>11 - Operations Division</b>				Current Areas			Required Areas			Notes	
	Space Type	Current	Future	No.	Size	Allocated	No.	Size	Allocated		
1101	S/Sgt - Uniform Div.	4	4	Shared Office	1	121	121	1	180	180	Primary & overflow wkstn.
1102	Sergeants	4	6	Shared Office (2p)	1	86	86	1	180	180	
1103	Patrol Officers	38	46	Report Writing	1	310	310	1	300	300	
1104		5	6	Parade Room (24p)	Use 2001 - Training			1	600	600	Size for 24p
1105				Police Equipment				1	180	180	
1106				Use-of-Force Equip				1	100	100	Handgun lockers, proving stns
				Focus Rooms				Ref. Common Areas		Use as virtual courtroom	
1107				Duty Bags/Mail	1	88	88	1	240	240	24" x 24" x 4-high (80)
1108	Light Duties			Office				1	120	120	
1109	Redaction		1	Shared Office (2p)	1	177	177	1	180	180	
1111	Community Response Sgt.		1	Office				1	120	120	
1112	Community Response Unit	5	8	Open Office (4p)	1	275	275	1	360	360	MHEART, HARP
1113				Patrol Interview	2	115	230	Ref. Interview Rooms			
1114				Meeting Room (8p)				Ref. Common Areas			
1115				Storage	1	115	115	1	80	80	
1116	Mental Health & Wellness	1	2	Office	1	96	96	1	120	120	
1117	Victim Services			(Wkstn) Office	1	80	80	1	120	120	
1121				Armory/Gun Cleaning				1	120	120	
1122				Beverage Station				1	40	40	
<b>Total Staff</b>		57	74	30% Growth		1,578				3,040	Net Area (sq.ft)
										1.35	Internal Circulation
										4,100	Block Area (sq.ft)

<b>12 - Investigations</b>				Current Areas			Required Areas			Notes	
	Space Type	Current	Future	No.	Size	Allocated	No.	Size	Allocated		
1201	Major Crimes D/S/Sgt	1	1	Office	1	108	108	1	120	120	Incl. collab/project table
1202	D/Sergeant	1	1	Office	1	108	108	1	120	120	
1203	Investigators	3	5	Shared Office (5p)	1	369	369	5	80	400	
1204	Street Crime Sgt.	1	1	Office			None	Use open office			
1205	Street Crime Unit	4	6	Shared Office (5p)	1	808	808	1	480	480	
1206	Crime Analyst/NICHE	1	2	Shared Office (2p)	1	125	125	2	180	360	
1207				Project Room			None	2	240	480	Dividable
1208				Meeting Room (8p)			None	Ref. Common Areas			
1209				SCU Storage	1	104	104	1	120	120	
1210				Beverage Station			Incl.	1	24	24	
<b>Total Staff</b>		11	16	45% Growth		1,622		Net Area (sq.ft)		2,104	Net Area (sq.ft)
										1.35	Internal Circulation
										2,800	Block Area (sq.ft)

**Planning Units** **DRAFT for REVIEW** **Stratford Police Service**

**Table 2** Version 1.4 - Reviewed January 23, 2026

Erie Street Location	
George Street Location	

<b>13 - Interview Rooms</b>			Current Areas			Required Areas			Notes
Space Type	No.	Size	Allocated	No.	Size	Allocated			
1301	Standard Interview	Ref. 11-Operations Div.		2	100	200			
1302	Soft Interview			2	120	240			
1303	Fingerprint/Photo (non-custody)			1	160	160			
1304	Monitoring Room			2	60	120			
1305	Interview/Public Meeting		1	166	166	180			
				166			900	Net Area (sq.ft)	
							1,100	Internal Circulation	
							1,000	Block Area (sq.ft)	

<b>14 - Forensic Identifications</b>			Current Areas			Required Areas			Notes
Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated	
1401	Ident Officer	Office	1	76	76	1	120	120	
1402	SOCO (future dedic.)	Ident Lab				1	360	360	
1403		Bio-cabinets (3)				1	48	48	
1404		Evidence Holding				1	50	50	Indiv. Lockers
1405		Exam Bays							Ref. Garages
Total Staff			1	2	100% Growth			578	Net Area (sq.ft)
								1,250	Internal Circulation
								700	Block Area (sq.ft)

<b>15 - Property/Evidence</b>			Current Areas			Required Areas			Notes
Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated	
1501	Ident Officer currently	Office/work area	1			1	120	120	Combined with QM Stores
1502		Intake/Processing	1	115	115	1	80	80	Combine with office?
1503		General Evidence	1	153	153	1	900	900	Incl. vaults, frig/freezers
1504		Items for Disposal							
1505		Firearms Storage	1	121	121	1	120	120	Drugs, firearms
1506		Narcotics Storage	1	80	80	1	80	80	
1507		Evidence Bicycles							Ref. Garages
1508		Property Return				1	80	80	
1509		Vehicle Impound							Ref. Garages
1510		Flammables							Ref. Outdoor Storage
1511		Loading Dock							Incl. in building gross
Total Staff			0	1	Growth			1,380	Net Area (sq.ft)
								1,100	Internal Circulation
								1,500	Block Area (sq.ft)

<b>16 - QM/Stores</b>			Current Areas			Required Areas			Notes
Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated	
1601	QM Clerk	Workstation	1			1	60	60	Combined with P/E
1602		Property/Supplies	1	179	179	1	400	400	Confirm area required
1603		Emergency Supplies				1	120	120	
1604		Change Room				1	15	15	
Total Staff			0	1	Growth			595	Net Area (sq.ft)
								1,100	Internal Circulation
								700	Block Area (sq.ft)

<b>17 - Tactical/Specialty</b>			Current Areas			Required Areas			Notes
Current	Future	Space Type	No.	Size	Allocated	No.	Size	Allocated	
1701	Tactical Team (incl. in other units)	Team Room (12p)	1	166	166	1	480	480	Gear storage, planning table
1702		Shower/WR/change			None	2	80	160	
		Workroom/Storage	1	86	86				Ref. Garages
1703		ERT Storage	1	140	140	1	180	180	
		Vehicle Bay	1	227	227				Ref. Garages
								820	Net Area (sq.ft)
								1,100	Internal Circulation
								900	Block Area (sq.ft)

Table 2

Version 1.4 - Reviewed January 23, 2026

Erie Street Location	
George Street Location	

18 - Other Units		Current Future		Space Type	Current Areas			Required Areas			Notes
					No.	Size	Allocated	No.	Size	Allocated	
1801	Police Association		not counted	Office/Storage				1	120	120	
1802	Police Auxiliary	8	12	Office/Storage				1	120	120	
	Student Parks Patrol		not counted	No space assigned							
Total Staff		8	12	50% Growth			-			240	Net Area (sq.ft)
										1.10	Internal Circulation
										300	Block Area (sq.ft)

19 - Detention/Custody		Current Future		Space Type	Current Areas			Required Areas			Notes
					No.	Size	Allocated	No.	Size	Allocated	
1901				Booking				1	300	300	
1902	Special Constables	6	12	Security Room	1	199	199	1	240	240	Incl. 1 court officer
1903				Staff Washroom	1	23	23	1	36	36	
1904				Interview Monitoring				1	80	80	
1905				Fingerprint/Photo	1	192	192	1	100	100	
1906				Breath Testing/DRE	1	121	121	1	120	120	
1907				Secure Interview	1	116	116	2	100	200	
1908				WASH Court	1	130	130	1	80	80	
1909				Prisoner Phone/Video			Use 1907	1	24	24	
1910				Prisoner Washroom				1	36	36	
1911				Prisoner Property				1	12	12	Vented lockers
1912				Prisoner Shower				1	60	60	
1921				Detention Cells	6		-	9	80	720	Separated M, F, YO
1922				YO/Female Cells	2		-				Incl. in above
1923				Barrier-free/watch cell				1	80	80	
1931				Support/Storage	1	80	80	1	100	100	
1932				Janitor				1	48	48	
1940				Sallyport	1	332	332	1	540	540	
Total Staff		6	12	100% Growth			1,193			2,776	Net Area (sq.ft)
										1.40	Internal Circulation
										3,900	Block Area (sq.ft)

20 - Training		Current Future		Space Type	Current Areas			Required Areas			Notes
					No.	Size	Allocated	No.	Size	Allocated	
2001				Use of Force Training	1	554	554	1	1,600	1,600	High ceiling
2002				Storage	1	150	150	1	120	120	
2003				Standard Classroom (24p)			Use 2001	1	900	900	Dividable
2004				Simulator/VR Room				1	475	475	(17' x 28')
2005	Training Sgt.	1	1	Office	1	97	97	1	120	120	
2006	Training Cst.	1	1	Workstation				1	80	80	
2013				Scenario Training			Use 2011				Use off-site facilities
2014				Break Area							Use general circulation
Total Staff		2	2	0% Growth			801			3,295	Net Area (sq.ft)
										1.10	Internal Circulation
										3,600	Block Area (sq.ft)

21 - Indoor Firing Range		Current Future		Space Type	Current Areas			Required Areas			Notes
					No.	Size	Allocated	No.	Size	Allocated	
2101				Firing Range	1	860	860				Not incl.
2102				Range Supplies	1	70	70				Not incl.
										930	Net Area (sq.ft)
										-	Internal Circulation
										-	Block Area (sq.ft)

Table 2

Version 1.4 - Reviewed January 23, 2026

Erie Street Location	
George Street Location	

31 - Staff Amenities, Lockers		Current Areas			Required Areas			Notes
		Space Type	No.	Size	Allocated	No.	Size	
3101	Break Room	1	104	104	1	360	360	
	Break Room	1	236	236				
3102	First Aid Room				1	120	120	
3111	Male Locker Room (65)	1	100	100	1	750	750	
	Male Locker Room	1	533	533				
3112	Male WR/Shower	1	168	168	1	400	400	
	Male WR/Shower	1	534	534				
3113	Female Locker Rm (30)	1	116	116	1	350	350	
	Female Locker Room	1	198	198				
3114	Female WR/Shower	1	156	156	1	300	300	
	Female WR/Shower	1	98	98				
3115	Civilian Lockers (36)				1	180	180	30mm full-height for all
3116	Gender-Neutral Area				1	240	240	
	Barrier-Free WR	1	52	52				
	Barrier-Free Shower	1	112	112				
	Street Crime WR	1	42	42				
3121	Staff WRs				incl. in building gross			
3131	Fitness Room	1	676	676	1	900	900	
				3,125	Net Area (sq.ft)		3,600	Net Area (sq.ft)
							1.10	Internal Circulation
							4,000	Block Area (sq.ft)

During the design phase an alternate gender-neutral locker room and washroom arrangement will be evaluated. This may result in less area or greater locker capacity.

32 - Common Areas		Current Areas			Required Areas			Notes
		Space Type	No.	Size	Allocated	No.	Size	
3201	Common Meeting (8p)				3	240	720	
3203	Common Meeting (20p)				2	500	1,000	
3204	Focus Rooms				4	60	240	
				-			1,960	Net Area (sq.ft)
							1.10	Internal Circulation
							2,200	Block Area (sq.ft)

41 - Public-Access Areas		Current Areas			Required Areas			Notes
		Space Type	No.	Size	Allocated	No.	Size	
4101	Public Lobby/Waiting	1	196	196	1	600	600	
4101		1	241	241				
4102	Public WRs	1	114	114	2	90	180	
4102								
4111	Interview/Meeting (4p)			Use 1305			Use 1305	
	Community/Multipurpose				1	1,200	1,200	Use for public Board meetings
4112	Servery				1	80	80	
4113	Storage				1	80	80	
				551	Net Area (sq.ft)		2,140	Net Area (sq.ft)
							1.10	Internal Circulation
							2,400	Block Area (sq.ft)

Table 2

Version 1.4 - Reviewed January 23, 2026

Erie Street Location	
George Street Location	

51 - Garages, Vehicle Areas		Current Areas			Required Areas			Notes
		No.	Size	Allocated	No.	Size	Allocated	
5101	Storage Bay	1	140	140	1	1,200	1,200	
5102	Work Bay				1	600	600	
5103	FIS Van Bay				1	600	600	7m long x 3.5m high
5104	FIS Exam Bay				1	960	960	Catwalk, hoist, lighting
5105	Impound Bay				1	600	600	
5106	Drug Seizure				1	250	250	
5107	Secure Storage				1	480	480	Divide into cages
	ERU Van				1	360	360	7m long x 4.5 x 3.5m high
5108	ERU Armoured Vehicle	1	227	227	1	600	600	10m long x 4.5m x 3.5m high
5109	Bicycle Team				1	240	240	Incl. storage, workbench
				367			5,890	Net Area (sq.ft)
							1.10	Internal Circulation
							6,500	Block Area (sq.ft)

52 - Storage & Maintenance		Current		Current Areas			Required Areas			Notes	
		Future	Space Type	No.	Size	Allocated	No.	Size	Allocated		
5201	Maintenance Staff	0	0	Maintenance Shop			1	240	240		
5202				Janitor Storage	1	162	162	1	60	60	
5203				Loading Dock						Incl. in building gross	
5204				Waste Management						Incl. in building gross	
5205				General Storage	1	172	172	1	600	600	
Total Staff		0	0	Growth			334			900	Net Area (sq.ft)
										1.10	Internal Circulation
										1,000	Block Area (sq.ft)

61 - Outdoor Covered Areas		Current Areas			Required Areas			Notes	
		No.	Size	Allocated	No.	Size	Allocated		
6101	Bicycles, unheated evidence				1	1,000	1,000		
6102	Flammables				1	480	480		
6103	Outdoor Maint. Equip.				1	300	300		
								1,780	Net Area (sq.ft)
								1.00	Internal Circulation
								1,800	Block Area (sq.ft)

62 - Parking & Outdoor Areas		Current Areas			Required Areas			Notes	
		No.	Size	Allocated	No.	Size	Allocated		
6201	Operational parking (partially covered)				30	200	6,000	Secure lot	
6202	Large vehicle parking				2	240	480	Secure lot	
6203	Staff parking (peak occupancy, 65% of future staff)				100	165	16,500	Secure lot	
6204	Accessible spaces				2	210	420	Secure lot	
6205	Break patio				1	500	500	No public visibility	
6206	Visitor parking				15	165	2,475		
6207	Accessible spaces				2	210	420		
								26,795	Net Area (sq.ft)
								1.65	Internal Circulation
								44,200	Block Area (sq.ft)




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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor Ritsma and Council  
**From:** Adam Betteridge, Director of Building and Planning Services;  
 Karmen Krueger, Director of Corporate Services/Treasurer  
**Report Number:** COU26-056  
**Attachments:** None

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**Title:** Bill 98, Building Homes and Improving Transportation Infrastructure Act, 2026, and Related Provincial Consultations – Preliminary Implications for the City of Stratford

**Objective:** To provide Council with an overview of Bill 98 and related provincial consultation proposals, and to distinguish between: (i) the broader planning and building reform package now under review, and (ii) the separate consultation streams respecting development charges and parkland dedication that are subject to specific submission deadlines.

