



**Stratford City Council  
Regular Council Open Session  
AGENDA**

**Meeting #:** 4595th  
**Date:** Monday, October 28, 2019  
**Time:** 7:00 P.M.  
**Location:** Council Chamber, City Hall  
**Council Present:** Deputy Mayor Ritsma, Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Sebben, Councillor Vassilakos  
  
**Staff Present:** Joan Thomson - Acting Chief Administrative Officer, Tatiana Dafoe - Acting Clerk, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Kim McElroy - Director of Social Services, Jacqueline Mockler - Director of Human Resources, John Paradis - Fire Chief, Jeff Leunissen - Manager of Development Services, Jodi Akins - Council Clerk Secretary

Pages

**1. Call to Order:**

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

Mayor Mathieson provided regrets for this meeting.

Singing of O Canada

Moment of Silent Reflection

**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:

8 - 22

Motion by \_\_\_\_\_

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated October 15, 2019 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 October 28, 2019, be added to the Agenda as printed.**

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

**5.1 At the October 28, 2019 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered**

- Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years);
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- 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), And Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- 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);
- Personal matters about an identifiable individual(s) including

municipal employees or local board employees (section 239.(2)(b));

- Personal matters about an identifiable individual(s) including municipal employees or local board employees) (section 239.(2)(b)).

## 6. Hearings of Deputations and Presentations:

### 6.1 Presentation by Heritage Stratford of Blue Plaque

Heritage Stratford would like to recognize 56 Front Street under the Blue Plaque program.

A Blue Plaque will be presented to the homeowners.

Motion by \_\_\_\_\_

**THAT the presentation by Cambria Ravenhill on behalf of the Heritage Stratford Committee, be heard.**

### 6.2 Comprehensive Wayfinding Strategy (COU19-082)

23 - 33

Stempski Kelly Associates Inc., the consultants that undertook the Comprehensive Wayfinding Strategy, will be in attendance to present a presentation and recommend two final concepts to Council.

Motion by \_\_\_\_\_

**THAT the presentation by Sean Kelly on behalf of Stempski Kelly Associates, be heard.**

Motion by \_\_\_\_\_

**Staff Recommendation: THAT the executive summary prepared by Stempski Kelly Associates Inc., be received;**

**AND THAT the executive summary be referred to the Infrastructure, Transportation and Safety Sub-committee for consideration.**

## 7. Orders of the Day:

### 7.1 Correspondence - 2018 Annual Report of the Perth District Health Unit

34 - 41

For the information of Council.

### 7.2 Resolution - Lake Victoria South Side Shoreline Protection Works – Waterloo Street to Morenz Drive (COU19-083)

42 - 44

Motion by \_\_\_\_\_

**Staff Recommendation:** THAT funding in the amount of \$65,000 be provided for the installation of shoreline protection on the south side of Lake Victoria from Waterloo Street to Morenz Drive;

**AND THAT** the funding be provided by reallocating approved funds from the 2019 Storm Sewer Maintenance Miscellaneous Projects capital account G-942-9574-4100.

**7.3 Resolution - Block 170, Plan 44M-17 (COU19-084)**

45 - 51

Motion by \_\_\_\_\_

**Staff Recommendation:** THAT Council has no objection to the lifting of the 0.3 m reserve described as the eastern 40 m of Block 170 Plan 44M-17;

**THAT** upon receipt of a Reference Plan describing the eastern 40 m of Block 170 Plan 44M-17, Council will proceed to dedicate the lands as public highway (part of Cody Drive);

**AND THAT** all costs associate with the lifting of a portion of the 0.3 m reserve of Block 170 Plan 44M-17 and the dedicating of the lands as public highway shall be borne by the owner of 193 O'Loane Avenue.

**7.4 Resolution - Delegation of Authority By-law Amendment – Signing of Lease Agreements (COU19-085)**

52 - 53

Motion by \_\_\_\_\_

**Staff Recommendation:** THAT Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Manager of Housing, or in the absence of the Manager, to the Director of Social Services or the Supervisor of Social Services to sign rental agreements between The Corporation of the City of Stratford and tenants for the Britannia Street Housing project.

**7.5 Resolution - Connecting Link Program for Huron Street (COU19-086)**

54 - 55

Motion by \_\_\_\_\_

**Staff Recommendation:** THAT the City submit an application to the Connecting Links Program 2019-2020 for the Huron Street Reconstruction project;

**AND THAT** the Director of Corporate Services be authorized to sign and submit the application on behalf of the municipal corporation.

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

None scheduled.



## 9. Reports of the Standing Committees:

### 9.1 Report of the Finance and Labour Relations Committee:

Motion by \_\_\_\_\_

**THAT the Report of the Finance and Labour Relations Committee dated October 28, 2019, be adopted as printed.**

#### 9.1.1 Council Remuneration (FIN19-036) 56 - 81

THAT Option 3, which includes an adjusted base rate, accounts for the 1/3 tax exemption, consists of \$4,000 in lieu of group health and dental coverage, and includes an estimated average per diem for Councillors, be implemented retroactive to January 1, 2019 for all members of Council.

#### 9.1.2 Consideration of the Application by Value Village to open on certain retail business holidays in Stratford (FIN19-037) 82 - 92

THAT City Council approve the Application by Value Village Stores for an exemption under the *Retail Business Holidays Act* to permit the store at 925 Ontario Street Stratford to open for business between 10:00 am and 4:00 pm on certain holidays during Stratford's designated tourism season;

AND THAT By-law 149-92 be amended to add Value Village to the list of retail establishments permitted to operate under the provisions of the by-law.

#### 9.1.3 Request to Waive Water and Wastewater Charges due to Discolouration Event (FIN19-034) 93 - 94

THAT the report on the request to waive water and wastewater charges due to discolouration event for 94 Louise Street, 90 Louise Street, and 104 Blake Street be received for information.

#### 9.1.4 Request for Changes to 2019 Capital Budget – Grit Removal System (G941-9782) (FIN19-035) 95 - 96

THAT Council amend the capital budget for the Grit Removal System replacement and re-allocate \$150,000 towards the Tertiary Filter Rehabilitation at the Water Pollution Control Plant.

## 10. Notice of Intent:

### 10.1 Notice of Public Meeting - Proposed Renewable Natural Gas Plant 97

Notice is hereby given that Stratford City Council intends to hold Public Meetings on November 6, 2019 to provide information and to gather input from the community on the renewable natural gas project proposed for Stratford's Water Pollution Control Plant.

See attached Notice for further details.

**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 11.2 be taken collectively.**

Motion by \_\_\_\_\_

**THAT By-laws 11.1 to 11.2 be read a First and Second Time.**

Motion by \_\_\_\_\_

**THAT By-laws 11.1 to 11.2 be read a Third and Final time.**

**11.1 Amend Retail Business Holidays Act By-law 149-92**

98 - 99

To amend By-law 149-92, as amended, to permit Value Village Stores to open for business on certain holidays during the tourist season in Stratford pursuant to the *Retail Business Holidays Act*.

**11.2 Delegation of Authority to Sign Leases for the Britannia Street Housing Project**

100 - 101

To amend By-law 135-2017 to delegate Council's authority to sign lease agreements between the City and tenants for the Britannia Street Housing project.

**12. Consent Agenda: CA-2019-148 to CA-2019-153**

102 - 107

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

**13. New Business:**

**14. Adjournment to Standing Committees:**

There are no Standing Committee meetings scheduled for Monday, October 28, 2019.

The next Regular Council meeting is Tuesday, November 12, 2019 in the Council Chamber, City Hall.

**15. Reading of the Confirmatory By-law:**

108

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

**By-law 11.3 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on October 28, 2019.

Motion by \_\_\_\_\_

**THAT By-law 11.3 be read a First and Second Time.**

Motion by \_\_\_\_\_

**THAT By-law 11.3 be read a Third and Final Time.**

**16. Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

Motion by \_\_\_\_\_

**THAT the October 28, 2019 Regular Council meeting adjourn.**



## Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4594th  
 Date: Tuesday, October 15, 2019  
 Time: 7:00 P.M.  
 Location: Council Chamber, City Hall

Council Present: Deputy Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Sebben, Councillor Vassilakos

Regrets: Mayor Mathieson, Councillor Clifford

Staff Present: Joan Thomson - Acting Chief Administrative Officer, Tatiana Dafoe - Acting Clerk, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Kim McElroy - Director of Social Services, Jacqueline Mockler - Director of Human Resources, John Paradis - Fire Chief, Jodi Akins - Council Clerk Secretary, Stephanie Potter – Policy and Research Associate, Kathy Bjorkquist – Human Resource Coordinator

Also Present: Members of the Public, Media

### 1. **Call to Order:**

Deputy Mayor Ritsma, Chair presiding, called the Council meeting to order.  
 Mayor Mathieson and Councillor Clifford provided regrets for this meeting.

Singing of O Canada

Moment of Silent Reflection

## 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 disclosures of pecuniary interest were made at the October 15, 2019 Regular Council meeting.

## 3. **Adoption of the Minutes:**

The Acting Clerk noted an error in the October 8, 2019 Special Council minutes. It was stated that roll out costs for the green bin program would be \$25,000. The correct figure is \$250,000.

R2019-437

**Motion by** Councillor Gaffney

**Seconded By** Councillor Ingram

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated September 23, 2019 and the Special Meeting of Council of The Corporation of the City of Stratford dated October 8, 2019, be adopted as amended.**

**Carried**

## 4. **Adoption of the Addenda to the Agenda:**

R2019-438

**Motion by** Councillor Burbach

**Seconded By** Councillor Ingram

**THAT the Addenda to the Regular Agenda of Council and Standing Committees dated October 15, 2019, to add Items 6.3, 7.5 and 11.6, be added to the Agenda as printed.**

**Carried**

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

### **5.1 At the October 15, 2019, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

- Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- Labour relations or employee negotiations (section 239.(2)(d)) and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

Direction was given at the In-camera Session on these items.

The Acting Clerk advised that the following items were removed from the October 15, 2019 agenda and were not considered:

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

## 6. Hearings of Deputations and Presentations:

### 6.1 Presentation by Communities in Bloom Advisory Committee

R2019-439

**Motion by** Councillor Beatty

**Seconded By** Councillor Henderson

**THAT Kimberly Richardson, on behalf of the Communities in Bloom Advisory Committee, be heard.**

**Carried**

Kimberly Richardson, on behalf of the Communities in Bloom Advisory Committee, advised the City of Stratford recently received a 5 Blooms - Silver rating and a special mention for the Ted Blowes Memorial Pollinator Peace Garden at the 2019 National/International Communities in Bloom Symposium and Awards Ceremony in the International Challenge, Medium category.

The community also received an Outstanding Achievement Award for the Communities in Bloom 25th Anniversary award.

Comments from the judges with respect to the pollinator garden were shared with Council and Ms. Richardson acknowledged the hard work and dedication of the Committee.

The two awards were presented to Deputy Mayor Ritsma, who congratulated the Committee for their hard work and stated that it was wonderful to see the work of Ted Blowes continue on in his memory.

### 6.2 Public Meeting – Intent to Permanently Close TJ Dolan Drive

R2019-440

**Motion by** Councillor Sebben

**Seconded By** Councillor Vassilakos

**THAT the Council meeting adjourn for the purpose of holding a Public Meeting regarding Council's intent to adopt a by-law to permanently close TJ Dolan Drive from St. Vincent Street South to St. David Street, to reconvene at the conclusion of the public meeting.**

**Carried**

\*The Regular Council meeting then adjourned to a Public meeting at 7:08 p.m., and reconvened at 7:22 p.m.