**Background:** On March 30, 2026, the Province introduced Bill 98 and released a broader package of related consultation postings through the Environmental Registry of Ontario (“ERO”). The legislative and regulatory package addresses a range of planning, building, housing, and infrastructure matters. As of the writing of this Report (April 21, 2026), Bill 98 [remains before the Legislature at Second Reading](#) as “Time allocated”.

In addition to the broader Bill 98 package, the Province is also consulting separately on matters relating to development charges and parkland dedication. Given that these items are proceeding through distinct review streams and are subject to different timelines, it is appropriate to address them separately in this Report. The broader Bill 98 [ERO notice](#) and several related planning EROs are currently open for comment until May 14, 2026.

**Analysis:** Given the structure of the provincial release, Staff recommend treating the information as three related but distinct items: a) the broader Bill 98 building and planning reform package; b) the development charges review; and c) the parkland dedication review. This section of the Report will be structured accordingly.

a) Broader Bill 98 (Building and Planning Services-related)

The broader Bill 98 package proposes a number of changes that may affect the City's administration of growth and development matters. Based on the Province's current notices, the items most likely to have affect include: standardization of official plans; changes limiting mandatory municipal enhanced development standards and green building standards; possible reform of site plan control; streamlining of complete application requirements; facilitation of electronic submissions and notices; and authority to establish a province-wide minimum residential lot size for serviced urban residential lands outside the Greenbelt.

Particularly as they apply to Stratford's planning administration, the Province:

- i. proposes to standardize official plans, with the changes proposed to come into force on January 1, 2029 for municipalities other than the 29 large and fast-growing municipalities. That is relevant to Stratford's current Official Plan Review work. (*note: Staff are neutral/have no immediate concern on this proposal*)
- ii. proposes to remove references to "sustainable design" from site plan control, clarify that zoning cannot be used to require sustainable elements, and expressly provide that mandatory green building or construction standards are not permitted through site plan control. This could matter to Stratford if Council wishes to expand local sustainability requirements in future through planning approvals. (*note: Staff are generally unsupportive of this proposal, but understand that the Province is seeking to remove barriers to housing approvals and construction*)
- iii. is separately consulting on site plan reform, including whether site plan should be narrowed or otherwise changed. Because site plan is described by the Province as an administrative and technical tool used before building permit issuance, any narrowing of site plan review could affect how municipalities coordinate technical review between Planning and other City functions (e.g. Building, Engineering, etc.). (*note: Staff do not support this proposal; site plan is a coordinated process to ensure development is constructed to a variety of standards and requirements with the ultimate goal of having development function successfully amongst the broader community: commerce, transportation systems, compatibility, etc.*)
- iv. is consulting on streamlining complete application requirements and on specifying additional prescribed professions for complete applications. This may reduce local flexibility at the front end of planning application review and affect how staff screen applications for completeness. (*note: Staff are neutral/have no immediate concern on this proposal*)

- v. is also proposing to support electronic submission of planning materials and electronic notice to the Ministry, which would align with more digital administration but may still require process and template updates. (*note: Staff generally support this*)
- vi. Proposes a minimum lot size framework that would allow the Minister to establish a 175 m<sup>2</sup> minimum lot size on serviced urban residential lands outside the Greenbelt, and municipal minimum frontage or depth standards that prevent that standard from being met would be inapplicable. (*note: Staff are generally unsupportive of this proposal as this could affect general principles of neighbourhood character and residential intensification in Stratford, but understand that the Province is seeking to remove barriers to housing approvals and construction*)

At this stage, Staff consider the broader Bill 98 package to be significant and may have important implications for Stratford's short- and long-term growth. While many of the proposed changes are intended to support housing supply and streamline approvals, their cumulative effect may be to reduce the City's ability to carefully plan neighbourhoods (including consultation/local context), and coordinate development review across departments. The changes may create situations where development outcomes are perceived by the public as reflecting municipal inaction or insufficient oversight, when in fact the City's authority to regulate or require certain standards may have been narrowed through provincial reform. While Staff recognize the Province's interest in addressing housing supply pressures, it will be important to ensure that efforts to streamline approvals do not unduly limit Stratford's ability to support well-planned, context-sensitive, and coordinated growth.

Staff have not yet had sufficient opportunity to fully assess (i.e. in close detail) the combined impacts of the package. Although many of the individual proposals may not create immediate or significant effects on their own, the collective impact over time may be more substantial, particularly where local discretion is reduced in areas such as site plan review, complete application screening, sustainability measures, and zoning-related standards.

b) Development Charges

Separate from the broader Bill 98 reform package, the Province is also consulting on development charge matters (commonly referred to as "DCs"). Industry commentary indicates that the current proposal includes a mandatory exemption for non-profit retirement home development and is linked to the Province's broader infrastructure funding discussions tied to DC reductions. At this stage, it is Staff's opinion that the City's principal interest is the potential financial effect on municipal revenues and growth infrastructure funding – continuous reductions and exemptions erode the principal of growth pays for growth, further adding

pressure onto the property tax base. The current deadline for comments on the DC proposal is passed, April 29, 2026.

In addition to the limited direct amendments proposed to the *Development Charges Act, 1997*, the Province and federal government have announced the Canada-Ontario Partnership to Build, a related infrastructure funding initiative intended to support municipalities that reduce development charges. Public materials released to date indicate that prioritized municipalities may be expected to reduce development charges by approximately 30% to 50% and maintain those reductions for a defined period, although full program details and eligibility criteria have not yet been finalized.

In considering this announcement, Stratford's local context is relevant. Stratford's [current DCs](#) applied to a typical single- and semi-detached dwelling are approximately \$18,000, with lower charges applying to more compact dwelling forms such as apartments. By comparison, DCs in parts of the Greater Toronto Area have been reported at levels exceeding \$100,000 for ground-related units, with charges in larger centres such as London, Kitchener-Waterloo, and Ottawa also materially higher than Stratford's. In that context, a broad requirement or expectation that Stratford further reduce its DCs may not align well with the policy rationale advanced for high-charge municipalities and could have a disproportionate impact on municipal revenues relative to any affordability benefit achieved locally.

From a Stratford perspective, Staff's preliminary view is that a uniform pressure to reduce DCs across Ontario may be counterproductive where a municipality has already maintained comparatively modest charges. In Stratford's case, further reductions could be viewed as punitive in effect, as they would place additional pressure on other municipal financing tools (heavier reliance on long-term borrowing and property taxation) despite the City not being among the municipalities with unusually high development charge rates. Furthermore, depending on the approach, the implementation may result in a short term DC reduction, only to exasperate longer term DC charges. Staff will continue to monitor the program details and assess whether this concern should be reflected in any municipal submissions – AMO is currently soliciting information from the Municipal sector to share with the Province.

More broadly, Staff are of the view that DCs remain an equitable and appropriate municipal financing tool, as they help ensure that a significant share of growth-related capital costs are borne by development rather than being shifted onto the existing tax base. From Stratford's perspective, this supports a fairer allocation of infrastructure costs and helps manage affordability pressures for current taxpayers.

If the Province intends to further regulate or influence municipal development charge practices, Staff's view is that a more proportionate and targeted approach would be preferable to a broad, uniform expectation of reduction across Ontario. In particular, there may be merit in the Province considering clearer thresholds, ranges, or limiting principles that better reflect local context, including factors such as municipal size, growth pressures, servicing needs, housing market conditions, and the relative level of existing charges. Such an approach may better distinguish between municipalities where development charges are unusually high and municipalities, such as Stratford, where charges have been kept at comparatively modest levels.

c) Parkland Dedication Review

The Province is also consulting separately on parkland dedication changes. These proposals could affect municipal discretion over the type of land accepted toward parkland requirements and could increase the importance of meeting prescribed timelines and criteria in development review.

In particular, the Province is proposing to expand the circumstances in which encumbered lands may count toward parkland dedication requirements. While the proposal includes criteria respecting suitability, accessibility, visibility, and usability, the effect may still be to reduce municipal discretion where lands are affected by easements, restrictions, or below-grade infrastructure. From Stratford's perspective, this raises concern that lands credited toward parkland dedication may not always provide the same recreational, programming, or long-term public value as more conventional and unencumbered parkland parcels.

Staff also note the proposal to allow certain privately owned publicly accessible spaces ("POPS") to receive parkland credit. While POPS can contribute positively to the public realm in some contexts, they are not necessarily equivalent to municipally owned public parkland in terms of public control, long-term flexibility, programming potential, or guaranteed public access over time. For Stratford, the broader concern is that increased reliance on encumbered lands and/or POPS could gradually weaken the City's ability to secure parkland that fully meets community needs, particularly where such spaces are credited toward dedication requirements at the expense of more traditional public park space.

The City is commencing with a "Recreation and Leisure Master Plan" in the coming months, and although such work is not entirely associated with parkland dedication, any changes to the *Planning Act* in this regard will be important to account for as part of the review, as it will influence the type and form of parkland that the City will be able to acquire as part of site specific planning proposals.

**Financial Implications:** At this stage, the proposed provincial changes do not create an immediate, quantifiable financial impact for the City. However, the broader Bill 98

reform package, the proposed development charge changes, and the proposed parkland dedication changes each have the potential to affect the City's future growth-related financing, capital planning, and service delivery framework. Of the three areas reviewed in this Report, the DC proposals appear to present the most direct potential financial risk, particularly where future provincial policy may reduce the City's ability to recover eligible growth-related capital costs from development.

Staff note that these proposals are not only relevant from a policy and administrative perspective, but may also affect the foundational basis on which the City funds growth-related infrastructure and, indirectly, the manner in which capital and operating pressures are allocated over time. Depending on the final form of the legislation, regulations, and associated provincial programs, the City may face increased reliance on alternative funding sources, greater pressure on the tax base, or the need to revisit long-term assumptions relating to growth, infrastructure delivery, and service financing.

**Link to asset management plan and strategy:** This report has an indirect link to the City's Asset Management Plan and Strategy, as proposed provincial changes may affect future growth-related infrastructure planning and funding. No direct amendment to the Asset Management Plan or Strategy is proposed through this report.

### **Alignment with Strategic Priorities:**

#### **Enhance our Infrastructure**

This report aligns with this priority as it addresses proposed provincial changes that may affect how the City plans for, funds, and delivers growth-related infrastructure. In particular, the proposed changes to development charges and parkland dedication may affect the City's ability to secure funding and land needed to support complete communities and long-term infrastructure planning.

#### **Build Housing Stability**

This report aligns with this priority as it addresses provincial proposals intended to support housing supply, streamline approvals, and reduce barriers to development. It also considers how these changes may affect Stratford's ability to balance housing growth with good planning, neighbourhood compatibility, and the coordinated delivery of municipal services and infrastructure.

### **Alignment with One Planet Principles:**

#### **Equity and Local Economy**

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

#### **Culture and Community**

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

**Land and Nature**

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

**Sustainable Water**

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

**Travel and Transport**

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

**Zero Carbon Energy**

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

**Staff Recommendation: THAT the report titled, "Bill 98, Building Homes and Improving Transportation Infrastructure Act, 2026, and Related Provincial Consultations – Preliminary Implications for the City of Stratford" (COU26-056), be received for information;**

**AND THAT Council direct staff to submit formal comments to the Province of Ontario reflecting the issues raised within Report (COU26-056).**

**Prepared by:** Adam Betteridge, MPA, MCIP, RPP, Director of Building and Planning Services  
Karmen Krueger, CPA, CA, Director of Corporate Services / Treasurer

**Recommended by:** André Morin, CPA, Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Alex Burgess, Manager of Ontario Works  
**Report Number:** COU26-052  
**Attachments:** Employee Services Consortium Member Council Information Report  
January 2026 Update

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**Title:** Stratford-Bruce Peninsula Employment Service System Manager (SSM)  
Consortium 2026 Member Update

**Objective:** To provide Council with an update regarding the activities of the Stratford-Bruce Peninsula Employment Service System Manager (SSM).

**Background:** The Counties of Bruce (lead), Grey, Huron, and the City of Stratford are the Employment Service System Manager (SSM), funded entirely by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), for the Stratford – Bruce Peninsula Economic Region. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area. Integrated Employment Services Delivery (IESD), the SSM newly designed system went live on April 1, 2023. This report provides a semi-annual update to Council on the performance of the SSM, and updates on future work to be completed.

**Analysis:** The document, *Employment Services Report to Council 2026-01*, provides a summary update on the Employment Service System Manager's activities and program performance over the past two quarters. It outlines key results related to client intakes, client outcomes, service to priority populations, and overall program outcomes. The report also identifies program successes and ongoing continuous improvement efforts aimed at strengthening network capacity and supporting the delivery of high-quality employment services.

Lastly, the report provides an update regarding ongoing continuous improvement being undertaken by the SSM as well as a funding update regarding core funding received from MLITSD.

## **Financial Implications:**

**Financial impact to current year operating budget :** This report is for information only and provides an update regarding the activities of the Stratford-Bruce Peninsula Employment Service System Manager (SSM). The SSM is fully funded by MLITSD until March, 2027 and is directly operated by Bruce County.

## **Alignment with Strategic Priorities:**

### **Work Together For Greater Impact**

This report aligns with this priority as the focus of the SSM, the Employment Service Providers and the Ontario Works Division is to create meaningful partnerships that move our shared clients toward successful employment. Through these partnerships, we aim to improve the lives of the residents across Stratford, St Marys and Perth County.

### **Intentionally Change to Support the Future**

This report aligns with this priority as the SSM is working with local Employment Ontario providers, employers and municipal partners to ensure the employment programs in the area meet the needs of the local community and continue to review the successes of the program with an aim to further enhance the services available.

## **Alignment with One Planet Principles:**

### **Equity and Local Economy**

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

**Staff Recommendation: THAT the report titled, "SSM Consortium 2026 Member Update" (COU26-052), 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

**Background:**

The Counties of Bruce (lead), Grey, Huron, and the City of Stratford are the Employment Service System Manager (SSM), funded entirely by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), for the Stratford – Bruce Peninsula Economic Region. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area. Integrated Employment Services Delivery (IESD), the SSM newly designed system went live on April 1, 2023. This report provides a semi-annual update to council on the performance of the SSM, and updates on future work to be completed.

**Information Update:**

The SSM’s service delivery model provides services through six Employment Service Providers (ESP). These are third party organizations that have service delivery agreements with the County for delivery of employment services for those eligible in the catchment area. The following outlines our performance in the past two quarters.