### **6.3 ADDED - Request for Delegation by Robert Verdun**

R2019-441

**Motion by** Councillor Sebben

**Seconded By** Councillor Gaffney

**THAT Robert Verdun be heard regarding organic waste collection.**

**Carried**

Robert Verdun stated that he moved to Stratford in 2016 and is very happy with the current waste management service.

He provided his experience with a green bin program in another municipality and suggested that only a small percentage of people use them effectively. Many people put in too much "brown" material to keep it from smelling and some people may put non-organic material in, as the bins are closed the contents are tough to police at the curb. Alternative options were suggested, including promotion and/or subsidization of home composters or garburators in buildings where composting isn't feasible.

Concerns with a 7-year contract were noted such as the number of trucks going up and down streets and potential changes by the province with respect to recyclables. A suggestion was made to have pick-up every three houses on residential streets and options provided for how that might work.

Mr. Verdun requested that Council continue with the current contractor for one year and implement some of the strategies suggested. He believes the changes could result in reductions to the amount of material collected and create a savings of \$1 million.

He urged Council to read and consider his written submission and set an example for other municipalities.

The Director of Infrastructure and Development Services reiterated information provided at the October 8, 2019 Special Council meeting with regard to the waste collection tender. He noted there is a clause in the contract with respect to potential recycling changes and that seven years is standard as operators purchase equipment and a certain length of time is required for them to recoup their costs.

In response to a question from Council with respect to capacity for garburators, the Director advised that they haven't been common in



Canada and the higher organic load may pose potential problems for flat sewer lines and processing times at the water treatment plant.

## 7. Orders of the Day:

### 7.1 Resolution - St. James Anglican Church Parking Request

St. James Anglican Church requested a parking exemption for their Mistletoe Market Christmas Bazaar on Saturday, November 16, 2019 from 8:00 a.m. to 3:00 p.m.

No concerns were expressed by Stratford Transit and the Fire Department and IDS Department did not express concerns as long as the following conditions are met:

- Use the same parking layout as previous years
- Cars are not permitted to park across from driveways on William Street under any circumstances

R2019-442

**Motion by** Councillor Gaffney

**Seconded By** Councillor Vassilakos

**THAT the request from St. James Anglican Church for temporary on-street parking on the west side of Mornington Street from Charles Street to Caledonia Street and William Street from Mornington Street to Waterloo Street on Saturday, November 16, 2019 from 8:00 a.m. to 3:00 p.m. be approved, providing that the same parking layout as previous years is used and that parking across from driveways on William Street is not permitted under any circumstances.**

**Carried**

### 7.2 Pedestrian Safety – Support for Bill 62 (COU19-078)

R2019-443

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Burbach

**THAT Stratford City Council supports Bill 62, the Protecting Vulnerable Road Users Act,**

**AND THAT a letter be sent to our Member of Provincial Parliament and the Association of Municipalities of Ontario expressing support for Bill 62.**

**Carried**

**7.3 Part Lot Control Application PLC02-19 -Block 59, 44M-54 Parts 1-4, 44R-5341 (COU19-079)**

R2019-444

**Motion by** Councillor Ingram

**Seconded By** Councillor Vassilakos

**THAT Council approve Part Lot Control application PLC02-19 to exempt Block 59, 44M-54 from part lot control for a period of one year from the date of the passing of the By-law to create the four parts shown on 44R-5341 that are to be consolidated with lots 6 to 9 on 44M-54. The land consolidation of parts 1 to 4 on 44R-5341 with lots 6 to 9 on 44M-54 shall take place at the same time.**

**Carried**

**7.4 Cellular Services Contract 2019 (COU19-080)**

R2019-445

**Motion by** Councillor Bunting

**Seconded By** Councillor Henderson

**THAT Wireless Personal Communications Inc. be awarded the cellular services contract for 24 months.**

**Carried**

**7.5 ADDED - Asphalt Upgrades (COU19-081)**

R2019-446

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Ingram

**THAT the contract for asphalt paving at 45 Buckingham St., Stratford be awarded to Brantco Construction for the amount of \$129,724 including HST, and that the Mayor and Clerk, or their designate be authorized to sign the necessary contract agreement.**

**Carried**

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

None scheduled.

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

**9.1 Report of the Planning and Heritage Committee:**

R2019-447

**Motion by** Councillor Ingram

**Seconded By** Councillor Bunting

**THAT the Report of the Planning and Heritage Committee dated October 15, 2019, be adopted as printed.**

**Carried**

**9.1.1 Non-Designated Properties for Municipal Heritage Register (PLA19-037)**

THAT Council pass a resolution to add the following 36 properties to the Municipal Register as Non-Designated Properties:

20 Caledonia Street, Stratford

35 Caledonia Street, Stratford

47 Caledonia Street, Stratford

179 Cambria Street, Stratford

27-29 Church Street, Stratford

169 Church Street, Stratford

115 Cobourg Street, Stratford

19 Daly Avenue, Stratford

59-61 Douglas Street, Stratford

151 Douglas Street, Stratford

159 Douglas Street, Stratford

171 Douglas Street, Stratford

128 Elizabeth Street, Stratford

53 Grange Street, Stratford

145 Grange Street, Stratford  
77 John Street North, Stratford  
150 John Street North, Stratford  
36 Mornington Street, Stratford  
74 Mornington Street, Stratford  
90 Mornington Street, Stratford  
109 Mornington Street, Stratford  
122 Mornington Street, Stratford  
68 Nile Street, Stratford  
75 Nile Street, Stratford  
87 Nile Street, Stratford  
43 Shrewsbury Street, Stratford  
48 Shrewsbury Street, Stratford  
305 St. David Street, Stratford  
313 St. David Street, Stratford  
120 St. Vincent Street North, Stratford  
43 Stratford Street, Stratford  
136 Water Street, Stratford  
144 Water Street, Stratford  
210 Water Street, Stratford  
30-32 Waterloo Street South, Stratford  
113 William Street, Stratford

AND THAT Staff notify the 36 property owners that they have been added to the Municipal Heritage Register.

## **9.2 Report of the Social Services Committee**

R2019-448

**Motion by** Councillor Henderson

**Seconded By** Councillor Vassilakos

**THAT the Report of the Social Services Committee dated October 15, 2019, be adopted as printed.**

**Carried**

### **9.2.1 Britannia Street Affordable Housing – Phase 2 (SOC19-015)**

THAT Stratford City Council supports the Housing Division recommendation to undertake planning for Phase 2 of the Britannia Street Affordable Housing development in 2020.

### **9.2.2 Reaching Home: Canada's Homelessness Strategy (SOC19-016)**

THAT Council support the Social Services Department's proposal to become a Designated Community under Reaching Home: Canada's National Housing Strategy;

AND THAT any financial implications be approved during the budget process.

### **9.2.3 City of Stratford Ontario Works Service Plan, 2019-2020 (SOC19-017)**

THAT City of Stratford CMSM Ontario Works Service Plan, 2019-2020 be received for information.

### **9.2.4 Introducing MyBenefits (SOC19-018)**

THAT the report titled "Introducing MyBenefits" be received for information

## **10. Notice of Intent:**

None scheduled.

## 11. Reading of the By-laws:

A request was made for By-law 11.4, regarding the Contract for Garbage, Recycling, Yard Waste and Organics Collection, to be taken separately.

R2019-449

**Motion by** Councillor Beatty

**Seconded By** Councillor Burbach

**THAT By-laws 158-2019 to 161-2019 be taken collectively.**

**Carried** unanimously

R2019-450

**Motion by** Councillor Bunting

**Seconded By** Councillor Ingram

**THAT By-laws 158-2019 to 161-2019 be given First and Second Readings.**

**Carried** two-thirds support

R2019-451

**Motion by** Councillor Gaffney

**Seconded By** Councillor Henderson

**THAT By-laws 158-2019 to 161-2019 be given Third and Final Readings.**

**Carried**

R2019-452

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Burbach

**THAT By-law 162-2019 be given First and Second Readings.**

**Carried** two-thirds support

R2019-453

**Motion by** Councillor Beatty

**Seconded By** Councillor Ingram

**THAT By-law 162-2019 be given Third and Final Readings.**

**Carried**

### 11.1 Agreement for Community Transportation Grant Program - By-law 158-2019

To authorize the execution of an agreement for the Province of Ontario – Community Transportation Grant Program and to repeal By-law 17-2019

### **11.2 Exemption from Part-Lot Control Provisions - By-law 159-2019**

To exempt Block 59 44M-54, from the provisions of part-lot control for a period of one (1) year.

### **11.3 Contract for Cellular Services - By-law 160-2019**

To authorize the acceptance of the proposal, execution of the contract and the undertaking of the work by Wireless Personal Communications Inc. for cellular services [RFP19-44].

### **11.4 Contract for Garbage, Recycling, Yard Waste and Organics Collection - By-law 162-2019**

To authorize the entering into and execution of a contract with Canadian Waste Management Inc., for provision of bi-weekly recycling collection, weekly garbage collection, weekly organics collection and the collection of yard waste for a seven year term to 2026.

### **11.6 ADDED - Award of Tender for Asphalt Paving - By-law 161-2019**

To authorize the acceptance of the tender, execution of the contract and the undertaking of the work by Brantco Construction for asphalt paving at 45 Buckingham Drive [T2019-53].

## **12. Consent Agenda: CA-2019-141 to CA-2019-147**

Council did not advise of any items to be considered that were listed on the Consent Agenda.

## **13. New Business:**

### **13.1 Resolution in Support of Upper Thames River Conservation Authority Programs**

Members were advised that following discussion on adopting a motion in support of the continuation of UTRCA programs at the September 23, 2019 Council meeting, a resolution had been drafted by the Energy and Environment Committee. A request was made for this resolution to be

considered at the October 30, 2019 Infrastructure, Transportation and Safety Sub-committee meeting.

R2019-454

**Motion by** Councillor Henderson

**Seconded By** Councillor Burbach

**THAT the resolution drafted by the Energy and Environment Committee in support of the continuation of Upper Thames River Conservation Authority programs be referred to the October 30, 2019 Infrastructure, Transportation and Safety Sub-committee for consideration.**

**Carried**

#### **14. Adjournment to Standing Committees:**

The next Regular Council meeting is October 28, 2019 in the Council Chamber, City Hall.

R2019-455

**Motion by** Councillor Ingram

**Seconded By** Councillor Burbach

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

- **Finance and Labour Relations Committee [7:20 p.m. or thereafter following the Regular Council meeting];**
- and to Committee of the Whole if necessary, and to reconvene into Council.**

**Carried**

#### **15. Council Reconvene:**

##### **15.1 Declarations of Pecuniary Interest made at Standing Committees**

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on October 15, 2019 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

No disclosures of pecuniary interest were made at the October 15, 2019 reconvene meeting of Council.

## 15.2 Reading of the Confirmatory By-law

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

### **By-law 11.5 Confirmatory By-law - By-law 163-2019**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on October 15, 2019.

R2019-456

**Motion by** Councillor Ingram

**Seconded By** Councillor Burbach

**THAT By-law 163-2019 be read a First and Second Time.**

**Carried** two-thirds support

R2019-457

**Motion by** Councillor Gaffney

**Seconded By** Councillor Henderson

**THAT By-law 163-2019 be read a Third and Final Time.**

**Carried**

## 15.3 Adjournment of Council Meeting

R2019-458

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Burbach

**THAT the October 15, 2019 Regular Council meeting adjourn.**

**Carried**

Meeting Start Time: 7:00 P.M.

Meeting End Time: 7:49 P.M.

Reconvene Meeting Start Time: 8:05 P.M.

Reconvene Meeting End Time: 8:06 P.M.

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Deputy Mayor – Martin Ritsma

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Acting Clerk – Tatiana Dafoe



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## MANAGEMENT REPORT

**Date:** October 28, 2019  
**To:** Mayor and Members of Council  
**From:** Tatiana Dafoe, Acting Clerk  
**Report#:** COU19-082  
**Attachments:** Wayfinding Strategy - Executive Summary

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**Title:** Comprehensive Wayfinding Strategy

**Objective:** To review the Executive Summary prepared by Stempski Kelly Associates Inc., on the City's Comprehensive Wayfinding Strategy.

**Background:** In 2018, the City retained Stempski Kelly Associates Inc., to complete a Comprehensive Wayfinding Strategy that would give consideration to all modes of transportation. The consultants have completed a review of the City's current wayfinding system, held two rounds of public and stakeholder consultation and have developed a final preferred concept and an alternate concept for Council's consideration.

**Analysis:** The consultants will be in attendance to present the final two concepts to Council. Staff recommend receiving this information and referring it to the Infrastructure, Transportation and Safety Sub-committee for consideration.

**Financial Impact:** The 2019 Parking Capital budget included a total of \$76,165.32 to implement the recommendations relating to parking wayfinding signs. Approximately \$37,424 has been funded from AMO's Mainstreet Revitalization Initiative grant and the remaining \$37,424 has been funded from parking reserve.

### Alignment with Strategic Priorities:

#### **Mobility, Accessibility and Design Excellence**

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

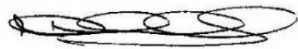
**Staff Recommendation: THAT the executive summary prepared by Stempski Kelly Associates Inc., be received;**

**AND THAT the executive summary be referred to the Infrastructure, Transportation and Safety Sub-committee for consideration.**



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Tatiana Dafoe, Acting Clerk



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Michael Humble, Director of Corporate Services



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Joan Thomson, Acting Chief Administrative Officer



City of Stratford

# Comprehensive Wayfinding Strategy

EXECUTIVE SUMMARY

October 2019



**Stempski Kelly Associates Inc.**



Planning, Landscape Architecture, and Planning  
for Rural, Destination & Amenity Landscapes



## The Purpose:

The Comprehensive Wayfinding Strategy for the City of Stratford has been designed to create a wayfinding system that reinforces the sense of place, identity, and interconnectedness of the City and its features while improving navigability and wayfinding within its borders. The outcome of this project is a comprehensive design of a city-wide wayfinding system that addresses the needs of visitors and residents while considering all modes of transportation.

## The Process:

The Wayfinding Strategy involved an extensive onsite review of existing conditions (signage, routes, etc.) and is largely based on the gathering of input and understanding of the needs of stakeholders and the public, best practices in wayfinding development, and policies, guidelines, and direction outlined by City of Stratford documentation and Staff. The comprehensive three-phase process is outlined as follows:





## **Public Consultation & Stakeholder Engagement:**

A thorough and engaging public consultation process is essential for the implementation of any new program or plan in a municipality. Feedback from the public and stakeholders on both Phase 1 and 2 was paramount in understanding existing conditions, needs, gaps and opportunities, and design input. The consultation process included internal stakeholder interviews, a community workshop, open house, and an online survey. Collectively over 300 people had input into the Wayfinding Strategy.

## **Existing Conditions:**

An extensive sign inventory and analysis, as well as feedback from the public and stakeholder consultation processes brought to light the following findings in regards to the many integrated components of Stratford's existing wayfinding system:

- Signage
  - Poor legibility (i.e. font/plate colour contrast, text size, etc.);
  - Colour-coding is not strategic;
  - A variety of sign types, posts, sizes and configurations are used; and
  - The existing gateway signs do not introduce the City's signage aesthetic, while some get lost in their surroundings.
- Routes
  - Limitations to sign placement exist due to street configuration and obstructions;
  - The City's active transportation network could be more adequately signed;
  - There appears to be congestion in certain areas of the City.
- Destinations
  - Some destinations that appear on existing signage no longer exist;
  - Many destinations important to Stratford residents are not currently accommodated on signage; and
  - There are inconsistencies in destination ordering and inclusion on consecutive signs.



## **Analysis & Assessment - Areas of Focus for Stratford Wayfinding:**

The results from the community engagement sessions and the analysis of the current wayfinding system led to the development of four primary areas of focus associated with wayfinding in the City of Stratford, they include:

1. Accessibility
2. Parking
3. Active Transportation (AT)
4. Complex Intersections & Areas of Confusion

The Comprehensive Wayfinding Strategy addresses these areas through the development and use of a standard set of sign placement and messaging guidelines to ensure accessibility and address areas of confusion, a more detailed and universally-recognizable approach to parking, and the signing of AT facilities and destinations along the existing system.

## **Stratford Destinations:**

In total 40 destinations and 3 amenities (i.e. Public Washrooms, Parking, and EV Charging Stations) were selected by the City to be included on Stratford's wayfinding signage. Each destination was assigned a Destination Ranking Level (level 1-4) which determines the destination's importance (i.e. at what distance does the destination start appearing on signs).

## **Proposed Signage Concept:**

After gaining a thorough understanding of the City of Stratford and its needs, three primary sign types are recommended – Gateway Signs, Directional Signs, and Kiosks.

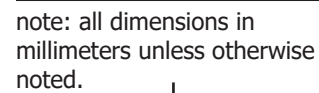
Two sign concepts were presented to Members of the Community and the Project Management Team.

Concept A - takes into consideration Stratford's existing sign design and makes use of the 'best' while improving on the 'rest'.

Concept B - an upbeat and progressive take on the banner theme, this 'Front and Centre' concept reflects the notion of heritage and culture, while respecting the City's aspirations for growth and progress.

Both concepts were vetted through the Open House and Online Survey process. Concept A was chosen as the preferred concept for the City of Stratford. Further design development resulted in two versions of the preferred concept for consideration. These concepts can be found on the following pages.





## Pedestrian Gateway



## Messaging and Sign Locations:

The resulting Comprehensive Wayfinding Strategy includes messaging charts and associated sign location maps for 12 different sign types resulting in approximately 300 assorted signs. The messaging charts include information pertaining to general sign location, destination names, directional arrows, possible logos, and existing site conditions. The sign messaging charts and location maps are designed to work in combination with the messaging and placement guidelines to provide all necessary information for successful implementation.

## Implementation Strategy:

The implementation plan for the Wayfinding Strategy is designed to be flexible to accommodate available budgets, new developments and revolving needs, advancements in manufacturing techniques and materials, and an ongoing review of overall success. The proposed implementation plan involves four (4) components:

### Management:

- Appoint a 'Wayfinding Manager'.
  - "... to execute program, manage implementation, and monitor success."
- Form a 'Wayfinding Committee'.
- Collective tasks could include, but are not limited to:
  - Review recommendations, destinations, routes, sign locations and placement;
  - Identify grants and partnership opportunities, acquire permits, prepare budgets, initiate and manage fabrication and installation, etc.



### Phasing & Priorities:

- Phasing should be implemented in cycles to ensure it is manageable and financially realistic.
- Signage should be installed in order of priority and done so in a way that completes full linkages to intended destinations.



**Installation:**

- Selection of a responsible and eligible installation contractor will be integral to the success of this phased project.
- 'Prototypes' of each sign should be developed prior to their intended year of phasing.
- 'As built' drawings should be made available to the City to reflect adjustments and ensure consistency through future phases.

**Maintenance:**

- Organizational maintenance responsibilities should be assigned to ensure the effective monitoring of yearly installations and physical maintenance of individual signs.
- Maintenance responsibilities should be strategically understood by both the City and the Sign Contractor.







653 WEST GORE ST · STRATFORD · ON · N5A 1L4

519-271-7600 · 1-877-271-7348

[www.pdhu.on.ca](http://www.pdhu.on.ca)



@pdhealthunit

## PERTH DISTRICT HEALTH UNIT

## 2018 ANNUAL REPORT



### *Message from*

**Dr. Miriam Klassen**  
Medical Officer of Health

The focus for the Perth District Health Unit (PDHU) in 2018 was transformation.

Staff worked diligently to incorporate the new Ontario Public Health Standards, issued in January 2018. Perth County is benefitting from new or strengthened programs and services that are grounded in evidence and effective public health practice, and informed by lived experience. This report highlights many such examples.

Staff also began the work of amalgamation with Huron County Health Unit in May, laying the foundation for the legal merger date of December 31, 2019. As I write this report, provincial consultations are taking place with regard to continued public health restructuring. Lessons learned from the Huron Perth merger will benefit our future work as we make the transition into the larger regional entity.

The work of public health is complex and collaborations are essential for success, as reflected in this report. I extend my appreciation to the many partners and stakeholders who work with PDHU - together, we can go further.

I want to acknowledge and thank PDHU staff, who are committed to creating a place where everyone can enjoy the best possible health, and to the members of the Perth Board of Health for their ongoing leadership, especially through times of change. I am proud to be part of this team.

Sincerely,

Miriam Klassen,  
Medical Officer of Health, CEO



### *Message from*

**Teresa Barresi**  
Board of Health Chair

This Annual Report reflects on a year in which the Perth District Health Unit experienced many changes, beginning with the new Ontario Public Health Standards. We will continue to see change in the upcoming year as we work towards merging with one of our key partners, the Huron County Health Unit.

Over this past year, the process to merge our health units has been a thoughtful, comprehensive effort that has involved the hearts and minds of the respective boards, senior management and all other staff. The intention of the merger has always been to maintain the delivery of programs and services according to the Ontario Public Health Standards and at the same time provide for the unique needs of our individual communities.

In this report, you will find the richness of the work done by health unit staff in 2018, as well as stories from you, such

as those related to quitting smoking and dental health. Your stories energize our staff to continue their advocacy work with municipal, regional and provincial governments to encourage funding for the important programs and services necessary to support health for everyone in our communities.

On behalf of the board, thank you for taking the time to read this report and share in some of the work of this dedicated staff. I am immensely proud of the work done by everyone at PDHU. We look forward to this upcoming year with its changes, challenges, and new opportunities, all in an effort to keep you and your family healthy.

Kind Regards,

Teresa Barresi,  
Provincial Appointee and  
Chair of the Board, PDHU

## 2018 Board of Health

### CHAIR

Teresa Barresi  
Provincial Representative

### VICE-CHAIR

Robert Wilhelm  
Warden, Perth County

### MEMBERS

Helen Dowd  
Councillor, Perth East

Bonnie Henderson  
Councillor, Stratford

Walter McKenzie  
Perth County Warden

Anna Michener  
Provincial Representative

Bill Osborne  
Councillor, St. Marys

Paul Robinson  
Provincial Representative

Kathy Vassilakos  
Councillor, Stratford

### BOARD OF HEALTH SECRETARY

Julie Pauli  
Business Administrator

*Board of Health meetings are open to the public and are held the 3rd Wednesday of the month at 9:30 am. To view the agenda and minutes from meetings, go to [www.pdhu.on.ca](http://www.pdhu.on.ca) and click on "About Us."*

## 2018 Management Team

### MEDICAL OFFICER OF HEALTH & CEO

Dr. Miriam Klassen

### DIRECTORS

Tracy Allan-Koester  
Community Health

Julie Pauli  
Business Administrator

Donna Taylor  
Health Protection

### MANAGERS

Jennifer Duffin  
Communicable Diseases/Immunization  
Chief Nursing Officer

Rebecca Hill / Chera Longston  
Communications

Annette Hoyles  
Child Health (School-Age)  
Social Determinants of Health

Janet Jackson  
Chronic Disease, Substance Use and  
Injury Prevention, Health Line

Karen Sherwood  
Information Technology

Nancy Summers  
Reproductive & Child Health (0-6)

Jacqui Tam  
Oral Health, Sexual Health, MYCC

## PDHU Highlights

### PERTH DISTRICT HEALTH UNIT PREPARES FOR MERGER

The year 2018 was a busy time preparing for a merger between the Perth District Health Unit and the Huron County Health Unit. The Ministry of Health and Long-Term Care (MOHLTC) approved funding for the amalgamation and changed legislation to reflect the creation of the Huron Perth Health Unit, effective January 1, 2020.