**Table 1 – Client Intakes**

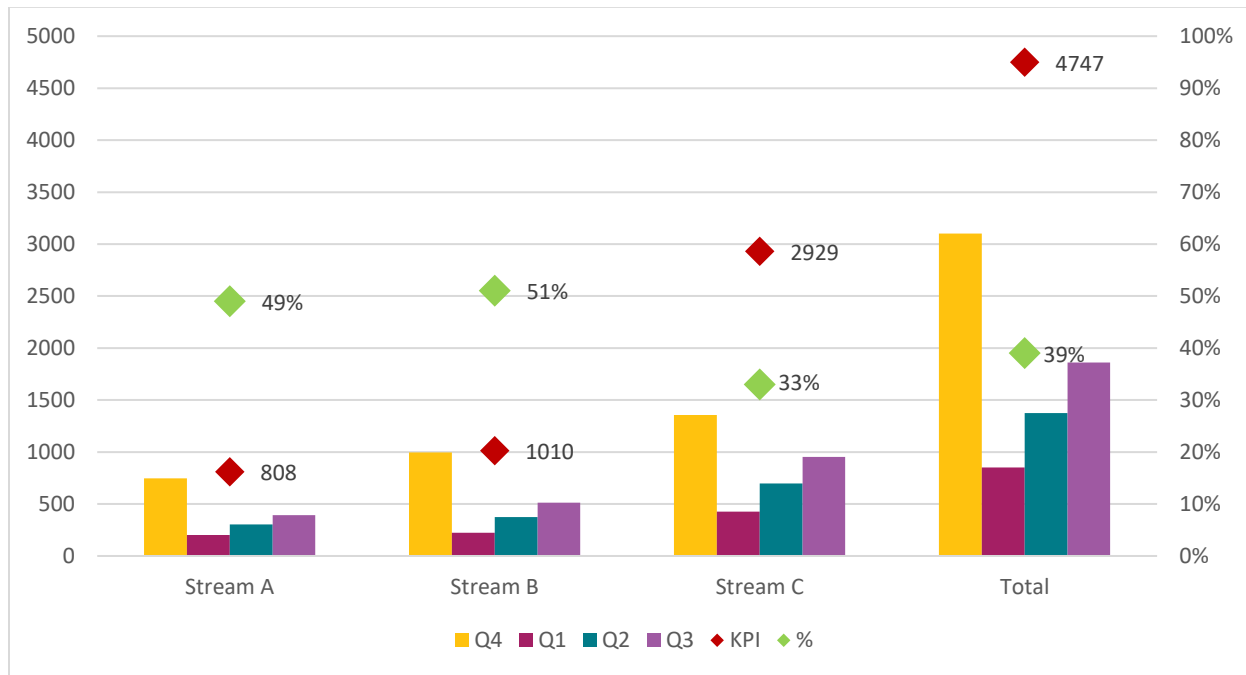


Table 1 outlines the SSM’s performance against client intake key performance indicators (KPIs) set by MLITSD. Stream A clients are those at low risk for long-term unemployment, Stream B clients are those at medium risk for long-term unemployment, and Stream C clients are those at high risk for long-term unemployment. Table 1 shows



# Consortium Member Council Information Report

That Stream A clients are at 49% of target three-quarters through the year and Stream B clients are at 51% of target. Stream C clients are at 33% of target and total client intakes are at 39% of target. The SSM service provider network went through service provider network restructuring in Q2. This may have temporarily decreased the capacity for the network to bring in new client intakes. The SSM continues to work with Social Assistance and community organizations such as newcomer services and probation and parole offices, to establish effective referral pathways for clients most at risk of long-term unemployment.

### Table 2 – Client Outcomes

Client’s outcomes represent clients who have completed their plan with Employment Ontario and have most often found employment or been referred to another program such as Better Jobs Ontario, Skills Development Funded Programs or formal education settings. Clients in outcomes are monitored for one year to assist in maintaining employment and to gather necessary documentation to meet the criteria for performance-based funding.

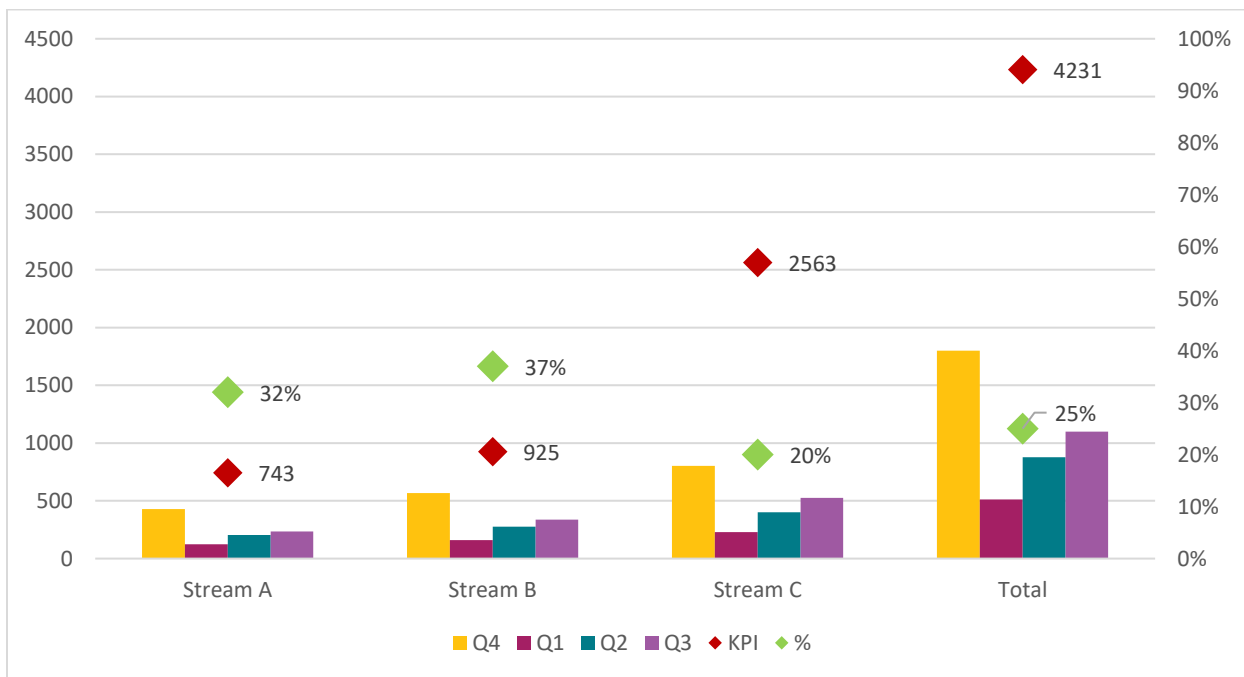


Table 2 shows that Stream A clients are at 32% of the target three-quarters through the year, Stream B clients are at 37% of the target and Stream C clients are at 20% of the target. Overall, the total meets 25% of the target for the year. Stream A and B outcomes are slightly higher than the previous year, with Stream C outcomes lagging compared to last fiscal year.





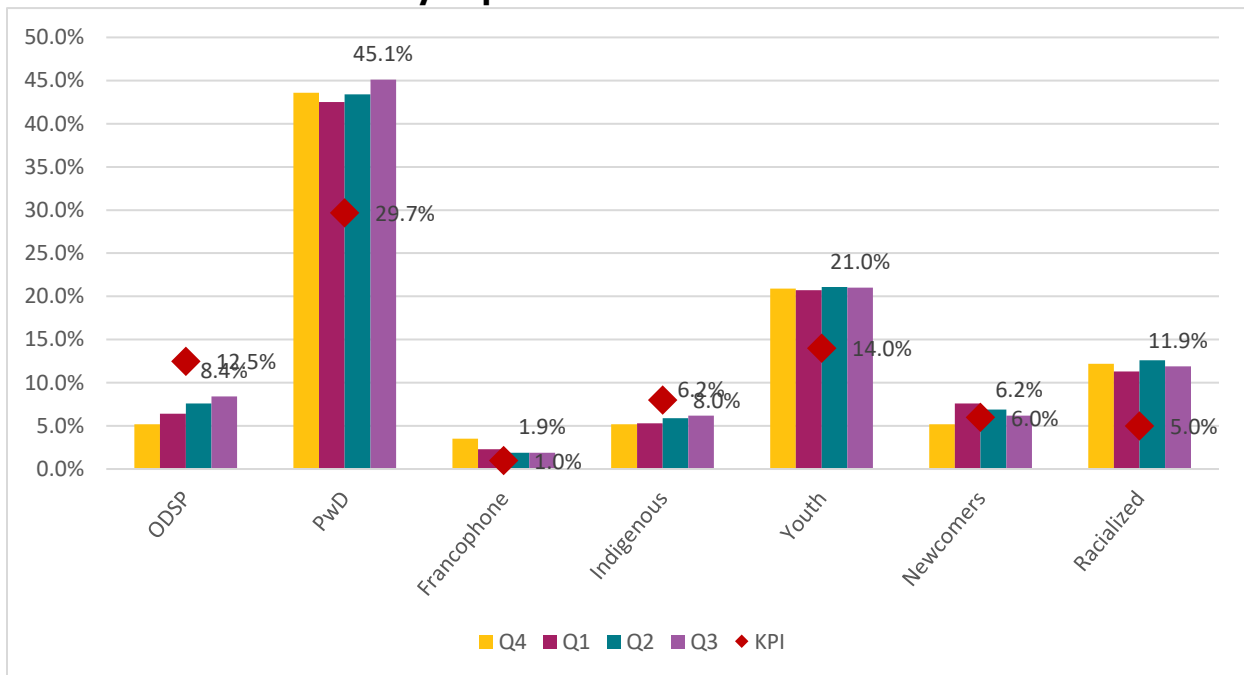
# Consortium Member Council Information Report

Network changes in Q2 may have decreased the outcomes as network resources shifted to provide services for existing clients and recruiting a new service provider.

The SSM has implemented a Digital Service Delivery platform to match Stream A clients with available job openings. Continuous improvement strategies are underway to evaluate platform performance and explore enhancements.

Through an employer activation strategy, we are focusing on developing relationships with employers to offer Stream C clients job placements and trials to get them into the workforce without participation in a traditional job competition, i.e., identifying employer needs and recommending clients that are a good fit for the role, or a paid placement to trial the role.

**Table 3 – Service to Priority Populations**



The Ministry outlines priority populations that the SSM and its network of ESPs are to provide service. Table 3 outlines the SSM’s results in these KPIs. As the table demonstrates, the SSM is meeting or exceeding targets in all areas aside from clients in receipt of ODSP and Indigenous individuals.

The SSM continues to support the Indigenous service provider to offer service. Overall, the SSM’s performance indicates those that need employment services the most are provided with access to needed support.

In addition to the results outlined above, the network has seen a continued trend of clients in receipt of social assistance accessing employment services. Thirty-two percent





# Consortium Member Council Information Report

of clients in service are from Ontario Works and 9.8% of clients are from the Ontario Disability Support Program (ODSP). This demonstrates evidence of the effectiveness of the collaboration between our Ontario Works partners and the SSM.

**Table 4 – Program Outcomes**

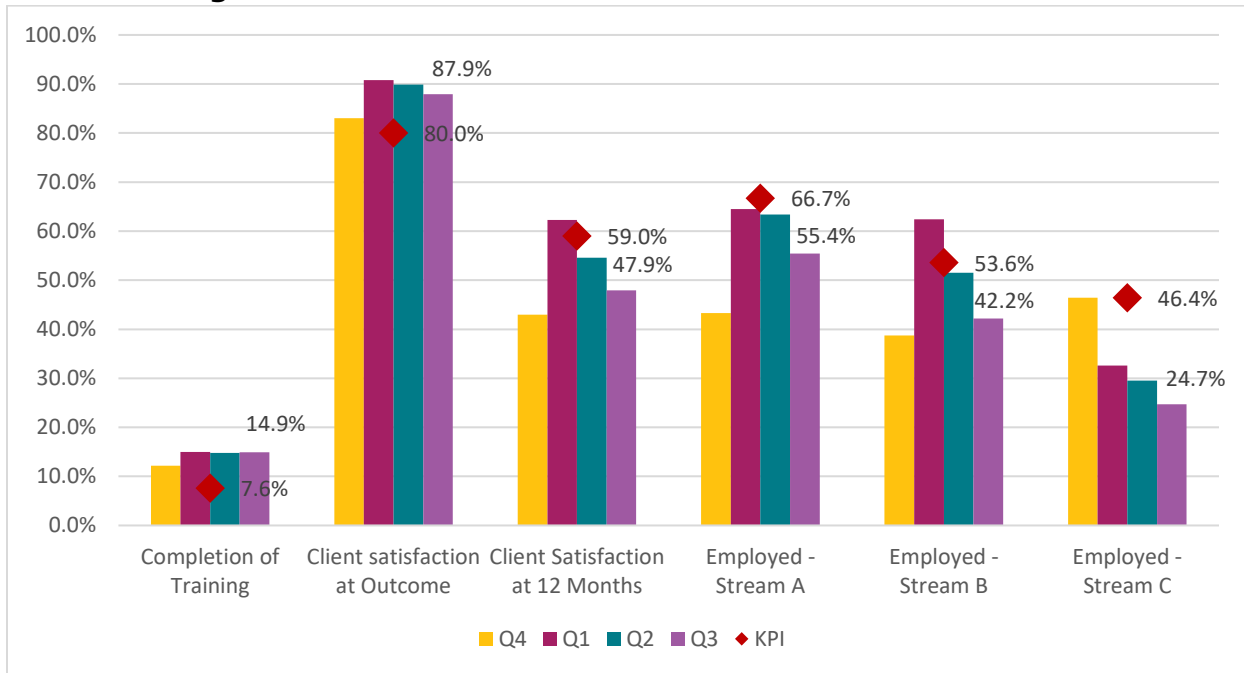


Table 4 outlines the SSM’s achievement of outcomes against MLITSD KPIs. As the table shows, the SSM is exceeding the targets for completion of training and client satisfaction with services at outcome. However, the SSM is slightly below the target for satisfaction at the 12-month point (12 months after the client has been moved to outcomes). The SSM is also under target for employment outcomes in all three streams. However, outcomes for Stream A and Stream B clients are significantly higher than the Q4 numbers from the previous year.