The intention of the merger is to improve the delivery of public health programs and services in both Perth and Huron counties. Provincial announcements made in 2019 may lead to additional restructuring across the province. However, Huron and Perth health units continue to work on completing the merger by January 1, 2020, as directed by the MOHLTC, which will align programs and services to serve the two counties.

The Perth District Health Unit was established as an official public health unit in Ontario in 1966.



Huron County  
Health Unit



### MEETING THE NEEDS OF PERTH EAST

Service providers working in the Perth East area identified a need to offer services that are easily accessible by members of the community. A few years ago, the service providers came together to create the Perth East Advisory Committee for a Community Hub (called PEACH), working towards establishing a community hub to help solve this challenge.

A feasibility study by United Way Perth-Huron further supported the need for a multi-service hub offered out of Milverton that is inclusive, integrated and community-led. Sixteen organizations, including the Health Unit's Mother and Young Child Clinics, have indicated their interest in using the hub. In 2018, the United Way took over the fundraising campaign and the hub is getting closer to becoming a reality!

### INFECTION PREVENTION AND CONTROL COMMITTEE

In 2015, PDHU established an Infection Prevention and Control (IPAC) Committee to review, develop, implement and maintain a health unit-wide infection prevention and control strategy. The goal of IPAC is to ensure staff and client health and safety with regards to adhering to best practices in disease prevention. Since it began, the IPAC committee has:

- Developed an audit tool and process to evaluate our adherence to IPAC standards in our programs.
- Performed IPAC audits on various clinics, including travel, school-based immunization, oral health and sexual health clinics, with upcoming audits planned of Mother and Young Child Clinics and the home visiting program.
- Reviewed our policy and procedure for cleaning our clinical settings.

The IPAC Committee is being showcased to other health units as an example of an effective Continuous Quality Improvement Initiative case study.

## NEW ONTARIO PUBLIC HEALTH STANDARDS & REGULATION CHANGES

The new Ontario Public Health Standards (OPHS) developed by the Ministry of Health and Long-Term Care came into effect on January 1, 2018. The standards specify the minimum requirements for public health programs and services in Ontario.

The updated OPHS include: 4 Foundational Standards and 9 Program Standards with 95 requirements.

FOUNDATION STANDARDS	
Population Health Assessment	Health Equity
Effective Public Health Practice	Emergency Management

PROGRAM STANDARDS		
Chronic Disease Prevention and Well-Being	Healthy Growth and Development	Safe Water
Food Safety	Immunization	School Health
Healthy Environment	Infectious and Communicable Disease Prevention and Control	Substance Use and Injury Prevention

The new OPHS reflect a shift in focus, from monitoring and reporting progress based on compliance activities, to focusing on outcomes and the impact achieved by public health programs and services.

Along with the new OPHS, several new regulations came into force July 1, 2019, under the Health Protection and Promotion Act, in topic areas such as food safety, recreational water, personal services settings, and communicable diseases.

PDHU staff incorporated the new OPHS and new regulations into their Operational Plans throughout 2018, and the annual service plan for 2018, and continue to communicate the new requirements to community partners and stakeholders.

## Community Health Highlights

### SUBSTANCE USE PREVENTION: CANNABIS LEGALIZATION, OPIOIDS, AND HARM REDUCTION

#### Cannabis Legalization

On October 17, 2018, cannabis use became legal in Canada. With legalization came new laws and regulations. The Health Unit has been working to raise awareness in the community of the new rules, including where you can and cannot smoke cannabis.

This past year, the Health Unit collaborated with local partners, including school boards and municipalities, to navigate changes in legislation and to ensure the community has up-to-date reliable information to make informed decisions. The Health Unit presented cannabis information to educators, distributed resources for parents, and has resources available for workplaces and health professionals.

#### Opioids

The local Perth Opioid Strategy Group, facilitated by the Perth District Health Unit, monitors the opioid situation locally. The Health Unit coordinates weekly opioid data collection on opioid activity from first responders (Paramedic Services, fire and police), hospitals, methadone clinics, school boards, dental professionals, and a family health team. This allows the Strategy Group to notice and respond to any fluctuations in opioid-related events in Perth County.

In Perth County:



**6**

OPIOID-RELATED  
DEATHS IN 2018



ER VISITS

**28** in 2017

**23** in 2018



NALOXONE KIT  
DISTRIBUTION:

**186** in 2018

(continued on page 4)



## Harm Reduction

Harm reduction is a set of strategies and ideas aimed at reducing negative consequences associated with drug use. The Health Unit's harm reduction services include:

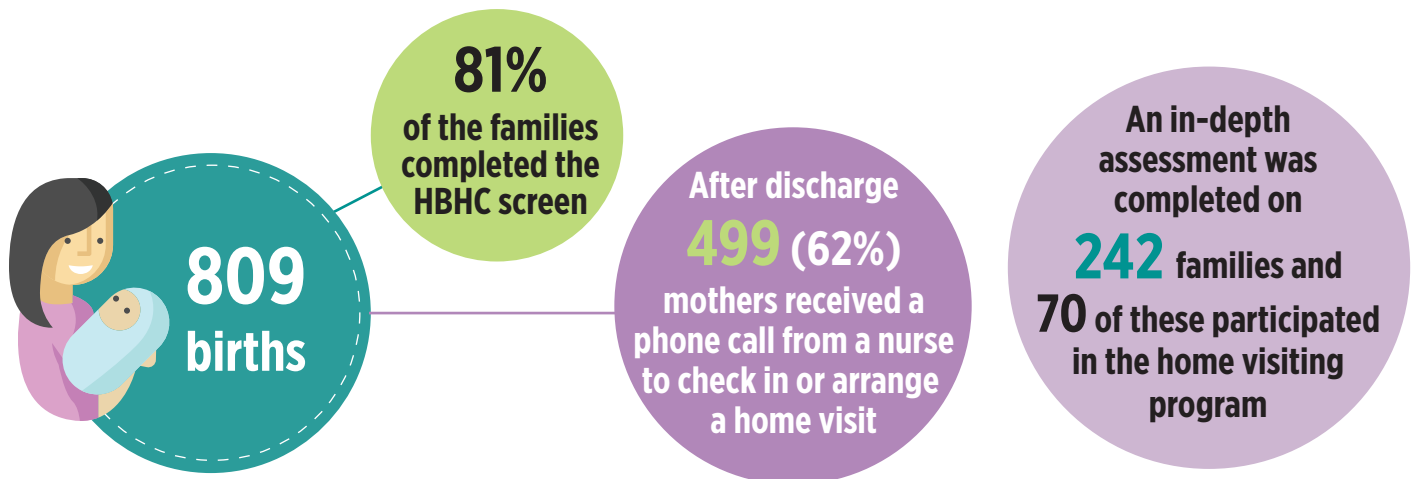
- **Harm Reduction Program:** access for clients to clean needles/syringes and safer inhalation supplies as well as safe disposal of sharps.
- **Naloxone Program:** coordination and distribution of naloxone kits in Perth County as well as naloxone (or Narcan) training for clients.
- **Community Sharps Disposal:** kiosks in Stratford, Listowel and Mitchell (*coming soon*) to ensure access to safe sharps disposal for clients in the community.



**In 2018: 514 clients received harm reduction services**

## THE HEALTHY BABIES HEALTHY CHILDREN PROGRAM TURNED 20!

For 20 years, the Perth District Health Unit has supported families through the Healthy Babies Healthy Children (HBHC) program. HBHC is a provincial home-visiting program, supporting families in the prenatal period and parents with children from birth until their transition to school.



### 2018 in Perth County:

The Public Health Nurse (PHN) and Parent Resource Visitor build on the family's strengths to address their potential and identify risks. Together with the family, they identify appropriate interventions to support healthy child development, enhance parenting and build positive social supports.

Through the blended home visiting program, trusting and caring relationships are formed, social-emotional issues are addressed, and in the process, early childhood development and family wellbeing are enhanced.

*Message from a family in the HBHC Program:*

**"I don't know what I would have done without them. I will be forever grateful for their help. I hope other moms will get as much benefit out of the Healthy Babies Healthy Children program whether it be a first time mom or an experienced mom."**

**- Sarah**

**Happy Birthday HBHC!**

## MY QUIT MOMENT

My Quit Moment was a smoking cessation campaign that used the power of personal testimonials to increase quit smoking attempts and cessation rates in Perth County.



The Health Unit collected stories from local residents about their own “quit moment” – the moment in their life when they decided to quit smoking and why. Impactful quotes from the stories were then featured throughout 2018 on the PDHU website, billboards, online media ads, social media pages, digital screens in the community, and on bus shelters. Facebook ads related to My Quit Moment reached 66,300 people with over 5,000 people liking, commenting on and sharing the posts.



## ADULT DENTAL HEALTH STORIES

In the fall of 2018, the health unit asked for stories from Perth County adults who have struggled to get dental care. The goal of the project was to raise awareness of the difficulties some people face with accessing dental care and the impact this has on their lives.

We collected 21 stories through our website, by phone, and in person. People shared how dental problems, and the inability to pay for check-ups and treatment, affect their health and quality of life.

*I was hit by a vehicle many years ago and lost some teeth. I couldn't do anything about it. I had to take care of my young children and didn't have enough money to put aside for myself.*  
– Angelina

*I don't even know the last time I went to a dentist. I struggle with social anxiety, and knowing that my teeth are not in their best condition makes that an even more prominent struggle in my life.*  
– Candice

*I have heart problems and diabetes and I know these conditions can be made worse by dental problems.*  
– Shona

*Having dental problems is probably the most degrading thing I have ever been through.*  
– Sue

*I don't tend to go out for meals with other people, smile like I used to, or laugh out loud. People think you don't care about your teeth and don't look after them.*  
– Linda

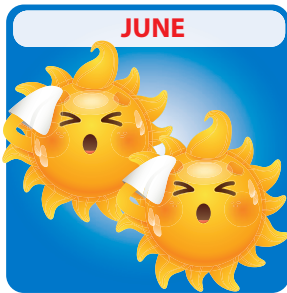
Read more at [www.pdhu.on.ca/dentalstory](http://www.pdhu.on.ca/dentalstory). We hope for an expansion of publicly-funded dental programs in the future, and will continue to look at ways to support adults and seniors with getting dental care.

## Health Protection Highlights

### A HOT SUMMER

The Environmental Team at PDHU oversees topics related to the natural and built environments that surround us and have a direct influence on our health, such as air quality, water, rabies, West Nile virus and Lyme disease, and extreme weather.

**During 2018, the Health Unit issued four heat warnings:**



The Health Unit issues “heat warnings” and “extended heat warnings” based on criteria in Environment Canada forecasts. As part of its heat warnings, the Health Unit uses the local media, social media, and its website to provide tips for residents on how to stay safe during a heat event.

### IMMUNIZATION UPDATE

The Perth District Health Unit plays a vital role in promoting immunization among Perth County residents. The Health Unit:

- distributes publicly funded vaccines to health care providers in the community
- provides immunization information, including vaccine counselling, to parents, health care providers, schools, and the public
- maintains immunization records for children and adults in Perth County
- provides immunizations to children and adults in PDHU-run clinics
- provides immunizations to students at school-based clinics in Perth County Schools.

Every spring, public health nurses review the immunization records for all Perth County students. Notices for students with incomplete immunization records are sent to parents, legal guardians, or students. Health Unit staff also follow up with families to get missing records or to advise them on immunizations that are needed.

**In 2018, public health nurses:**

<p>REVIEWED OVER <b>12,000</b> student immunization records</p>	<p>MAILED OUT <b>147</b> suspension orders to Perth County students whose immunization records were not up-to-date</p>	<p>As of suspension day, May 29, most students' records were up-to-date, and only <b>10</b> students were suspended.</p>
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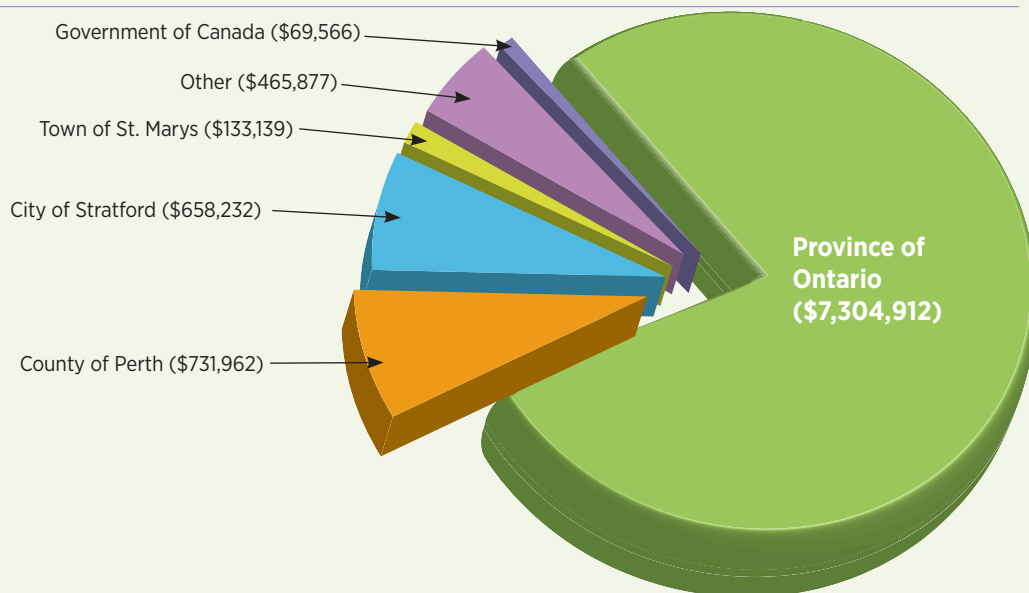
#### New Online Reporting

At the end of 2017, the Health Unit began using and promoting an immunization online reporting system called ICON (Immunization Connect Ontario). ICON is a web portal that allows residents to report their immunizations, and those of their children, to the Health Unit online. It also allows them to look at their immunization records online.

# Funding 2018

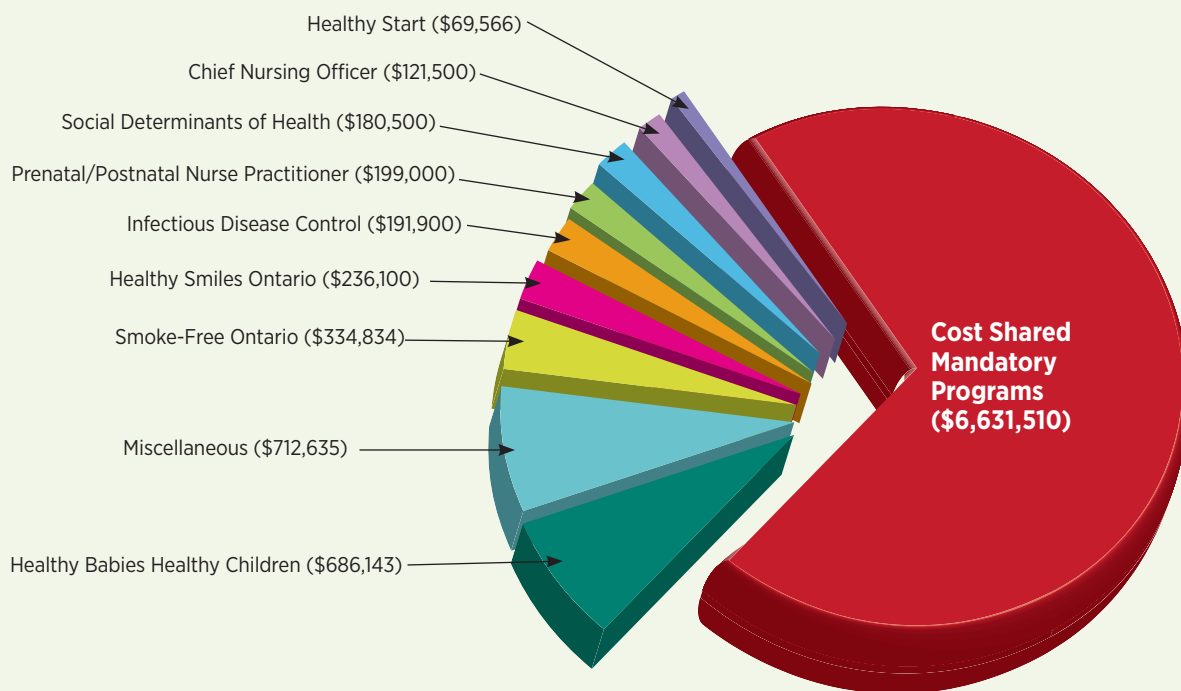
## REVENUE

**TOTAL REVENUE**  
**\$9,363,688**



## EXPENSES

**TOTAL EXPENSES**  
**\$9,363,688**



## MISSION

The mission of the Perth District Health Unit (PDHU) is to work in partnership with our community to foster conditions in which people can be healthy. We promote health, protect health, and prevent disease by providing community health programs and services for all the people of Perth County.

## HEALTH FOR ALL

PDHU has a commitment to diversity and inclusiveness and ensuring equitable access to information and services for everyone who lives in Perth County.

## ACCOUNTABILITY

PDHU is governed by an autonomous Board of Health, which is made up of six elected municipal representatives and three provincial representatives. A Management Team of 12 (see page 2), which includes the Medical Officer of Health and three Directors, oversees public health services and provides direction to more than 100 full and part-time staff members.

PDHU is guided by our mission and values and our Strategic Plan. We use a Balanced Score Card approach based on the

Strategic Plan to measure the effectiveness of our programs and services. Our program mandate is described in the Ontario Public Health Standards: Requirements for Programs, Services, and Accountability. As part of the funding agreement with the Ministry of Health and Long-Term Care, the Board measures and reports its performance on a variety of indicators and also strives to meet several Accountability Agreements with the Ministry. A complete list is available at [www.pdhu.on.ca/about-us/funding-and-accountability](http://www.pdhu.on.ca/about-us/funding-and-accountability).

## PDHU Activities across Perth County in 2018







## MANAGEMENT REPORT

**Date:** October 28, 2019  
**To:** Mayor and Council  
**From:** Ed Dujlovic, Director of Infrastructure and Development Services  
**Report#:** COU19-083  
**Attachments:** Letter of October 8, 2019 Stratford Board of Park Management

**Title:** Lake Victoria South Side Shoreline Protection Works – Waterloo Street to Morenz Drive

**Objective:** To obtain Council approval to provide funding in order to carry out shoreline protection works on the south shore in 2019.

**Background:** City staff received a letter from the Stratford Board of Park Management requesting funding to carry out shoreline protection works on the south side of Lake Victoria in 2019 from Waterloo Street to Morenz Drive.

**Analysis:** The proposed works, to be carried out by the Upper Thames Conservation Authority (UTRCA), consists of a combination of cap rock and cobble shoreline through much of the reach with a minimum two wooden structure to allow closer access to the shoreline and viewing/bench/resting areas.

**Financial Impact:** The Stratford Board of Park Management indicates the need for \$50,000. Based on correspondence with the UTRCA, the actual funding required is \$65,000 for materials and contractors. The UTRCA will provide the design and all other in kind works. Funding for the project would be provided by reallocating approved funds from the 2019 Capital Budget account G942-9574-4100 Storm Sewer Maintenance Miscellaneous Projects to this project.

**Staff Recommendation:** **THAT funding in the amount of \$65,000 be provided for the installation of shoreline protection on the south side of Lake Victoria from Waterloo Street to Morenz Drive;**

**AND THAT the funding be provided by reallocating approved funds from the 2019 Storm Sewer Maintenance Miscellaneous Projects capital account G-942-9574-4100.**



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Ed Dujlovic, Director of Infrastructure and Development Services



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Joan Thomson, Acting Chief Administrative Officer



**Stratford Board of Park  
Management**  
353 McCarthy Road West  
Stratford, ON N5A 7S7  
(519) 271-0250, Ext. 243  
Fax: (519) 273-6492  
[www.city.stratford.on.ca](http://www.city.stratford.on.ca)

October 8, 2019

Ed Dujlovic  
Director Infrastructure & Development  
The City of Stratford  
82 Erie Street  
Stratford ON N5A 2M4

Dear Ed:

At the regularly scheduled meeting of the Board of Park Management October 7, 2019, the Board discussed the necessity of addressing the south shore riverbank erosion issue in front of the new Tom Patterson Theatre site. We as a Board feel this area should be addressed in a timely manner due to the scheduled opening of the theatre in 2020 and the rapid decline of the bank into the sidewalk.

This letter is a formal request for funding to aid in advancing the completion of this project in the fall 2019. The Upper Thames River Conservation Authority [UTRCA] will be completing all in-kind design and installation work. The estimated cost of materials and contractor support for the project is approximately \$50,000.00.

As Chair of the Board of Park Management, I am asking if this funding would be available through your budget/department for completion this Fall?

Should there be an alternative avenue for the Board to explore in the form of funding please advise.

Sincerely,

Rick Orr,  
Chairman  
Stratford Board of Park Management.