### Program Successes:

1. The service providers in the Stratford-Bruce Peninsula SSM have assisted 3286 clients in finding employment with 2909 clients finding employment at 20 hours per week or more. In this fiscal year, the SSM has assisted 864 individuals in finding employment with 88% of those working 20 or more hours per week.
2. Clients who are referred from social assistance have a returned referral rate of 19%. The return rate is slightly higher than previous years due to service provider network changes. It is expected that the rate will return to baseline when the new service provider begins service in Q4. The continued low rate of





## Consortium Member Council Information Report

returned referrals demonstrates an effective partnership and referral practice for clients between social assistance and Employment Ontario providers in the Stratford-Bruce Peninsula area. In addition, 29% of clients who have been referred to Employment Ontario by social assistance have found employment, with 26% finding a job working 20 or more hours per week. Strategic planning is underway to enhance the effectiveness of services for Social Assistance clients.

3. The Employer Activation strategy contributed directly to local economic development by strengthening employer connections and improving workforce responsiveness across the region. Service Providers worked collaboratively with employers to identify and respond to workforce shortages, resulting in increased job matches, placements, and work experiences tied to real-time hiring needs. By expanding access to employment opportunities beyond traditional recruitment channels, the strategy supported employers in filling vacancies more effectively while helping clients secure stable employment aligned with local labour market demand. Building on these outcomes, we will focus on deepening long-term employer partnerships, expanding sector and apprenticeship aligned pathways, strengthening retention-focused supports, and using shared data and employer insights to further stabilize the local workforce and support sustained economic growth.
4. The In Motion and Momentum Plus program is intended to meet the needs of clients most at risk of long-term unemployment. Clients are typically referred to the program by Social Assistance caseworkers or Employment Ontario caseworkers. Of the 74 Employment Ontario clients that completed the program, 37 were referred to the EO program by Social Assistance services. More than half have completed their work with Employment Ontario. Ten clients have employment with nine clients employed at 20+ hours per week. Six clients (16% of referred clients) earned enough at outcome to cease receiving social assistance. Of the 37 clients who completed the program, who were not referred by social assistance, seven were employed and four were employed at 20 hours or more per week.

### **Continuous Improvement:**

The SSM continues to monitor performance and tailor conversations with each service provider. These conversations focus on key themes to support the success of the network.

The SSM has undertaken strategic initiatives to build network capacity to produce high quality employment services.





## Consortium Member Council Information Report

- 1. Service Provider Network Restructuring:** in Q2 2025-2026, the service provider network underwent significant restructuring with two service providers winding down and one successful request for qualifications to select a service provider for Perth County, starting operations in Q4. As of Q4 six employment service providers provide service to the Stratford-Bruce Peninsula economic region.
- 2. Local Labour Market Information:** The SSM provides labour market statistics based on Statistics Canada and Connect2Jobs data. This data set can guide service providers to identify opportunities for employment or placements at a village or town level.
- 3. Employer Activation:** The SSM actively monitors employer-related performance and uses this data to drive focused, results-oriented conversations with service providers. These discussions are centered on improving employer engagement outcomes, increasing the quality and consistency of employer services, and ensuring alignment with local labour market demands. Through the Employer Activation Strategy, the SSM has implemented targeted capacity-building initiatives that have strengthened employer outreach practices, enhanced the effectiveness of employer-facing staff, and improved the use of labour market intelligence in decision-making. Collectively, these actions have increased the network's ability to respond to employer workforce needs, support job retention, and facilitate stronger employment outcomes for job seekers across Bruce, Grey, Huron, and Perth.
- 4. Digital Services Delivery:** The SSM is working in conjunction with FutureFit AI to enhance the digital service platform to identify clients with the desired skill set and match them with available employment opportunities. The platform helps Stream A job seekers identify a desired career path as well as local opportunities to obtain skills that employers value. The SSM is working with the developers to enhance service and continues to register employers through referrals from service providers and onboarding at job fairs, information events, and one on one meetings with local employers.
- 5. Employment Preparation:** Several cohorts have completed the In Motion and Momentum Plus program, designed to help clients address intrinsic barriers such as motivation, reliability and dependability. To date a subset of clients that have completed the program have successfully found employment and client evaluations demonstrate client's personal growth and improvements in confidence. Managers from Social Assistance partners and Employment Service providers have been trained to utilize assessment tools to identify client readiness for change, motivation, reliability and dependability and develop an





## Consortium Member Council Information Report

individualized service plan to consider each client's specialized needs. Staff level training was completed in Q2, and strategic planning is underway in conjunction with Social Assistance providers and economic development representatives across the four counties to enhance the network effectiveness in serving Social Assistance clients.

6. **Evidence-Based Practice:** Clients continue to be served using evidence-based approaches to employment service including cognitive motivational models, and trauma informed approaches.
7. **Performance:** Data collection and reporting continue to frame discussions around results. Service provider objectives and targets continue to be modified based on performance outcomes.

### **2026-2027 Funding Update**

On January 26, 2026, the Ministry of Labour, Immigration, Training and Skills Development provided an amending agreement which extends the existing contract with the Stratford-Bruce Peninsula SSM until March 31, 2027.






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## PLANNING REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Ryan Queenan, Planner  
**Report Number:** COU26-057  
**Attachments:** Proposed Amending By-law to Part Lot Control Exemption By-law

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**Title:** Application for Part Lot Control Exemption PLC03-26 Ford Drive

**Objective:** The purpose of this report is to consider a request by Grandville Inc. (c/o Al Allendorf) to allow a one (1) year extension of an existing part lot control exemption by-law to permit the creation of separate lots for each unit of the semi-detached dwellings, such that each unit will be under individual ownership.

**Background:** The subject lands are located on the south side of Ford drive and west of O'Loane Avenue. These lands are designated Residential Area under the City's Official Plan and zoned site specific Residential Second Density R2(2)-30, which permits semi-detached dwellings. The lands are situated within Phase 1 of the Thames West Subdivision registered as Registered Plan 44M-96, for the property formerly known as 576 O'Loane Ave. Beyond Phase 1, the balance of the lands has draft plan of subdivision approval (File No. 31T15-001).

The subject lands were previously subject to Part Lot Control Application PLC02-25. By-law 63-2025 was approved and registered on title May 29, 2025 under Instrument No. PC231441 to exempt Lots 56-63 (inclusive) on Registered Plan 44M-96 from the provision of part-lot control for a period of one (1) year for the purpose of conveying semi-detached dwelling units to individual owners.

The one-year exemption period is set to expire on May 27, 2026, one year after By-law 63-2025 was adopted by City Council. However, not all of the semi-detached dwellings have been constructed or conveyed to homeowners at this time. As a result, Lots 59, 60, 61, and 63 would revert to being subject to part lot control, which would prevent the conveyance of the remaining dwelling units on separate parcels. The subject application would facilitate a one (1) extension to the existing part lot control exemption by-law with the effect of maintaining the ability to convey separate lots for each semi-detached dwelling unit on Lots 59, 60, 61, and 63 to individual owners.

Site Characteristics:

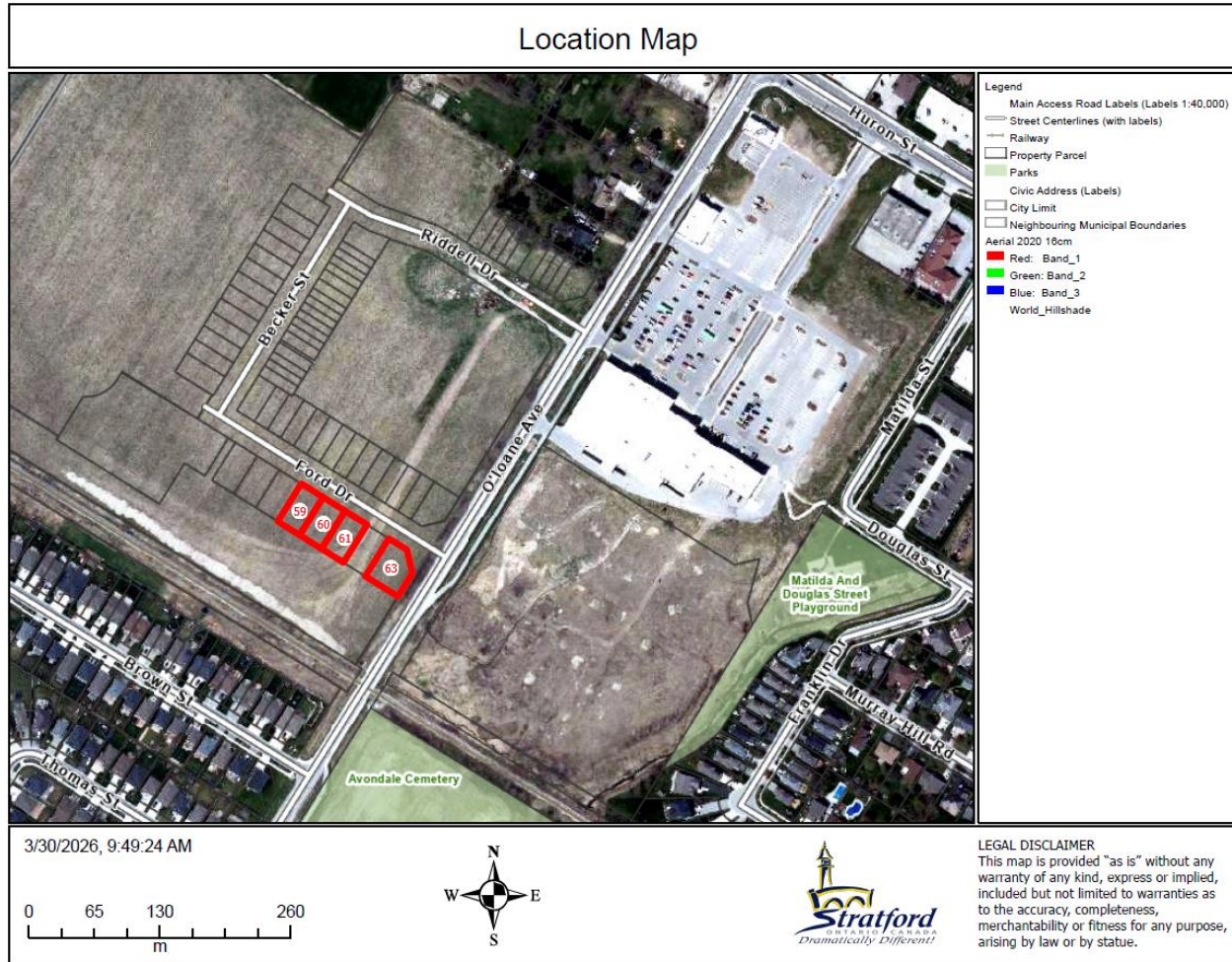
Characteristic	Lots 59, 60, and 61	Lot 63
Existing Use:	Vacant – three (3) building lots, each subject to the following:	Vacant
Frontage:	18.65 m	15.41 m
Depth	32.0 m	32.0 m
Area	596.8 m <sup>2</sup>	807.45 m <sup>2</sup>
Shape	Regular	Irregular

Surrounding Land Uses:

Direction	Use
North	Vacant single detached lots
East	Vacant lands designated Residential on the east side of O'Loane Avenue
South	Railway
West	Future Park

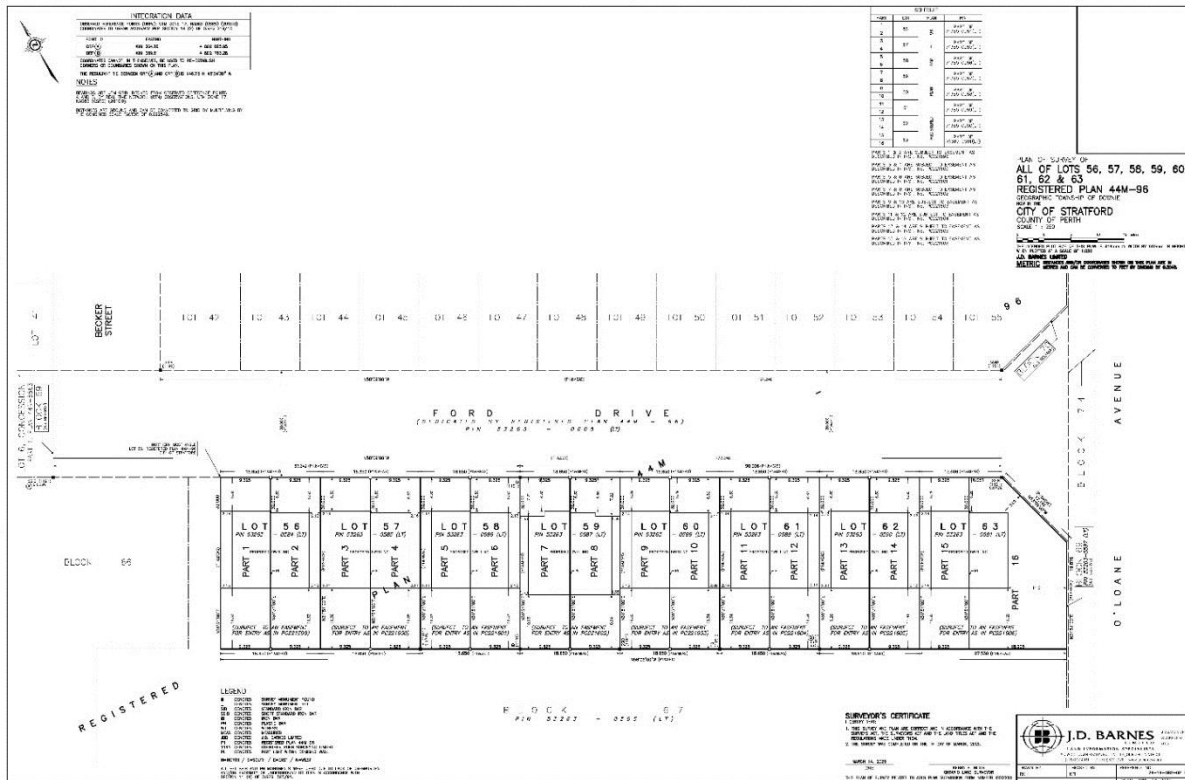
The four lots (Lots 59, 60, 61, and 63, inclusive) are intended for semi-detached dwellings and permitted according to the Comprehensive Zoning By-law. To be subdivided in half, each of the proposed lots would generally have a frontage of approximately 9.3 m and an area of approximately 298.4 m<sup>2</sup>, which complies with the Comprehensive Zoning By-law.

**Location Map**



Please note that the aerial image shown above is from 2020 and therefore does not show construction activity that has since occurred in the area including street townhouse dwellings on the east side of Becker Street and semi-detached dwellings on the subject lands.

## Reference Plan 44R-6351



**Analysis:** A comprehensive evaluation was undertaken in the planning report for the original Draft Plan Subdivision application (31T15-001) and zone change application (Z07-15), which demonstrated consistency with provincial policy and conformity with the City of Stratford Official Plan. The planning report also contemplated the development of the subject lands to accommodate semi-detached dwellings. The proposed lots meet the requirements of the City of Stratford Comprehensive Zoning By-law. The one (1) year extension to Part Lot Control Exemption would facilitate the sale of the remaining individual semi-detached dwelling units. The City's Engineering division has no concerns regarding the application. In all, this proposal is appropriate for the subject lands.