QM/tm





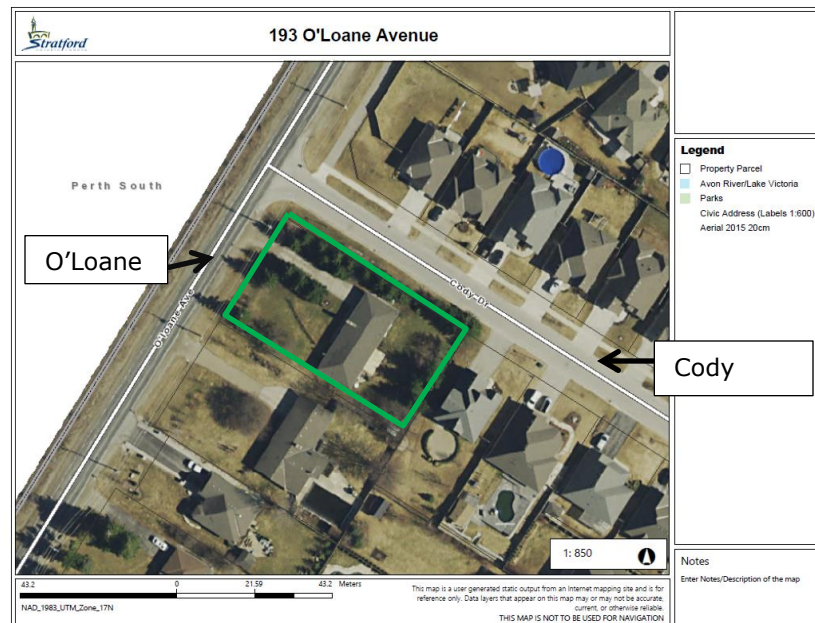
## MANAGEMENT REPORT

**Date:** October 28, 2019  
**To:** Jeff Leunissen, Manager of Development Services  
**From:** Mayor and Council  
**Report#:** COU19-084  
**Attachments:** Letter from Mrs. Taylor-Eaton

**Title:** Block 170, Plan 44M-17

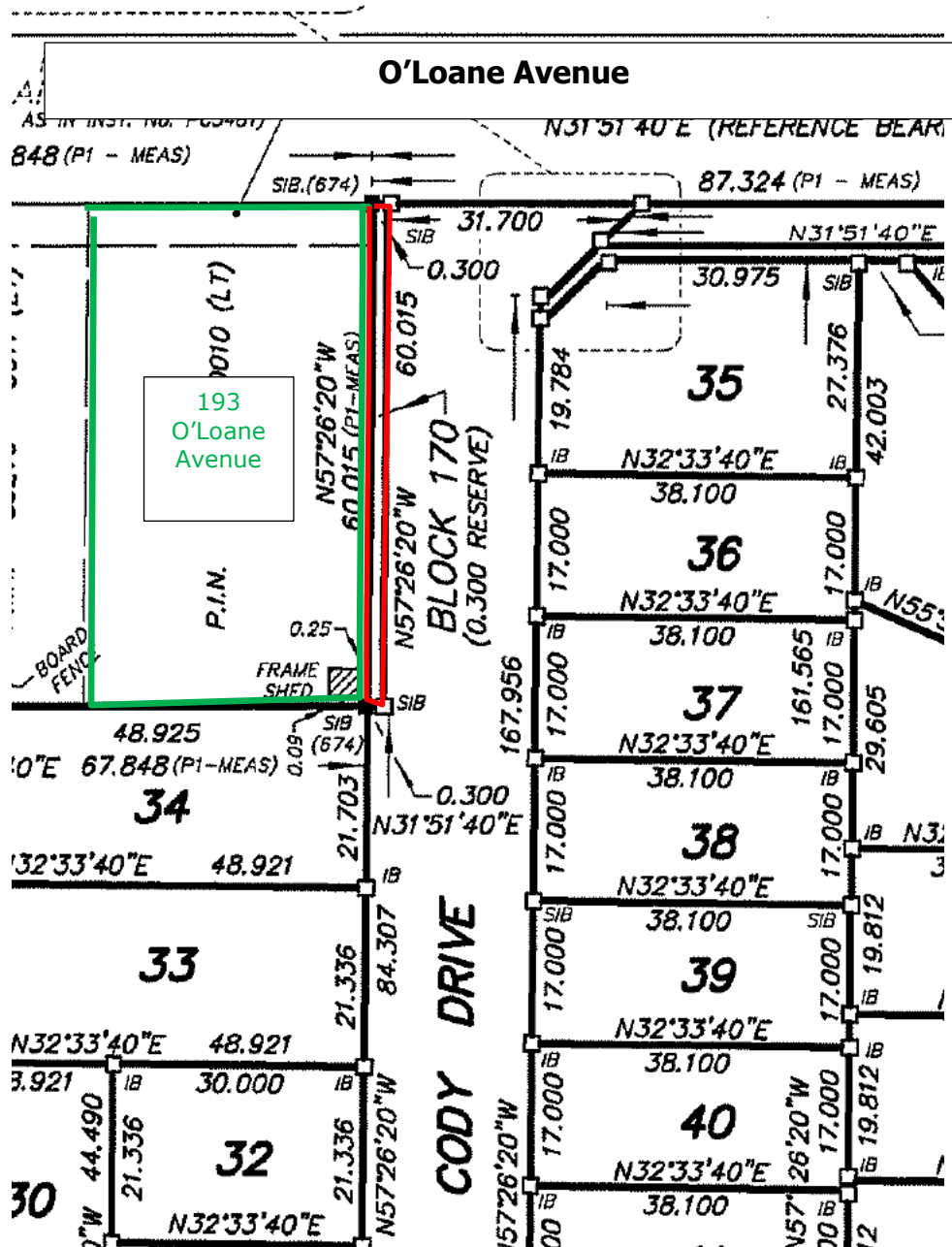
**Objective:** To lift a portion of the 0.3 m reserve of Block 170, Plan 44M-17 and dedicate it as public highway (Cody Drive)

**Background:** On October 2, 2019, staff received a letter (attached) from Mrs. Joan Taylor-Eaton of 193 O'Loane Avenue. Mrs. Taylor-Eaton is requesting permission to construct a driveway from a location on her property near her garage to Cody Drive. Mrs. Taylor-Eaton believes this driveway would allow safe access on O'Loane Avenue. Mrs. Taylor-Eaton also believes that with increased traffic on O'Loane Avenue, it is no longer safe to "back out" onto O'Loane Avenue.



Preventing Mrs. Taylor-Eaton from constructing a driveway to Cody Avenue is a 0.3 m reserve block owned by the City of Stratford. This reserve block, legally described as Block 170 Plan 44M-17, measures 0.3 m x 60.015 m and can be seen on the figure below. Block 170 was included on plan of subdivision 44M-17 to prevent the creation of a driveway from 193 O'Loane Avenue in close proximity to the O'Loane/Cody intersection.

Excerpt of Plan 44M-17



Mrs. Taylor-Eaton is also requesting the costs associated with the removal, or partial removal, of Block 170 be covered, or partially covered, by the City as it would be a

hardship on her. Partial removal of the Block would require completion of a Reference Plan. Mrs. Taylor-Eaton has contacted a local surveyor who has given an estimate for completion of a Reference Plan at \$2,500.

**Analysis:** O'Loane Avenue is classified as an arterial road with a posted speed limit of 60 kph. In order to preserve the function of arterial roads, the Official Plan states direct access to abutting properties may be restricted. In 2016, this section of O'Loane Avenue carried an average of approximately 5,900 vehicles daily. 6% of the traffic volume was truck traffic. Cody Drive is classified as a local street and the Official Plan allows direct access from abutting properties. No recent traffic counts have been conducted on Cody Drive, but traffic volumes are well within the range that can be accommodated by a local street. Both O'Loane Avenue and Cody Drive are operating within their design capacity.

Prior to the receipt of Mrs. Taylor-Eaton's letter, Infrastructure and Development Services Staff met with Mrs. Taylor-Eaton to explain a driveway permit could only be issued after Council had dealt with the issue of the 0.3 m reserve block. At the meeting, staff also explained the purpose of the 0.3 m reserve block is to prevent a driveway access on Cody Drive in close proximity to the intersection. Staff could find no information why Block 170 extended the entire length of 193 O'Loane Avenue.

Staff has reviewed Mrs. Taylor-Eaton's request and would have no objection to:

- a) the removal of the easterly 40 m of Block 170 and
- b) the dedication of these lands to public highway.

Removal of the eastern portion of the 0.3 m reserve and dedication of these lands as public highway would have no impact on the function of the intersection nor would it impact other municipal services. Staff cannot support the lifting of all of Block 170.

Removal of the eastern 40 m of Block 170 would serve no municipal purpose or private property other than 193 O'Loane Avenue. When plan of subdivision 44M-17 was registered, 193 O'Loane Avenue's only access was to O'Loane Avenue and while traffic has increased over the years, it has been classified as an arterial road since 1965.

**Financial Impact:** No financial impact. All costs associated with the lifting of the eastern 40 m of Block 170 Plan 44M-17 and dedication of these lands as public highway (Cody Drive) should be borne by the property owner.

**Staff Recommendation: THAT Council has no objection to the lifting of the 0.3 m reserve described as the eastern 40 m of Block 170 Plan 44M-17;**

**THAT upon receipt of a Reference Plan describing the eastern 40 m of Block 170 Plan 44M-17, Council will proceed to dedicate the lands as public highway (part of Cody Drive);**

**AND THAT all costs associate with the lifting of a portion of the 0.3 m reserve of Block 170 Plan 44M-17 and the dedicating of the lands as public highway shall be borne by the owner of 193 O'Loane Avenue.**



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Jeff Leunissen, Manager of Development Services



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Ed Dujlovic, Director of Infrastructure and Development Services



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Joan Thomson, Acting Chief Administrative Officer

OCT - 2 2019

CITY OF STRATFORD  
Building & Planning Dept.

Oct 2, 2019

Dear Jeff Leunissen,

My home is located at 193 O'Loane Ave. in Stratford on a large corner lot.

I am requesting permission from city council to have a second driveway installed from my side yard leading on to Cody Drive.

When I first bought my home O'Loane Ave was just a quiet place on the outskirts of Stratford.

With all the development over the years (example Sobey's strip mall, No Frills, Bromberg homes etc) O'Loane Ave has become very, very busy.

A few years ago the city made O'Loane Ave a truck route & now the transports are a nightmare & the car traffic unbelievable.

I am afraid for myself, family & friends to back out of my driveway, my home.

I was told at our meeting with



yourself, Nancy Boulton & Michelle Pinto that a survey is necessary because of a one foot reserve.

No one seems to really know why this reserve was ever put there in the first place. This one foot reserve doesn't make any sense as there is homes on both sides of Cody Drive.

A survey of the city owned boulevard will cost around \$2,500.00 (re MTE Surveyors). This amount would be a hardship for me.

I am asking the city to remove the reserve, which is questionable or to help me out with the cost if a survey is necessary.

I know this seems alot to ask but as a senior wanting to stay in my home as long as possible, I'm asking.

Yourself (Jeff Leunissen - Manager of Development Services), (Nancy Boulton Manager of Engineering) support & recommend the approval of my request for installation of the new driveway.

In closing I would like to add  
that backing on to O'Leane Ave is  
very dangerous & is an accident waiting  
to happen.

Thanking you in advance.

Sincerely,

Joan Taylor-Eaton



## MANAGEMENT REPORT

**Date:** October 28, 2019  
**To:** Mayor and Members of Council  
**From:** Tatiana Dafoe, Acting Clerk  
**Report#:** COU19-085  
**Attachments:** None

**Title:** Delegation of Authority By-law Amendment – Signing of Lease Agreements

**Objective:** To obtain authorization to delegate authority to certain staff in the Social Services Department to sign rental agreements for the Britannia Street Housing Project.

**Background:** At its April 24, 2017 meeting, Stratford City approved in principle a proposed plan to build 55 new affordable housing units on a hectare of City-owned land adjacent to Britannia Street, at the former Fairgrounds property.

As the Britannia Street Housing project is a City-owned and operated initiative, the rental agreements for the units will be between the City and the tenants.

**Analysis:** Tenants for the Britannia Street Housing project can begin moving in November 1, 2019. In order to provide authority to staff to sign the lease agreements, authority must be granted by Council through the delegation of authority by-law.

Staff recommend delegating authority for the signing of rental agreements between the City of Stratford and tenants for the Britannia Street Housing project to the Manager of Housing and in the absence of the Manager, the Director of Social Services or the Supervisor of Social Services.

**Financial Impact:** There is no financial impact as a result of this report.

### Alignment with Strategic Priorities:

#### Developing our Resources

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



**Staff Recommendation: THAT Delegation of Authority By-law 135-2017, as amended, be further amended to delegate authority to the Manager of Housing, or in the absence of the Manager, to the Director of Social Services or the Supervisor of Social Services to sign rental agreements between The Corporation of the City of Stratford and tenants for the Britannia Street Housing project.**



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Tatiana Dafoe, Acting Clerk



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Michael Humble, Director of Corporate Services



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Joan Thomson, Acting Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** October 21, 2019  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report#:** COU19-086  
**Attachments:** None

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**Title:** Connecting Link Program for Huron Street

**Objective:** To obtain Council's approval to apply for Connecting Link funding for the Reconstruction of Huron Street.

**Background:** Huron Street, Highway 8, is subject to a connecting link agreement with the Ministry of Transportation. As such, we are eligible to receive funding for up to 90% of the cost of eligible works required for maintenance and operation of the highway.

The condition of the road from Matilda Street to the Huron Street bridge has been recently assessed and has a pavement quality index rating of 28-56 with an average of 53, which is considered poor for an arterial road. The storm sewers range in size from 250mm to 525mm, are 60 to 100 years old and undersized. The sanitary sewers are in poor condition and 80 to 110 years old. The watermains are 30 to 90 years old, many sections with historical breaks.

**Analysis:** The 2020-21 Connecting Links program was announced on October 3, 2019, and staff would like to apply for funding to complete the design, reconstruct the roadway, and upgrade the storm drainage system. Additional works that would be done at the same time include the replacement of the watermains and sanitary sewers.

The maximum amount of funding that can be applied for is \$3,000,000. The entire project, from Matilda Street to the bridge, including engineering costs, is estimated to be in the range of \$8,000,000. Because of the scope of work, staff intend to complete the project in two phases. The first phase is to retain a consultant and complete the construction of the first phase of the project. The consultant would complete both phases of design, including a review of all signalized intersections, obtain all relevant approvals, and produce two tender documents – Phase 1 of construction and Phase 2 of construction. The construction

of the second phase would be dependent on a subsequent intake for the Connecting Link program and future budget approvals.

Design of the project would take place in 2020, with construction of Phase 1 taking place in 2021-2022.

**Financial Impact:** Our current estimate for design of Phase 1 and 2 plus construction of Phase 1 is \$4,210,000. The City would receive approximately \$2,800,000 in connecting link funding for the eligible works (road and storm sewers), with the remainder of the funds being provided by the City.

In 2020, the estimated costs for the project are \$400,000, with approximately \$306,000 of those costs covered by connecting link funding. The remaining \$94,000 will be financed by long term debt.

Construction costs would be budgeted in 2021 and 2022, with long term debt used to finance those costs not covered by funding.

**Staff Recommendation: THAT the City submit an application to the Connecting Links Program 2019-2020 for the Huron Street Reconstruction project;**

**AND THAT the Director of Corporate Services be authorized to sign and submit the application on behalf of the municipal corporation.**




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Manager of Engineering




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Director of Infrastructure and Development Services




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Joan Thomson, Acting Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** September 17, 2019  
**To:** Finance and Labour Relations Sub-committee  
**From:** Jacqueline Mockler, Director of Human Resources  
**Report#:** FIN19-036  
**Attachments:** Ad Hoc Citizen's Committee on Council Remuneration Report  
 City of Stratford By-Law Number 20-98

**Title:** Council Remuneration

**Objective:** To consider the report on council remuneration prepared by the Ad Hoc Citizen's Committee on Council Remuneration.

Background: In 2018, Council approved the establishment of an Ad Hoc Citizen's Committee on Council Remuneration given the impending elimination of the 1/3 tax free exemption for members of municipal councils effective January 1, 2019.

The mandate of the Committee was to review and provide recommendations on the remuneration of both the Mayor and Councillors, giving consideration to related benefits and pension. In its discernment the committee considered: current total compensation including the per-diem structure, roles and responsibilities, historical remuneration data and appropriate survey information and comparators.

Current base remuneration for Council members is as follows:

Position	Annual Base Pay (2019)
Mayor	\$66,869
Deputy Mayor	\$13,860
Councillor	\$12,141

Base remuneration is indexed annually in accordance with the previous year's whole Consumer Price Index. Council members, other than the Mayor, receive a per diem for attendance at various meetings and events. All members of Council may also participate in the Corporation's group insurance plan at his/her expense, but are not eligible to participate in the pension plan.

**Analysis:** At the August 26, 2019 Regular Council meeting, the Committee presented an overview of findings and analysis included in their report and made the following recommendation.

**1/3 Tax Exemption:**

The Committee recommended adjusting the base pay of members of Council to include the loss of the 1/3 tax exemption. The 2019 net cost impact would be \$12,758 or .022% of the tax levy.

To implement this recommendation three options were recommended for consideration:

1. Make the change retroactive to January 1, 2019.
2. Make the change effective January 1, 2020.
3. Implement the recommendation immediately upon approval with no retroactive pay applicable.

**Pension:**

The Committee recommended that a pension would not be included as part of the remuneration package based on information gathered from comparators.

**Base Pay, Per Diems and Benefits:**

The Committee further recommended the following three options for consideration:

Option 1: includes an adjusted base rate, which accounts for the 1/3 tax exemption, and an estimated average per diem for Councillors.

Option 2: includes the adjusted base rate which accounts for the 1/3 tax exemption, an estimated average per diem for Councillors and a set amount in lieu of group health and dental coverage benefits in the amount of \$4,000. This would contain the option to purchase group health and dental coverage.

Option 3: includes the adjusted base rate which accounts for the 1/3 tax exemption, consisting of \$4,000 in lieu of group health and dental coverage, and an estimated average per diem for Councillors.

The costs associated with each option are outlined below:

	<b>Mayor</b>	<b>Appointed Deputy Mayor*</b>	<b>Councillor*</b>	<b>Estimated total cost</b>
<b>Current</b>	\$77,212	\$18,632	\$16,679	\$245,955
<b>Option 1</b>	\$77,212	\$25,988	\$24,278	\$321,702
<b>Option 2</b>	\$81,212	\$29,988	\$28,278	\$365,702
<b>Option 3</b>	\$81,212	\$29,988	\$28,278	\$365,702

\*Amounts include estimated average per diem costs.

All options would be subject to annual inflation increase based on the Consumer Price Index

#### **Additional Recommendations:**

The following additional recommendations were made for consideration:

- complete a governance review;
- complete a council remuneration review with every term of Council;
- create a standardized format for review of council's remuneration; and consider
- moving to a salary remuneration model without per diems

The Committee also noted that if a governance review is not completed then a review of the per diem rate is recommended.

At the August 26 meeting, Council referred this matter to the next Finance and Labour Relations Sub-committee.

**Financial Impact:** The 2019 budget included an increase to council's remuneration by the CPI. The cost implication to the budget for each option is outlined below:

<b>Council Remuneration and the Impact to Tax Levy</b>						
	<b>Mayor</b>	<b>Appointed Deputy Mayor*</b>	<b>Councillor*</b>	<b>Estimated total cost</b>	<b>Additional cost from current</b>	<b>Impact to Tax Levy</b>
<b>Current</b>	\$77,212	\$18,632	\$16,679	\$245,955		
<b>Option 1</b>	\$77,212	\$25,988	\$24,278	\$321,702	\$75,747	0.128%
<b>Option 2</b>	\$81,212	\$29,988	\$28,278	\$365,702	\$119,747	0.202%

<b>Council Remuneration and the Impact to Tax Levy</b>						
	<b>Mayor</b>	<b>Appointed Deputy Mayor*</b>	<b>Councillor*</b>	<b>Estimated total cost</b>	<b>Additional cost from current</b>	<b>Impact to Tax Levy</b>
<b>Option 3</b>	\$81,212	\$29,988	\$28,278	\$365,702	\$119,747	0.202%

\*Amounts include estimated average per diem costs.

**Staff Recommendation: THAT the Ad Hoc Citizen's Committee on Council Remuneration Report be considered by the Finance and Labour Relations Subcommittee;**

**AND THAT direction be given.**




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Jacqueline Mockler, Director of Human Resources




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Joan Thomson, Acting Chief Administrative Officer



## **Report on Council Remuneration**

**Submitted by:**

**The Ad-Hoc Citizen's Committee on Council Remuneration**

**August 26, 2019**



## **Executive Summary:**

The purpose of this report is to outline how the Ad-Hoc Citizen's Committee on Council Remuneration ("the Committee") accomplished the mandate set out by Council and provides recommendations for Mayor and Council remuneration, giving consideration to related benefits and pension and the elimination of the 1/3 tax free exemption from the Federal Government.

Council compensation is always a contentious issue with a negative perception of elected officials approving a raise for themselves. However, this Council with its experience, is in a better position to make these decisions from the Committee's recommendations. The Committee reviewed remuneration levels that we thought were commensurate with the execution of duties as well as being fair and competitive to encourage local residents to run for office. The Committee made recommendations to resolve the loss in pay from the tax change and separate recommendations to correct the disparity in Councillor remuneration versus the comparable municipalities.

## **Background:**

In September 2018, the Corporation of the City of Stratford's City Council voted to establish an Ad-Hoc Citizen's Committee to review and provide recommendations on Mayor and Council remuneration giving consideration to related benefits and pension.

With the impending Federal Government's elimination of the 1/3 tax free exemption for members of municipal council as of January 1, 2019, Council also directed the Ad-Hoc Committee to make recommendations on how to manage the elimination of this 1/3 tax free exemption.

## **Review Process:**

To simplify the analysis of information, the Committee chose to look at the elimination of the 1/3 exemption and Council remuneration as two separate issues.

The review process included the following components:

- Setting the foundation for the review and analysis
- Determining the appropriate comparators
- Selecting resources that would provide objective information to accomplish the mandate
- Selecting financial indicators that were appropriate to the process and the municipality

## **Findings:**

### **Setting the Foundation**

#### **What is a Remuneration Review?**

A compensation review consists of several factors:

- Determine the responsibilities of the position through a job analysis
- Determine the current total remuneration
- Understanding of the historical remuneration data
- Determine what criteria to use for selecting comparators
- Collect and analyze the comparator data
- Develop a pay structure which is fair and reasonable for the position while taking into consideration the position and the comparator data

Throughout the analysis, the Committee discovered there is not a set structure or methodology set out by the City of Stratford, the Municipal Act, or comparator municipalities to review Council Remuneration.

### **Council's Mandatory Requirements under the Municipal Act**

The Municipal Act clearly outlines the legislated responsibilities for the Head of Council and Members of Council.

The Head of Council (Mayor) is charged with the following duties:

- Act as the CEO for the Municipality
  - Uphold and promote the purposes of the municipality
  - Promote public involvement in municipal activities
  - Represent the municipality in and outside of the city
  - Promote the city locally, nationally, and internationally
  - Participate in and foster activities that enhance the economic, social, and environmental well-being of the municipality and its residents
- Preside over Council meetings
- Provide leadership to Council
- Provide information and recommendations to Council with respect to the role of Council
- Represent the municipality at official functions

Members of Council are charged to:

- Represent the public and to consider the well-being and interests of the municipality
- Develop and evaluate the policies and programs
- Determine what services are offered
- Ensure administrative policies, practices, and procedures are in place to implement council decisions
- Maintain the financial integrity of the municipality

### **Time Requirements**

An informal survey of Council Members found that on average a Councillor commits approximately ten (10) to twenty (20) hours per week to prepare for and attend meetings of Council and various advisory committees. As elected officials, they spend numerous hours responding to constituent concerns.

### **Governance Model**

The City of Stratford is a single-tier municipality. Single-tier municipalities are geographically located within a county, but are not part of the county for the municipal purposes. Single-tier municipalities have responsibilities for all local services to their residents including but not limited to: transit, water and wastewater systems and social services.