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

**Staff Recommendation:** THAT Council approve Application for Part Lot Control Exemption (PLC03-26) to exempt Lots 59, 60, 61 and 63 on Registered Plan 44M-96 from Part Lot Control for an additional year through the passing of a By-law to amend Part Lot Control Exemption By-law Number 63-2025 in accordance with Reference Plan 44R-6351 to create 8 separate parcels of land, each of which would contain a semi-detached dwelling unit.

**Recommended by:** Ryan Queenan, Planner  
**Reviewed by:** Marc Bancroft, MPL, MCIP, RPP, Manager of Planning  
Adam Betteridge, MPA, MCIP, RPP, Director of Building  
and Planning Services  
**Approved for Council by:** André Morin, CPA, Chief Administrative Officer



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

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BEING a By-law to amend Part Lot Control Exemption By-law 63-2025 to extend the expiry period for one (1) additional year limited to Lots 59, 60, 61 and 63, Registered Plan 44M-96, City of Stratford from the provisions of part-lot control for the purpose of conveying semi-detached dwelling units to individual owners.

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

**AND WHEREAS** pursuant to Section 50(7) of the Planning Act, The Corporation of the City of Stratford passed By-law Number 63-2025 on May 27, 2025, exempting Lots 56 to 63 on Registered Plan 44M-96 from part lot control, with said By-law subsequently registered against the title of said Lots;

**AND WHEREAS** an application has been made to The Corporation of the City of Stratford with the effect of amending By-law Number 63-2025 to extend the expiry provisions of said By-law for one (1) additional year to facilitate the conveyance of semi-detached dwellings that have yet to be constructed to individual owners;

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

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

1. That section 2 of By-law Number 63-2025 be amended to extend the time period specified for the expiration of the said By-law for Lots 59, 60, 61 and 63 on Registered Plan 44M-96, City of Stratford, being Parts 7, 8, 9, 10, 11, 12, 15, and 16 on Plan 44R-6351 from one (1) year from the date of passing of the By-law to May 27, 2027.
2. That this By-law shall come into force and effect on the day of passing.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe




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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Tatiana Dafoe, Clerk  
**Report Number:** COU26-058  
**Attachments:** None

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**Title:** Appointment to the SeedCo./investStratford Board of Directors

**Objective:** To consider the appointment of one (1) individual representing the Small Business sector to the SeedCo./investStratford Board of Directors.

**Background:** The Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) is managed by a Board of a minimum of twelve (12) Directors. Pursuant to By-law No. 2 of the Corporation, Directors are comprised of persons in the following classes:

- a) The Mayor of the City of Stratford (ex officio)
- b) Two (2) members of the City Council of Stratford, appointed among its members
- c) The Chief Administrative Officer of the City of Stratford (ex officio)
- d) One person who is an employee or independent contractor of the University of Waterloo or Festival Hydro Services Inc.; and
- e) Not less than seven but no more than ten persons with skill sets that include, but are not limited to,
  - i. board & executive governance;
  - ii. legal or financial compliance;
  - iii. global business and strategic development;
  - iv. community involvement and workforce development;
  - v. land development and engineering; and
  - vi. human resources and technology.
- f) From amongst such persons, the Board shall endeavor to ensure that such persons, in the aggregate, represent priority industry sectors including but not

limited to small business, hospitality / tourism / culture, agriculture, manufacturing, and technology / finance; and (ii) a maximum of three of such persons may reside outside the City of Stratford.

**Analysis:** In January 2026 the Governance Committee of the Stratford Economic Enterprise Development Corporation Board of Directors began a search to attract one new Director to serve on the Board. The Governance Committee for SEEDCo./investStratford has recommended that David Lambert be appointed to the Board for a three year term. With this appointment there would be an option to extend for an additional two years.

Training is provided by SEEDCo./investStratford to newly appointed members.

**Financial Implications:**

**Financial impact to current year operating budget:**

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

**Financial impact on future year operating budget:**

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

**Alignment with Strategic Priorities:**

**Not applicable:** This report does not align with one of the Strategic Priorities as the purpose of this report is to consider the appointment of a member of the public to the SeedCo./investStratford Board of Directors.

**Alignment with One Planet Principles:**

**Not applicable:** The One Planet Principles do not apply as the purpose of this report is to consider the appointment of a member of the public to the SeedCo./investStratford Board of Directors.

**Staff Recommendation: THAT David Lambert representing the Small Business sector be appointed to the Stratford Economic Enterprise Development Board of Directors for a three year term to June 2029, with an option for an additional two year term, or until a successor is appointed by Council;**

**AND THAT section 2.9 (f) of the Appointments By-law 4-2023, as amended, be further amended to appoint David Lambert to the Stratford Economic Enterprise Development Board of Directors.**

**Prepared by:** Tatiana Dafoe, City Clerk

**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services /  
Treasurer

André Morin, CPA, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Jeff Wilson, Manager of Housing  
**Report Number:** COU26-054  
**Attachments:** None

**Title:** RFT-2026-02 - 9 Fulton St., Milverton Affordable Housing - Construction Management Services

**Objective:** To authorize the awarding of RFT-2026-02 - 9 Fulton Street, Milverton Affordable Housing – Construction Management Services to ZGemi Inc for \$137,670.16, including HST.

**Background:** The City of Stratford is the sole-shareholder and operator of the Perth & Stratford Housing Corporation which provides 663 rent-geared-to-income units in multi-residential buildings and single-family dwellings in Stratford, St. Marys, Mitchell, Atwood, Milverton and Listowel. The ownership of the Perth & Stratford Housing Corporation, including its physical assets, and responsibility for provision of rent-geared-to-income housing was transferred to the City of Stratford as Consolidated Municipal Services Manager in 2001. A public meeting for this build will be held on May 12<sup>th</sup>, 2026, at the Perth East Municipal office.

The Affordable Housing Project at 9 Fulton St., Milverton project scope has increased since the previous building was demolished. The new building will have additional units as noted in the table below:

Category	Bachelor	One-Bedroom	Two-Bedroom	Total Units
Previous	7	4	0	11
New Build	0	12	2	14

A Request for Tender for Affordable Housing – Construction Management Services was released to begin preparation for the construction phase. This will include arranging for permits and hiring trades to construct the new build.

**Analysis:** Fourteen bids were submitted for the tender as follows:

<b>Contractor</b>	<b>Bid Price</b>	<b>HST</b>	<b>Total Bid</b>
ZGemi Inc.	\$121,832.00	\$15,838.16	\$137,670.16
Baribeau Construction Ltd.	\$144,900.00	\$18,837.00	\$163,737.00
Nith Valley Construction	\$180,000.00	\$23,400.00	\$203,400.00
Jackman Construction Ltd.	\$193,920.00	\$25,209.60	\$219,129.60
SKYGRID Construction	\$210,000.00	\$27,300.00	\$237,300.00
Sierra General Contracting	\$228,000.00	\$29,640.00	\$257,640.00
Reids Heritage Homes	\$229,000.00	\$29,770.00	\$258,770.00
D. Grant Construction	\$290,900.00	\$37,817.00	\$328,717.00
Elgin Contracting	\$297,000.00	\$38,610.00	\$335,610.00
Zehr Construction	\$315,750.00	\$41,047.50	\$356,797.50
Beaudoin Canada	\$360,000.00	\$46,800.00	\$406,800.00
Dakon Construction Ltd.	\$378,800.00	\$49,244.00	\$428,044.00
Maracon Construction Ltd.	\$561,900.00	\$73,047.00	\$634,947.00
Chart Construction Mgmt..	\$693,089.00	\$90,101.57	\$783,190.57

The bids were reviewed by:

1. Corrine Maloney, L. Alan Grinham Architect Inc.
2. Jeff Wilson, Manager of Housing
3. Tom Ball, Public Housing Maintenance Coordinator
4. Trish Erb, Purchasing Clerk

After reviewing the bids, the references of the lowest bidder ZGemi Inc. were checked to confirm suitability.

To provide Council with a brief update, the total project budget and financial status of the project is noted in the table below:

<b>Scope</b>	<b>Initial Budget</b>	<b>Spent to Date</b>	<b>Remaining Funds</b>
Architect/Project Management	\$481,950	\$249,475	\$232,475
Construction	\$4,819,550	\$0.00	\$4,819,550
<b>Total</b>	<b>\$5,301,500</b>	<b>\$249,475</b>	<b>\$5,052,025</b>

From the remaining budgeted soft costs, there are sufficient funds available for this portion of the work. After HST rebate the cost of this award will be \$123,976.24, leaving \$108,498.76 outside of construction costs available for use towards other elements of the project.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

The contracted costs of construction are not yet finalized and when that tender is issued, will return to Council for a more comprehensive cost analysis. Due to timing of the project, some of the costs relating to the required long-term debt has been included in the current year budget. This will be used to reduce the required debt when that time comes.

#### **Financial impact on future year operating budget:**

The long-term borrowing costs, and operating costs to manage the building will be provided in a subsequent report, once the construction costs are known.

#### **Link to asset management plan and strategy:**

This project represents a rebuilding of 11 previously existing units and the addition of 4 new units which will return to/become part of the assets owned by Perth Stratford Housing Corporation. These assets are consolidated with the City's assets and costs to manage these assets are shared with the County of Perth and Town of St. Marys.

#### **Legal considerations:**

The selected proponent will be required to enter a contract with the City, outlining the deliverables and outcomes.

#### **Insurance considerations:**

The selected proponent will be required to provide insurance as required to comply with the City's risk management processes.

#### **Alignment with Strategic Priorities:**

##### **Build Housing Stability**

This report aligns with this priority as it will increase the supply of affordable housing.

**Alignment with One Planet Principles:**

**Health and Happiness**

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

**Staff Recommendation: THAT the tender (RFT-2026-02) for the 9 Fulton Street, Milverton Affordable Housing – Construction Management Services project be awarded to ZGEMI Inc. at a total cost of \$137,670.36, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to enter into a contract agreement with ZGEMI Inc. for RFT-2026-02.**

**Prepared by:** Jeff Wilson, Manager of Housing  
Tom Ball, Public Housing Maintenance Coordinator

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



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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Members of Council  
**From:** Audrey Pascual, Deputy Clerk  
**Report Number:** COU26-060  
**Attachments:** Bid Closing Submission Summary (RFP-2026-03)

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**Title:** Downtown Parking Study Request for Proposal Award (RFP-2026-03)

**Objective:** To seek Council approval to retain R.J. Burnside & Associates Limited to complete the Downtown Parking Study at a total cost of \$72,807.23, including HST.

**Background:** In 2015, the City of Stratford completed a Downtown Parking Study, with the final report presented to Council in 2016. To reflect the growth and changes that have occurred within the municipality over the past decade, an updated study was included as part of the 2026 budget submission. New information is required to support the development of a parking strategy that is responsive to the current and future needs of the downtown core. This work is particularly important given the significant changes anticipated in the area, including the future development of the Grand Trunk site.

To address this need, staff prepared a comprehensive Request for Proposal (RFP) for consulting services to undertake a review of the downtown parking system and to develop recommendations to guide future parking planning and management. The RFP was issued on March 10, 2026, and was designed to obtain proposals from qualified proponents with the experience and technical capacity to complete the study in accordance with the City's objectives.

The key study objectives noted in the RFP are as follows:

- Review zoning and parking standards in the downtown core in combination with a review of the municipal parking system and potential future demand.
- Conduct a comparative analysis of other municipalities' parking strategies and integrate pertinent best practices into the City of Stratford's parking system.
- Evaluate the current downtown parking system, including the parking permit program, focusing on utilization, capacity, and demand.

- Ascertain the number of overnight parking spaces required to accommodate current and forecasted demand.
- Engage the community and facilitate dialogue with area residents, the Downtown Business Improvement Area, businesses, and other stakeholders to gather feedback and capture diverse perspectives about parking needs in the downtown core.
- Devise a competitive, equitable, and sustainable pricing model for parking fees that optimizes the utilization of parking resources and promotes turnover and compliance with regulations contained in the City's Traffic and Parking By-law 159-2008.
- Propose actionable recommendations for improving the overall parking system and policy, supported by robust data and informed analyses.
- Evaluate the current state of accessible parking in the downtown core, with the aim of delivering recommendations for improvements based on forecasted demographic trends, aligning with best industry practices and complying with applicable legal standards including but not limited to the Accessibility for Ontarians with Disabilities Act (AODA).
- Complete a comprehensive review of the City's ten (10) municipal downtown parking lots, including on-site condition assessments of pavement, curbs, lighting, signage, parking equipment, and related site features. The assessment shall identify current condition ratings, remaining useful life estimates, and provide a prioritized 15-year capital renewal plan outlining recommended works, timing, and cost estimates to support long-term financial planning and integration into the City's Asset Management Plan.

Proponents were also requested to provide a work plan and pricing for the following optional deliverable:

- Investigate the efficacy of internal versus external enforcement methods, including an evaluation of efficiency, cost-effectiveness, and community impact, and recommend the optimal approach for the City.

As identified in the RFP, a key component of the Study will be the consideration of the Grand Trunk site and the anticipated impacts of its development on parking demand, parking supply, and the overall management of parking within the downtown core.

**Analysis:** In response to the RFP, the City received ten (10) submissions as outlined in the attached bid summary. The submissions were evaluated against the following criteria:

<b>Category</b>	<b>Description</b>	<b>Points</b>
Quality of Proposal	<p>Ensure that the proposal is presented in an organized and professional manner.</p> <p>Ensure that the proposal addresses the City's goals, scope of work, and deliverables outlined in the RFP.</p>	5
Qualifications, Experience, and References	<p>Include an outline of the company's background, area of expertise, key personnel, and available resources. (5 points)</p> <p>Provide three (3) references from clients (preferably other municipalities) who have obtained services of similar scope within the last five (5) years with contact information for the organizations, including a brief synopsis for each project. (5 points)</p> <p>Describe the experience of the proposed Project Team for the deliverables outlined in this RFP. (5 points)</p>	15
Understanding of Requirements, Objectives, and Deliverables	<p>Proponents shall outline an approach to the undertaking of the project which reflects a clear understanding of the scope of work. Include, if applicable, innovative concepts that your firm can bring to the project. (10 points)</p> <p>Provide an overview of how the Proponent will manage communications and engagement among the Project Team, key stakeholders, and the City. (10 points)</p>	20
Proposed Project Delivery	<p>Provide a clear, feasible, and well-structured work plan to achieve the project's objectives. (15 points)</p> <p>Outline a project schedule which includes timelines and key milestones. (15 points)</p>	30
Cost Proposal	Provide a pricing proposal for the services outlined in this RFP.	30

Following an assessment of the first four (4) categories, the cost proposals from proponents who met the minimum threshold were rated on a weighted basis. Based on the criteria outlined, the Evaluation Committee, consisting of three Corporate Services staff members scored the proposals. Staff is recommending the acceptance of the proposal from R.J. Burnside & Associates Limited. The firm has extensive experience completing parking studies for other municipalities in Ontario.

The total cost of the services being provided for the Downtown Parking Study is \$58,517.18 (excluding HST). Staff are recommending that the optional deliverable, an

analysis of the parking enforcement method for the City, be included in the workplan. The successful Proponent has confirmed in their proposal that this analysis can be completed concurrently with the study. The cost to complete the additional scope is \$5,914 (excluding HST). The total cost for the services, including the optional deliverable, is \$65,565.17 after the HST rebate. The 2026 Budget included \$60,000 for the completion of the downtown parking study. Staff are recommending that the additional funds required be approved and funded from the Parking Reserve Fund.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

As the project is being funded from the Parking Reserve which currently has sufficient funds to cover the additional amount there is no direct impact to the current year operating budget.

#### **Financial impact on future year operating budget:**

The study is expected to be completed in 2026 and there are no forecasted impacts to future operating budgets.

#### **Link to asset management plan and strategy:**

The findings from the downtown parking study will be used to inform the asset management plan, specifically for parking-related assets.

### **Alignment with Strategic Priorities:**

#### **Enhance our Infrastructure**

This report aligns with this priority as the Downtown Parking Study will deliver data and options to improve downtown parking management. It will inform future operational and capital decisions related to access and parking supply.

#### **Build Housing Stability**

This report aligns with this priority as the Downtown Parking Study will identify residential parking needs in the downtown core. It will inform future parking policy and planning decisions for residential development.

#### **Intentionally Change to Support the Future**

This report aligns with this priority as the Downtown Parking Study will support evidence-based decision-making on downtown mobility. It will help the City adapt parking policies and practices to changing needs over time.

### **Alignment with One Planet Principles:**

#### **Health and Happiness**

This report aligns with this principle as the Downtown Parking Study will help improve safe and convenient access to downtown destinations. It also supports a walkable downtown that contributes to wellbeing and social connection.

### **Equity and Local Economy**

This report aligns with this principle as the Downtown Parking Study will help the City better understand parking needs for residents, businesses, employees, and visitors. This supports fair access and a strong local economy.

### **Culture and Community**

This report aligns with this principle as the Downtown Parking Study will support access to downtown cultural, civic, and community spaces. It helps sustain a vibrant downtown that reflects Stratford's identity.

### **Travel and Transport**

This report aligns with this principle as the Downtown Parking Study will help inform how parking supports overall downtown mobility. It also creates opportunities to encourage walking, cycling, and other sustainable transportation options.

**Staff Recommendation: THAT the Request for Proposal (RFP-2026-03) for the provision of consulting services for the Downtown Parking Study be awarded to R.J. Burnside & Associates Limited at a total cost of \$72,807.23, including HST;**

**THAT the additional funding required of \$5,565.17, to be funded from the Parking Reserve Fund R-R11-PRKG, be approved;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary contract agreement for RFP-2026-03.**

**Prepared by:** Audrey Pascual, Deputy Clerk

**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services /  
Treasurer

André Morin, CPA, Chief Administrative Officer

**Bid Closing Submission Summary**  
**Crossing Guard Services (RFP-2026-03)**

Closing Date: Thursday, April 9, 2026

<b>Vendor</b>	<b>City/Province</b>
T.Y. Lin International Canada Inc.	Toronto, Ontario
BA Consulting Group Ltd.	Toronto, Ontario
CIMA Canada Inc.	Mississauga, Ontario
Paradigm Transportation Solutions Limited	Cambridge, Ontario
LEA Consulting Ltd.	Markham, Ontario
ConceptDash Inc	Toronto, Ontario
R.J. Burnside & Associates Limited	Orangeville, ON
Arcadis Professional Services (Canada) Inc.	Toronto, Ontario
Canadian Engineering Group	Markham, Ontario
LMM Engineering Inc	Toronto, Ontario



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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Nick Sheldon, Project Manager  
**Report Number:** COU26-053  
**Attachments:** T-2026-76 Bid Summary Results

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**Title:** T-2026-76 Queen Street Reconstruction Tender Award

**Objective:** To obtain Council approval to accept the lowest bid from Elgin Construction Company Limited of \$3,456,286.16 including HST, for the Queen Street Reconstruction tender T-2026-76.

**Background:** The 2026 capital program includes the reconstruction of Queen Street (Regent Street to Brunswick Street). The project scope includes underground infrastructure replacement, road and sidewalk improvements.

An online public engagement period was arranged to allow residents and interested members of the public an opportunity to review and comment on the planned improvements. The feedback received was summarized and presented to Council in Report ITS26-007 on March 23, 2026. The project was listed on the April 13<sup>th</sup>, 2026, consent agenda.

The Queen Street Reconstruction tender was posted on the City's website and on the Bids and Tender public forum on March 24<sup>th</sup>, 2026, with a tender bidding period closing on April 17<sup>th</sup>, 2026.

**Analysis:** A total of thirty-three (33) contractors registered for the procurement opportunity and five (5) submitted official bids. The bids were reviewed by department staff for compliance. The lowest submission was provided by Elgin Construction Company Limited. The low bidder has successfully completed multiple projects of similar scope for the City of Stratford, most recently the Avon Street and Avondale Avenue Reconstruction project. The total tender price for the Queen Street Reconstruction project was \$3,456,286.16 including HST, or \$3,112,492.74 after the HST partial rebate. The low bid's net cost is within the 2026 expenditure budget of \$3,215,000.

Staff recommend proceeding with Elgin Construction Company Limited under construction contract T-2026-76.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	3,112,492.74
Geotechnical fees (estimated)	\$	80,000
<b>Total</b>	<b>\$</b>	<b>3,192,492.74</b>

The 2026 funding of \$3,215,000 for this project was initially estimated as follows based on the work to be completed:

Category	Percent of Work		Estimated Cost	Funding Source Reserve Funds
Roads	73%	\$	2,350,000.00	R-R11-OCIF-Provincial Grants
Storm	6%	\$	200,000.00	R-R11-STRM-Storm
Water	10%	\$	310,000.00	R-R11-WATR-Water
Sanitary	11%	\$	355,000.00	R-R11-WWTR-Sanitary
N/A	100%	\$	3,215,000.00	N/A

As the tender was lower than budget, and based on the distribution of work, the revised funding allocation will be as follows, maximizing OCIF funding and funding the other related components appropriately as follows:

Category	Percent of Funding		Tendered Cost	Funding Source Reserve Funds
All	73%	\$	2,350,000.00	R-R11-OCIF-Provincial Grants
Roads	8.3%	\$	263,750.00	R-R11-PWCA-PW
Storm	6.0%	\$	195,017.10	R-R11-STRM-Storm
Water	6.1%	\$	193,672.20	R-R11-WATR-Water
Sanitary	6.1%	\$	190,053.13	R-R11-WWTR-Sanitary
N/A	100%	\$	3,192,492.74	N/A

The original estimates estimated that the road component would be 100% OCIF funded, and the other components would be fully funded from the respective reserve funds. However, based on the distribution of work between the various components, the pro-rated funding allocation changed as noted. Approximately \$22,500 between the various reserve funds is expected to be unspent from the initial budget estimate which will remain in reserves for future capital expenditures.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

There are no anticipated impacts if the project is approved to proceed to construction currently as funding is available in existing reserve funds.

#### **Financial impact on future year operating budget:**

This work will improve water, sanitary, storm and road infrastructure. In general, the outcome would be a system that is in better condition and has fewer operational issues such as breaks, failures, emergency repairs, and general maintenance needs, which overall would result in reduction in associated operational costs.

#### **Link to asset management plan and strategy:**

This project is directly aligned with the City's current Asset Management Plan (AMP), which emphasizes lifecycle-based decision making, and long-term financial sustainability.

The infrastructure being replaced within this corridor of Queen St. has been identified through the City's asset management data as being in very poor condition with increasing risk of failure and rising maintenance costs. This road segment has a current rating (pavement quality index) of 19/100 and the watermains and sewer mains are also in poor condition having been originally installed in 1918. Therefore, full reconstruction represents the most appropriate and cost-effective intervention to maintain service reliability.

The project supports the AMP's funding strategy by investing in priority infrastructure while making strategic use of available funding sources. Partial funding through the Ontario Community Infrastructure Fund (OCIF) helps offset the municipal contribution and reduces reliance on the tax base, supporting the City's long-term objective of improving infrastructure affordability and addressing the funding gap in a sustainable manner.

### **Alignment with Strategic Priorities:**

#### **Enhance our Infrastructure**

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

**Alignment with One Planet Principles:**

**Sustainable Water**

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

**Staff Recommendation: THAT the tender (T-2026-76) for the Queen Street Reconstruction Project be awarded to Elgin Construction Company Limited, at a total tender price of \$3,456,286.16, including HST;**

**AND THAT the Mayor and Clerk or their respective delegates be authorized to sign the necessary Contract Agreement for construction contract T-2026-76**

**Prepared by:** Nick Sheldon, Project Manager

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

# T-2026-76

## Queen Street Reconstruction

Closing Date: April 17, 2026

### **Submission Summary**

<b><u>Vendor</u></b>	<b><u>City/Province</u></b>	<b><u>Unofficial Value or Notes</u></b>
Elgin Construction	St. Thomas, Ontario	\$3,456,286.16
J-AAR Civil Infrastructures Limited	London, Ontario	\$3,684,128.58
Steed and Evans Limited	St. Jacobs, Ontario	\$3,851,587.25
Oxford Civil Group Inc.	Woodstock, Ontario	\$4,396,995.59
Sierra Infrastructure	Woodstock, Ontario	\$5,085,254.92



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## MANAGEMENT REPORT

**Date:** May 11, 2026  
**To:** Mayor and Council  
**From:** Nathan Bottema, Manager of Engineering  
**Report Number:** COU26-059  
**Attachments:** T-2026-05 Bid Summary

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**Title:** T-2026-05 T.J. Dolan Retaining Wall Replacement Tender Award

**Objective:** To obtain Council approval to accept the lowest bid from Kieswetter Excavating Inc. of \$979,635.42 including HST, for the T.J. Dolan Retaining Wall Replacement Contract.

**Background:** The legislated bi-annual visual inspection (2023 OSIM) identified Structure 03-RW-03 as requiring replacement within a 1-to-5-year timeframe. The scope of work includes the removal of the existing wall, excavation, and installation of a new engineered pre-cast concrete retaining wall.

The existing cast-in-place retaining wall was constructed in 1930 and is located along the Avon River and the T.J. Dolan Multi-Use Trail, approximately 200 m east of John Street. The wall is 50 m in length and extends from the intersection of St. David Street and T.J. Dolan Drive to a point east of the Goderich-Exeter rail bridge. In 2019, it was measured to be 3 degrees out of plumb.

The structure is located within an area regulated by the Upper Thames River Conservation Authority (UTRCA), and the necessary permits have been obtained. In-water construction timing restrictions also apply to the project. To support construction activities, the UTRCA will not be installing the John Street weir.

The City engaged B.M. Ross and Associates Limited (BM Ross) in March 2025 to develop the design, contract specifications and detailed estimate. This structural engineering consulting firm has been retained to provide construction contract administration and inspection.

The tender was posted on the City's Bid Opportunity page and the Bids and Tenders public forum on March 25, 2026, with the bidding period closing on April 16, 2026. Construction is planned for late summer 2026.

**Analysis:** There were a total fifty-four registered bidders for the project, with four submitting official bids. The lowest qualified bid of \$979,635.42 including HST was provided by Kieswetter Excavating Incorporated. The submission was reviewed, and their experience and references were checked with positive results. The Kieswetter Excavating Inc. bid is \$882,192.04 after the HST Partial Rebate.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	882,192.04
Consultant fees (Design)	\$	45,000.00
Geotechnical & Material Testing fees (estimated)	\$	5,000.00
<b>Total</b>	<b>\$</b>	<b>932,192.04</b>

The 2026 Capital Budget includes a total of \$1,200,000 for Bridge Improvements, funded through the Federal Gas Tax (R-R-11-RFED). The remaining funds will be reserved for consultant fees associated with the 2027 Bridge Improvement Capital Project.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

There are no anticipated impacts if the project is approved to proceed to construction at this time as funding is available.

#### **Financial impact on future year operating budget:**

The eventual capital replacement work would result in decreased annual operating and maintenance cost in future years once the bridge structure is rehabilitated.

#### **Link to asset management plan and strategy:**

This installation will replace the City's existing asset inventory. The expected service life of the new asset components is 75 years.

The new asset would be added to the asset management plan, and the old asset removed. New asset replacement would be planned for based on estimated useful life. The 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 it advances the renewal of critical municipal infrastructure through the replacement of a deteriorated retaining wall, improving structural integrity, public safety, long-term asset reliability, and the City's ability to maintain sustainable service levels.

**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-2026-05) for the T.J. Dolan Retaining Wall Replacement Contract be awarded to Kieswetter Excavating Inc., at a total tender price of \$979,635.42, including HST;**

**AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for construction contract T-2026-05.**

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

# T-2026-05

## T.J. Dolan Retaining Wall Replacement

Closing Date: April 16, 2026

### Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Bid Submission</u>
Kieswetter Excavating Inc.	St. Clements, Ontario	Submission 1	\$979,635.42
Cambridge Landscaping & Construction Ltd	Cambridge, Ontario	Submission 1	\$1,052,488.44
VanDriel Excavating Inc.	Clinton, Ontario	Submission 1	\$1,163,082.93
Hohol Enterprises One Limited	Warkworth, Ontario	Submission 1	\$1,259,438.11

# Call for Nominations: 2026-2028 AMO

## Board of Directors

In accordance with AMO By-law No. 1, nominations are now open for the 2026-2028 AMO Board of Directors.

The Board of Directors is responsible for setting annual strategic objectives, setting the annual budget, establishing corporate policies/procedures, and reviewing, discussing, and approving AMO's policy and program initiatives.

Better decisions are made when the voices of diverse genders and identities, ethnicities, races, sexual orientations, ages, and abilities are heard and represented.

AMO encourages candidates from across Ontario who reflect the diversity of residents to seek election to the AMO Board of Directors.

Please visit this webpage for the Elections Guide and Nomination Form.

A Council resolution is required.

### Offices Open for Election

- President: One (1) municipal elected official
- Secretary-Treasurer: One (1) municipal employee
- County Caucus: Three (3) municipal elected officials and one (1) municipal employee
- Large Urban Caucus: Five (5) municipal elected officials and one (1) municipal employee
- Northern Caucus: Two (2) municipal elected officials from Northeastern Ontario and two (2) municipal elected officials from Northwestern Ontario
- Regional and Single Tier Caucus: Six (6) municipal elected officials
- Rural Caucus: Four (4) municipal elected officials and one (1) municipal employee
- Small Urban Caucus: Four (4) municipal elected officials and one (1) municipal employee



## Declaration of Pride Month and Raising of the Pride Flag

**April 17th 2026**

Dear Council Members,

On behalf of Stratford-Perth Pride, I respectfully request that the City of Stratford proclaim June as **Pride Month** and raise the **Intersex Inclusive Pride flag** for the duration of the month. This meaningful act is a visible and powerful show of support for the 2SLGBTQIA+ community and a recognition of their vital contributions to our municipality.

Raising the Pride flag demonstrates a commitment to **inclusion, diversity, and equality**. It sends a clear message to all residents, especially those who identify as 2SLGBTQIA+, that they are seen, valued, and supported in their community. It also affirms your municipality's commitment to creating safe, welcoming spaces for all people, regardless of their sexual orientation, gender identity, or gender expression.

Pride Month is celebrated globally each June to honour the Stonewall Uprising in New York City on June 28, 1969—a pivotal moment in the 2SLGBTQIA+ rights movement. It is a time to recognize the history, achievements, and resilience of the community, while also acknowledging the ongoing challenges, including disproportionate experiences of **homelessness, poverty, discrimination, and bullying** that still impact many 2SLGBTQIA+ individuals.

Though symbolic, raising the Pride flag and issuing a formal proclamation have real and lasting impacts. These actions foster a sense of belonging and solidarity, and they demonstrate leadership in advancing equity and human rights for all.

Stratford-Perth Pride is a volunteer-run, incorporated not-for-profit founded in 2017. Our mission is to provide inclusive programming, education, and resources that make every corner of Perth County a more welcoming place for gender- and sexually diverse individuals. Our vision is a community—across Stratford, and Perth County—where



everyone, regardless of who they love or how they identify, can live with **safety, dignity, and pride.**

We would welcome the opportunity to engage in further discussion about this request and are available to support your Council and staff in developing more inclusive practices. Please don't hesitate to reach out.

Thank you for your time, leadership, and consideration. We hope you will stand with us by declaring June as Pride Month and raising the Pride flag in celebration and solidarity.

**Yours in Pride,**

A.J. Ashley (he/him) Executive Director - Stratford Perth Pride

And the Stratford-Perth Pride Board of Directors



April 20, 2026

**Re: Pride Flag Raising Request**

Dear Mayor and Council,

June 1 marks the beginning of Pride Month across Canada – a time to celebrate the history, resilience, and diversity of 2SLGBTQIA+ (Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and more) communities.

Throughout the summer months (June to September), Pride events bring people together to celebrate identity and community, and to acknowledge the need for continued advocacy in the ongoing fight for inclusion and equity. In June, organizations and institutions, including Canada’s Parliament, raise the Pride flag as a visible statement of solidarity with the 2SLGBTQIA+ community. While flying the Pride flag is just one part of a broader commitment to equity, it remains a meaningful, internationally recognized symbol of support. It tells 2SLGBTQIA+ residents, families, and visitors they are welcome, seen, and valued.

Huron Perth Public Health (HPPH) recognizes that 2SLGBTQIA+ individuals continue to face health inequities, often rooted in stigma and discrimination. As identified in the 2025 report titled *Discrimination and Community Integration Experienced by 2SLGBTQ+ in Perth-Huron*, making Pride symbols visible within organizations and community spaces is a key recommendation for how municipal government workers can better support 2SLGBTQIA+ communities. Public displays of support, such as flying the Pride flag, are powerful steps toward building safer, healthier communities. In alignment with our Board of Health-approved organizational commemoration policy, HPPH raises the Intersex-Inclusive Pride flag annually as one expression of our ongoing commitment to equity and inclusion.

This June, municipalities throughout Huron and Perth counties, and across the country, will once again raise the Pride flag. We invite you to join us in recognizing Pride Month by raising a Pride flag in your municipality starting June 1, 2026. For more about the history of Pride in Canada and the evolution of the Pride flag, please visit: <http://queerevents.ca/queer-history>

Should you have any questions or require additional details, please don’t hesitate to contact us. Janet Jackson, Public Health Manager, can be reached at 1-888-221-2133 ext. 3744 or by email at [jjackson@hpph.ca](mailto:jjackson@hpph.ca).

Thank you for your time and your continued commitment to building inclusive communities.

Sincerely,

A handwritten signature in black ink, appearing to read "Miriam Klassen", with a long horizontal flourish extending to the right.

Dr Miriam Klassen  
Medical Officer of Health and CEO



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

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BEING a By-law to amend By-law 4-2023, as amended, to make an appointment to the Stratford Economic Enterprise Development Corporation Board of Directors.

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**WHEREAS** subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, (“the Municipal Act”), provides that a municipal power shall be exercised by by-law;

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

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

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to make appointments to the Stratford Economic Enterprise Development Board of Directors;

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

1. That By-law 4-2023, as amended, be further amended by deleting section 2.9 (f) and replacing it with the following new provision:
  - j) David Lambert, representing the Small Business sector, be appointed to the Stratford Economic Enterprise Development Corporation Board of Directors for a three-year term to June 2029, with an option for an additional two year term, or until a successor is appointed by Council.
2. All other provisions of By-law 4-2023 remain in force and effect.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of work by Elgin Construction Company Limited for the Queen Street Reconstruction project (T-2026-76).

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**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-2026-76) of Elgin Construction Company Limited for the Queen Street Reconstruction 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-2026-76) for the Queen Street Reconstruction project is \$3,456,286.16, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to authorize the acceptance of a proposal, execution of the contract and the undertaking of work by R.J. Burnside & Associates Limited for the provision of consulting services for the Downtown Parking Study (RFP-2026-03).

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

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

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

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

1. That the proposal (RFP-2026-03) of R.J. Burnside & Associates Limited for the provision of consulting services for the Downtown Parking Study, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the proposal (RFP-2026-03) for the provision of consulting services for the Downtown Parking Study is \$72,807.23, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of work by Kieswetter Excavating Inc. for the T.J. Dolan Retaining Wall Replacement Contract (T-2026-05).

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**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-2026-05) of Kieswetter Excavating Inc. for the T.J. Dolan Retaining Wall Replacement Contract, 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-2026-05) for the T.J. Dolan Retaining Wall Replacement Contract is \$979,635.42, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to amend Part Lot Control Exemption By-law 63-2025 to extend the expiry period for one (1) additional year limited to Lots 59, 60, 61 and 63, Registered Plan 44M-96, City of Stratford from the provisions of part-lot control for the purpose of conveying semi-detached dwelling units to individual owners.

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

**AND WHEREAS** pursuant to Section 50(7) of the Planning Act, The Corporation of the City of Stratford passed By-law Number 63-2025 on May 27, 2025, exempting Lots 56 to 63 on Registered Plan 44M-96 from part lot control, with said By-law subsequently registered against the title of said Lots;

**AND WHEREAS** an application has been made to The Corporation of the City of Stratford with the effect of amending By-law Number 63-2025 to extend the expiry provisions of said By-law for one (1) additional year to facilitate the conveyance of semi-detached dwellings that have yet to be constructed to individual owners;

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

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

1. That section 2 of By-law Number 63-2025 be amended to extend the time period specified for the expiration of the said By-law for Lots 59, 60, 61 and 63 on Registered Plan 44M-96, City of Stratford, being Parts 7, 8, 9, 10, 11, 12, 15, and 16 on Plan 44R-6351 from one (1) year from the date of passing of the By-law to May 27, 2027.
2. That this By-law shall come into force and effect on the day of passing.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to amend Schedule 19, Parking Permits, of the Traffic and Parking By-law 159-2008, as amended, to extend the time limit for monthly parking permits in the Erie Street Lot.

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**WHEREAS** Section 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, ("the Municipal Act, 2001") provides that a municipal power shall be exercised by by-law;

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

**AND WHEREAS** Section 10(1) of the Municipal Act, 2001, S.O. 2001, c. 25, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** the Council of The Corporation of the City of Stratford adopted Traffic and Parking By-law 159-2008 to regulate traffic and the parking of motor vehicles in the City of Stratford;

**AND WHEREAS** the Council of The Corporation of the City of Stratford amended the Traffic and Parking By-law 159-2008, as amended, to provide additional parking permits in the Erie Lot on a daily overnight and monthly basis;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to further amend the Traffic and Parking By-law 159-2008, to amend Schedule 19, Parking Permits, to extend the time permitted for monthly parking permits in the Erie Street Lot;

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

1. That Schedule 19, Parking Permits, to the Traffic and Parking By-law 159-2008, as amended, be further amended to delete the following provision:

"Erie Street Lot – 35 permits maximum

Erie Street Lot – Monthly Overnight Permit – 5 permits maximum for Downtown Residents Only

Erie Street Lot – Daily Overnight Permit – 10 permits maximum"

and to replace it with the following provisions:

“Erie Street Lot – 35 permits maximum

Erie Street Lot – Monthly 24-Hour Overnight Permit – 5 permits maximum for  
Downtown Residents Only

Erie Street Lot – Daily Overnight Permit – 10 permits maximum”

2. All other provisions of By-law 159-2008 shall remain in force and effect.
3. This By-law shall come into force and effect upon final passage thereof.

Read a FIRST, SECOND and a THIRD TIME and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to amend Schedule "A" of the Fees and Charges By-law 125-2025, as amended, for The Corporation of the City of Stratford, to amend fees for Parking Permits for Municipal Parking Lots.

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**WHEREAS** Section 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, ("the Municipal Act, 2001") provides that a municipal power shall be exercised by by-law;

**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 municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** section 10(2) of the Municipal Act, 2001 provides that a municipality may pass by-laws respecting: in paragraph 7, Services and things that the municipality is authorized to provide under subsection (1);

**AND WHEREAS** Section 391(1) of the Municipal Act, 2001, provides that without limiting Sections 9, 10 and 11 of the Municipal Act, those sections authorize a municipality to impose fees or charges on persons,

- a) for services or activities provided or done by or on behalf of it;
- b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- c) for the use of its property including property under its control.

**AND WHEREAS** the Council of The Corporation of the City of Stratford adopted By-law 125-2025, known as the Fees and Charges By-law to establish fees and charges to be collected by The Corporation of the City of Stratford;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to amend the Fees and Charges By-law from time to time;

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

1. That Schedule "A" to By-law 125-2025, Corporate-Wide Fees and Charges, be amended by deleting the Section related to "Parking permits for municipal parking lots" and replacing it with the following new section:

**Parking Permits for Municipal Parking Lots**

<b>PARKING LOT</b>	<b>FEE</b>	<b>EFFECTIVE DATE</b>
York Street Parking Lot – 10 permits available, downtown residents only	\$100.66 + HST = \$113.75 per month (Up to a maximum of six months)	October 31, 2015
Rear of Stratford Jail / Rear of Perth County Court House – 1 Huron Street – 4 permits available	\$100.66 + HST = \$113.75 per month (Up to a maximum of six months)	October 31, 2015
Erie Street Parking Lot – “Lower” sections B and C – 35 permits available	\$100.66 + HST = \$113.75 per month (Up to a maximum of six months)	January 26, 2026
Erie Street Parking Lot Monthly 24-Hour Overnight Parking Permit – 5 permits available, downtown residents only	\$100.66 + HST = \$113.75 per month	May 11, 2026
Erie Street Parking Lot Daily Overnight Parking Permit – 10 permits available	\$10 + HST = \$11.30 per day	January 26, 2026

2. All other provisions of By-law 125-2025 shall remain in force and effect.
3. This By-law shall come into force and effect upon final passage thereof.

Read a FIRST, SECOND and a THIRD TIME and

FINALLY PASSED this 11th day of May, 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 Amending Agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund.

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**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 Canadian Alliance to End Homelessness (“CAEH”) entered into the Reaching Home: Canada’s Homelessness Strategy, Homelessness Reduction Innovation Fund (HRIF) Community Capacity and Innovation Stream Contribution Agreement with the Government of Canada, effective February 21, 2025, whereby the Government of Canada (“Canada”) agreed to engage CAEH to administer and implement the HRIF to support communities to test, implement, document, and share innovative, system-level interventions that achieve measurable reductions in community-level homelessness;

**AND WHEREAS** the HRIF provides communities with one-time funding grants to test, implement, document, and share innovative, system-level interventions that achieve measurable reductions in community-level homelessness;

**AND WHEREAS** Council for The Corporation of the City of Stratford entered into an agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund from August 1, 2025 to July 31, 2026 through By-law 93-2025;

**AND WHEREAS** Council for The Corporation of the City of Stratford deems it desirable to enter into an amendment to the agreement with the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund;

**AND WHEREAS** the amendment extends the term of the Agreement to December 31, 2026 and increases the amount of funding to be provided;

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

1. That the Amending Agreement between The Corporation of the City of Stratford and the Canadian Alliance to End Homelessness for the Homelessness Reduction Innovation Fund, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. That the Director of Social Services be authorized to sign any further amendments to the agreement.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

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BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of work by ZGEMI Inc. for the 9 Fulton Street, Milverton Affordable Housing – Construction Management Services project (RFT-2026-02).

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**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 (RFT-2026-02) of ZGEMI Inc. for the 9 Fulton Street, Milverton Affordable Housing – Construction Management Services 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 (RFT-2026-02) for the 9 Fulton Street, Milverton Affordable Housing – Construction Management Services project is \$137,670.36, including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



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

BEING a By-law to amend By-law 10-2022 as amended, with respect to Application for Zoning By-law Amendment Z02-25 as submitted by GSP Group Inc. (c/o Rachel Bossie) on behalf of Northwest Stratford (2024) Developments Inc. for the lands municipally known as 750 McCarthy Road West.

**WHEREAS** authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

**AND WHEREAS** the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the Zoning By-law, be further amended;

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

1. THAT Schedule "A", Map 1 to Zoning By-law 10-2022 as amended, is hereby amended by changing the zoning of the lands from Agricultural ("A") Zone to Residential Second Density Two with site-specific provisions ("R2(2)-49") Zone, those lands outlined described as "R2(2)-49" on Schedule "A" attached hereto and forming part of this By-law, and shown as Lots 1 through 60 on Draft Plan of Subdivision 31T25-001.
2. THAT Zoning By-law 10-2022 as amended, be further amended by amending Section 15.2, being Zone Exceptions of the Residential Second Density Zone, by adding the following:

**"15.2.\_\_\_\_**

- a) Defined Area (north of McCarthy Road West and Fraser Drive, east of Bradshaw Drive)

R2(2)-49 as shown on Schedule "A", Map 1

- b) The minimum corner lot area shall be 342 square metres for a Single Detached Dwelling;
- c) The minimum corner lot frontage shall be 10.4 metres for a Single Detached Dwelling;
- d) Section 4.26.5 shall apply to those Corner Lots which are immediately southeast and southwest of, and are abutting, the intersection of Fraser Drive

and Orr Street, even though their rear lot lines do not abut neighbouring rear lot lines.

- e) The maximum garage projections shall be 1.2 metres beyond the façade of the building.
  - f) Driveway visibility triangles are required to be 3 metres by 3 metres on one side, and 2 metres by 2 metres on the other side.
  - g) The minimum setback from a Daylight Triangle shall be 1.8 metres.
  - h) For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access.
  - i) The maximum driveway width shall be 56% of the lot width, up to a maximum of 8.0 metres.
  - j) For the purposes of calculating maximum permitted driveway width as a percentage of lot frontage, the lot frontage shall not be subject to the rounding provisions of this By-law. In all other instances, and where lot frontage is measured as it's own metric, the lot frontage shall be subject to the rounding provisions herein."
3. THAT Schedule "A", Map 1 to Zoning By-law 10-2022 as amended, is hereby amended by changing the zoning of the lands from Agriculture ("A") Zone to Residential Second Density Four with site-specific provisions ("R4-36") Zone, those lands outlined described as "R4-36" on Schedule "A" attached hereto and forming part of this By-law, and shown as Block 61 on Draft Plan of Subdivision 31T25-001.
4. THAT Zoning By-law 10-2022 as amended, be further amended by amending Section 15.4, being Zone Exceptions of the Residential Second Density Zone, by adding the following:
- "15.4. \_\_**
- a) Defined Area (north of McCarthy Road West and Fraser Drive, east of Bradshaw Drive)
 

R4-36 as shown on Schedule "A", Map 1
  - b) Further to the permitted uses in the R4 zone, permitted uses in the R4-36 zone shall also include:
    - Cluster Single Detached Dwelling
    - Cluster Townhouse Dwelling
  - c) For the purposes of these additional permitted uses:
    - Cluster Housing Dwelling Units shall refer to both Cluster Single Detached Dwellings and Cluster Townhouse Dwellings.
    - "Cluster" shall mean a grouping of buildings on a lot in close proximity to each other.
  - d) The minimum front yard setback shall be 4.0 metres, provided any attached or detached garage remains a minimum of 6.0 metres from the front lot line.

- e) The minimum interior side yard width shall be 1.2 metres where a wall contains a window or door to a habitable room.
  - f) The minimum distance between cluster housing dwelling units shall be 1.2 metres.
  - g) The minimum distance between cluster housing dwelling units and vacant land condominium unit boundaries shall be 0.6 metres.
  - h) The minimum distance between townhouse end units shall be 2.4 metres.
  - i) For both attached and detached garages, the width of a garage shall be measured as the width of the garage door for automobile access."
5. THAT Schedule "A", Map 1 to Zoning By-law 10-2022 as amended, is hereby amended by changing the zoning of the lands from Agriculture ("A") Zone to Open Space ("OS") Zone, those lands outlined described as "OS" on Schedule "A" attached hereto and forming part of this By-law, and shown as Block 62 on Draft Plan of Subdivision 31T25-001.
6. AND THAT this by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 11th day of May, 2026.

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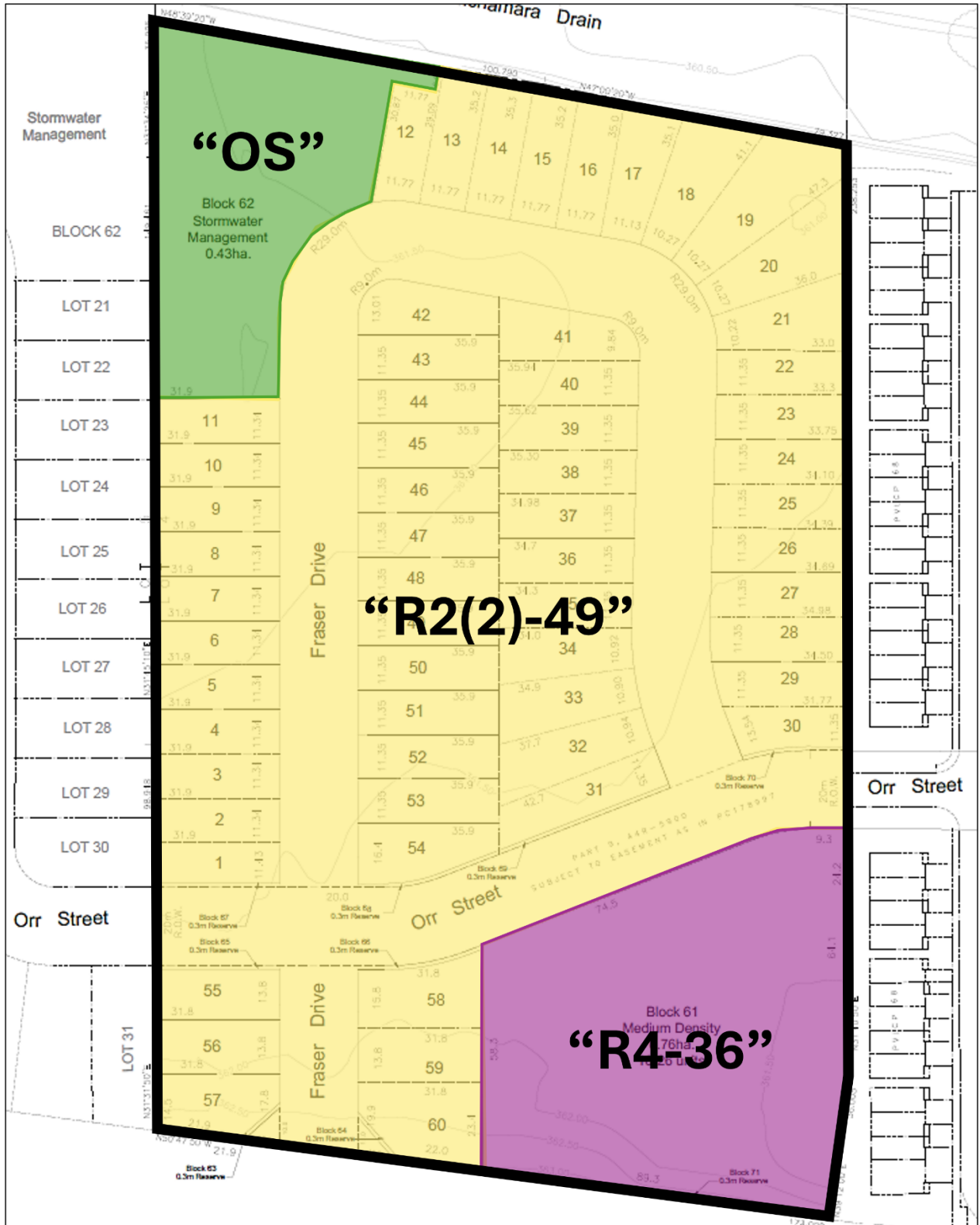
Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe

**This is Schedule "A" to By-law Number XX-2026  
Adopted this 11<sup>th</sup> day of May, 2026**

Amending By-law 10-2022  
Of  
The Corporation of the City of Stratford





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

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BEING a By-law to authorize the execution of an Agreement with the Canadian Mental Health Association Huron Perth to operate a warming centre from November 1, 2026, to April 30, 2027.

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**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 Canadian Mental Health Association Huron Perth began operating a winter warming centre located in the same location as the Connection Centre in December 2025;

**AND WHEREAS** Council for The Corporation of the City of Stratford deems it desirable to enter into an agreement with the Canadian Mental Health Association Huron Perth to continue operating a warming centre from November 1, 2026, to April 30, 2027, with a maximum municipal contribution of \$327,302, subject to final reporting and reconciliation for the 2025-26 period and review of the submitted 2026-27 budget to be funded from municipal shared services partners;

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

1. That the Agreement between The Corporation of the City of Stratford and the Canadian Mental Health Association Huron Perth to operate a warming centre, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. That the Director of Social Services be authorized to sign any amendments to the agreement.

READ a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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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 Agreement with Shelterlink Youth Services for the provision of additional operational support funding.

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**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 mission of Shelterlink Youth Services is to support youth experiencing homelessness, or at-risk of experiencing homelessness, through prevention, advocacy, shelter and community connection services;

**AND WHEREAS** the City of Stratford provides financial support to Shelterlink Youth Services through a variety of funding streams based both on programming and shelter usage;

**AND WHEREAS** Council for The Corporation of the City of Stratford deems it desirable to enter into an agreement with Shelterlink Youth Services for the provision of additional operational support funding;

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

1. That the Agreement between The Corporation of the City of Stratford and Shelterlink Youth Services for the provision of additional operational support funding, be entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.
2. That the Director of Social Services be authorized to sign any amendments to the agreement.

READ a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe



**STRATFORD CITY COUNCIL**  
**CONSENT AGENDA**

May 11, 2026

**REFERENCE NO.      CONSENT AGENDA ITEM**

CA-2026-047      In accordance with By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

- Gordon Street, from Ontario Street to Willow Street, will be closed Thursday, April 23, 2026, for several hours beginning at approximately 8:00 a.m. to allow for the safe and efficient relocation of a fire hydrant at the intersection of Gordon Street and Willow Street. Local Traffic Only.
- Downie Street from George Street to Brunswick Street, will be closed for 6 hours on Thursday April 30, 2026, from approximately 7:00 a.m. until approximately 12:00 p.m. to facilitate the installation of the Downie Street PXO cushioned crosswalk, just north of George Street.

CA-2026-048      Road Closure Request – Anne Hathaway Track & Field

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

On Wednesday, May 20, 2026, from 8:30 a.m. to 2:45 p.m. with a rain date of Thursday, May 21, 2026:

- Simcoe Street from Downie Street to Morgan Street

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

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

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

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

CA-2026-049 Road Closure Request – Walk for Alzheimer's

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

On Saturday, May 30, 2026, from 7:00 a.m. to 12:00 p.m.:

- Veteran's Drive from Cobourg Street to Waterloo Street South

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

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

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

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

CA-2026-050 Road Closure Request – Stratford-Perth Pride Festival

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

On Sunday, May 31, 2026, from 12:00 p.m. to 2:00 p.m. as follows:

- Lakeside Drive from Waterloo Street to Lakeside Drive North
- Queen's Park Drive from Lakeside Drive North to Richard Monette Way
- Richard Monette Way
- Parkview Drive from Water Street to Richard Monette Way

On Sunday, May 31, 2026, from 2:00 p.m. to 5:00 p.m. as follows:

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

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

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

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

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

CA-2026-051

Municipal Information Form for Liquor License Application for an indoor/outdoor area at 23 Albert Street (Casa 1881)

Section 2 – To be completed by the City Clerk

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

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

The Building Division provided the following comments:

- The applicant will need to submit a plan stamped by an architect with a summary of how the occupancy load was determined. There are concerns with the numbers provided and the number of washrooms available.

CA-2026-052

Notification that the Corporate Services Department, Finance Division intends to issue a Request for Proposals for an updated Development Charges (DC) Background Study in accordance with the City's Purchasing Policy.

**Endorsement of the following resolution has been requested:**

CA-2026-053      Resolution from the United Counties of Stormont, Dundas and Glengarry regarding the Land Transfer Tax.

Attachment – Resolution from the United Counties of Stormont, Dundas and Glengarry dated April 20, 2026.



United Counties of  
**Stormont, Dundas & Glengarry**

**RESOLUTION**

**MOVED BY** Councillor Guindon

**RESOLUTION NO** 2026-69

**SECONDED BY** Councillor St. Pierre

**DATE** April 20, 2026

WHEREAS housing affordability remains a critical issue in Ontario and across Canada, with the national average home sale price at approximately \$675,000, making homeownership increasingly difficult for first-time buyers; and

WHEREAS under the current Ontario *Land Transfer Tax* regime, first-time home buyers may receive a rebate of up to \$4,000 toward provincial land transfer tax, which fully offsets the tax only on homes valued up to approximately \$368,000, a level substantially below the current average home price; and

WHEREAS at a home purchase price of \$675,000, the provincial land transfer tax before any rebate can exceed \$8,000, meaning that even with the current maximum \$4,000 rebate first-time buyers must pay a significant tax burden at closing that undermines housing affordability; and

WHEREAS the United Counties of Stormont, Dundas and Glengarry acknowledges and applauds recent efforts by the Province of Ontario and the Government of Canada to improve housing affordability, including measures to reduce or rebate GST/HST on new housing construction and purchases; and

WHEREAS the majority of first-time homebuyers in Ontario purchase resale homes rather than newly constructed units; and

WHEREAS the vast majority of residential real estate transactions in Ontario, including both resale and new homes, are subject to provincial Land Transfer Tax, meaning that enhancements to the Land Transfer Tax rebate would provide broader and more immediate financial relief to first-time homebuyers;

NOW THEREFORE BE IT RESOLVED THAT the Council of the United Counties of Stormont, Dundas and Glengarry formally requests that the Province of Ontario consider amending the *Land Transfer Tax Act* to:

1. Increase the value threshold at which the first-time home buyer rebate fully offsets provincial Land Transfer Tax to a level that reflects current housing market realities (for example, to no less than \$675,000, aligning with the 2025 national average home price); and

2. Increase the maximum rebate amount available to first time home buyers accordingly (such as to a minimum of \$8,000, or a proportional figure tied to the new threshold) to meaningfully reduce upfront tax costs for first-time purchasers.

BE IT FURTHER RESOLVED THAT such amendments be designed to enhance housing affordability and access to homeownership for first-time buyers in urban, suburban, and rural communities alike; and

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, the Minister of Finance, the Minister of Municipal Affairs and Housing, the local Member of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for consideration and advocacy.

CARRIED

DEFEATED

DEFERRED




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WARDEN

Recorded Vote:

Councillor Bergeron	_____
Councillor Broad	_____
Councillor Densham	_____
Councillor Fraser	_____
Councillor Guindon	_____
Councillor Lang	_____
Councillor MacDonald	_____
Councillor McDonald	_____
Councillor McGillis	_____
Councillor St. Pierre	_____
Councillor Williams	_____
Warden Landry	_____



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

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BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 11, 2026.

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**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 May 11, 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 11th day of May, 2026.

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Mayor – Martin Ritsma

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Clerk – Tatiana Dafoe