Stratford City Council consists of a Mayor, Appointed Deputy Mayor and nine (9) Councillors at large. A 'Councillor at large' structure means each Councillor represents the city as a whole, and not just a specific area or ward.

Meetings of Council include the following Standing Committees:

- Community Services
- Finance and Labour Relations
- Planning and Heritage
- Infrastructure, Transportation and Safety
- Social Services

In addition to Council, Committee of the Whole, Standing Committees and Sub-Committees, there are Statutory Committees, Boards and Advisory Committees approved by Council. The majority of committees have two (2) members of Council participating. The Committee determined that on average Councillors attend approximately six (6) additional committees, boards or other meetings on a monthly basis. There are thirty-seven (37) distinct committees or boards listed below with varied membership participation and involvement from Council members.

### **Statutory Committees**

Statutory committees and local boards are established by a municipal by-law or provincial law, and function according to legal requirements. An example of provincial legislation requiring certain committees include the Police Services Act (Police Services Board), the Accessibility for Ontarians with Disabilities Act (Accessibility Advisory Committee) and the Ontario Heritage Act (Heritage Advisory Committee). Below is a complete list of Stratford's statutory advisory committees and local boards:

- Accessibility Advisory Committee
- Board of Park Management
- Heritage Stratford
- Library Board
- Perth District Health Unit Board
- Police Services Board
- Property Standards Committee
- Perth & Stratford Housing Corporation
- Spruce Lodge Non-Profit Housing Corporation
- Spruce Lodge Board of Management
- Stratford City Centre Business Improvement Area (BIA)

### **Boards Established by Council**

Council representation is also required on additional committees as per their terms of reference, resolution or agreement. Council representation is also often required as part of a financial agreement. The following list outlines the boards established by Council requiring council representation:

- Festival Hydro Inc.
- Festival Hydro Services Inc.
- Joint Acquisition Committee (Hydro)
- Shared Services Committee [MLC]
- Stratford Economic Enterprise Development Co

## **Outside Boards**

The following is a list of Outside Boards which have requested or are required to have Council representation:

- Stratford Chef School Board of Directors
- Stratford Tourism Alliance Board
- Chamber of Commerce
- Gallery/Stratford Board of Directors
- Minor Sports Council
- Municipal Golf Course Association
- Social Research and Planning Council
- Southwest Economic Alliance
- Stratford Agricultural Society
- Stratford Festival Board of Directors
- Stratford Perth Museum Association
- Stratford Summer Music Board of Directors
- Technical Training Group

## **Advisory Committees to Council**

An advisory committee advises Council directly based on the mandate outlined in their terms of reference, usually related to a specific topic. The establishment of these Committees is at the discretion of Council. Advisory Committees of Council include:

- Ad-Hoc Transit Committee
- Active Transportation Advisory Committee
- Communities in Bloom Advisory Committee
- Energy & Environment
- Sports Wall of Fame Committee
- Stratford Town and Gown Advisory Committee
- Stratford Youth Advisory Council (SYAC)
- Stratford's of the World - Ontario Committee

## **Current Remuneration Structure**

The remuneration structure encompasses a base pay for attending mandated meetings of Council, Committee of the Whole, and Sub-Committee meetings plus public meetings, consultant presentations, open houses, public consultations, visioning sessions, and ceremonial functions. Members of Council also receive a per diem for attending Advisory or Committees of Council. The per diem rate is \$60 for meetings three (3) hours or less or \$90 for meetings three (3) hours or more in one day. To receive payment for these meetings, Members of Council must submit their meeting attendance to the Finance Department for payment. The analysis showed that there is wide variation in terms of Councillor involvement with committees and boards.

It was also confirmed that some Councillors do not submit their meeting attendance and are therefore, not paid a per diem for attending these meetings. This adds to the difficulty in assessing work-load and compensation not only within Stratford's Council but also relative to comparators.

The base rate is adjusted annually for inflation based on figures provided by the Consumer Price Index (CPI). The per-diems are not adjusted annually based on CPI.

Stratford City Council members do not receive group benefits or pension as part of their remuneration package, however, they may participate in the City's group insurance plan at his/her expense in accordance with Council Remuneration By-law 20-98.

Councillors can claim out of town mileage expenses.

The analysis showed the comparator municipalities make provision for group benefits as part of total compensation and are mixed on the approach from payment in lieu to supported participation in the group insurance health and dental plan.

Neither comparator municipality offers Council members the opportunity to participate in a pension savings plan.

### **2019 Remuneration of Council**

The chart below outlines the current remuneration for the Mayor and a Member of Council. For the purposes of the Committee's analysis, an assumption was made that the Mayor and each Council attended an average number of known Council, Standing Committees, Sub-Committee meetings and that there are other Advisory Committees and Boards where Council have been appointed. An estimated average per diem based on six (6) meetings per month was necessary versus relying on the Annual Statement of Remuneration as not all Councillors submit for meeting attendance as noted above. The remuneration amount did not include meetings that Councillors were paid to attend i.e. Police Services and Festival Hydro boards.

<b>Position</b>	<b>Annual Base Pay (2019)</b>	<b>Estimated Annual Average Per Diem</b>	<b>Total</b>
Mayor	\$66,869	\$0	\$66,869
Appointed Deputy Mayor	\$13,860	\$4,320	\$18,180
Per Councillor	\$12,141	\$4,320	\$16,461

## **Council's Impact on the Quality of Life in Stratford**

A Council priority is to maintain the quality of life for Stratford residents. Council has created several discretionary committees to help accomplish this task. The analysis showed that Stratford has significantly more mandated, statutory, and discretionary committees compared to our comparator municipalities. This fact demonstrates that the Mayor and Members of Council are significantly involved in the community and that their input is valued.

## **Historical Data**

Council created a Citizen's Advisory Committee in 2007 to explore ways to determine a fair and supportable formula to determine the appropriate rate of remuneration for members of Stratford City Council on an ongoing basis.

The previous Citizen's Advisory Committee gathered information from members of the public, current and past members of Council and current and past Mayors.

Their findings were:

- Based on the comparison with comparable municipalities across Southwestern Ontario, the remuneration for Members of Council was below the mean average of stipends
- Annual adjustments to the stipends for Council using the ongoing application of the recommended remuneration formula should be conducted.

Their recommendations were:

- Bring salaries to the mean average of similar sized municipalities in Southern Ontario
- Review current Council representation on all boards and other organizations to ascertain the necessity and/or benefit of representation
- Consider a reduction in the size of Council from ten (10) to eight (8), coincident with the next election, after reviewing the increase in workload to be allocated
- Consider implementation of information sessions, to outline Council time commitments and responsibilities for any member of the public who are considering standing for election
- Review the type and duration of meetings that are remunerated to Council
- Review Council Remuneration at the mid-term of each Council

The previous committee also recommended increases in base pay for the Mayor (\$50,000 per year), with an additional increase (\$60,000 per year) in 2008, the Deputy Mayor (\$1501 greater than the base remuneration of Council), and Council (\$10,600). They also recommended base salaries be adjusted annually for inflation based on the Consumer Price Index. The per-diem amounts were to remain at \$60 for meetings 3 hours or less and \$90 for meetings 3 hours or more in one day.

## **Determining Appropriate Comparators**

When conducting a review of remuneration, it is helpful to determine comparisons or bench marks for the purpose of analysis. Comparators provide objective information to form the basis of a remuneration structure.

### **Selection of Comparators**

Initially, the Committee selected 7 municipalities as comparators. All had a Council (including the Head of Council) of 9 members or less. We quickly realized this size of comparator base would be onerous. Therefore, the Committee selected St. Thomas (9 members including the Mayor) and Woodstock (7 members including the Mayor) as comparators based on the following criteria:

- Similar population
- Similar responsibilities and structure
- Comparators used by City Staff for other purposes
- Relatability/ close proximity to Stratford

### **Compensation Information**

Surveys that provide information on council remuneration break down data in various ways. To maintain the integrity of the analysis the Committee chose the following criteria:

- Similar population
- Remuneration vs stipend
- Levels of pay
- Benefit and pension offerings
- Other benefits
- Size of Council
- How remuneration is reviewed

## **Selecting Resources:**

### **Comparator Municipalities**

The Committee wanted objective data. Staff collected the following information from the comparator municipalities:

- Council structure including the number of meetings they attended
- Their current remuneration
- Remuneration or base pay plus per diem
- Benefits or Pension or pay in lieu of
- How did they manage the 1/3 tax exemption discontinuation?

The following chart summarizes key comparator municipality findings:



Municipality	Stratford Base Pay	Stratford with Average Per Diem	Stratford with Average Per Diem & Adjusted for 1/3 Tax Exemption	Woodstock Adjusted for 1/3 Tax Exemption	St. Thomas Adjusted for 1/3 Tax Exemption
<b>Type</b>	Single Tier	Single Tier	Single Tier	Lower Tier	Single Tier
<b>Mayor</b>	\$66,869	\$66,869	\$77,212	\$68,640	\$64,711
<b>Deputy Mayor</b>	\$13,860	\$18,180	\$18,632	\$31,140	\$0
<b>Council</b>	\$12,141	\$16,461	\$16,679	\$28,740	\$24,260
<b>Benefits</b>	No	No	No	12.25% in lieu based on Council Base pay (\$3520)	Approx. cost of benefits is \$6,000 or \$2000 in lieu of taking benefits **Assume 2/3 benefit 1/3 in lieu
<b>Pension</b>	No	No	No	No	No
<b>Total Compensation</b>		Mayor: \$66,689 DM: \$18,180 Council: \$16,641	Mayor: \$77,212 DM: \$18,632 Council: \$16,679	Mayor: \$72,160 DM: \$34,660 Council: \$32,260	Mayor: \$69,411 Council: \$28,960 **Based benefit assumption estimated \$4700
<b>Council Size</b>		<b>11</b> Mayor, Deputy Mayor, 9 Councillors		<b>7</b> 1 Mayor, Deputy Mayor 5 Councillors	<b>9</b> 1 Mayor, 8 Councillors

### Remuneration Survey Data

In addition to the compensation survey information provided relative to comparators, staff provided the 2018 Municipal Council Compensation in Ontario Report from the Association of Municipal Clerks and Treasurers of Ontario (AMCTO). It is important to note this survey was released prior to the elimination of the 1/3 tax free exemption.

In August of 2017, AMCTO conducted a survey of municipalities in Ontario. The goal was to gain a better understanding of how municipalities compensated their Councils, create a resource for municipalities who are reviewing their council remuneration packages, and to add to the body of research about how local politicians are paid. While there had been a lot written about private sector compensation, there has been considerably less study of compensation for politicians at the local level. A total of 257 municipalities responded to the survey provided the following information for this report:

#### For populations 25,000 – 49,999:

- 75% of municipalities pay their Heads of Council (Mayor) and Council a Remuneration compared to stipend of which
  - 42% of Mayors receive a Remuneration of \$40,000 - \$60,000 per annum and 17% pay between \$60,000 - \$80,000
  - 55% of Councils receive a Remuneration of \$20,000 - \$40,000 per annum
- 63% offer a group benefits package
- 25% offer a pension contribution

## **Other Factors**

- 33% of 257 municipalities surveyed provide group benefits
- 16% of responding municipalities provide pension contributions
- 2.72% (7 of the 257) of the respondents have 11 Members of Council compared to 44.36% (114 of 257) have 5 or 6 members, 32.68% (84 of 257) have 7 Members of Council
- 74% of respondents use the neighbouring municipalities remuneration levels to determine remuneration for their councils
- 39% of the respondents use the fiscal capacity of the municipality
- 39% ensure that Councillor pay is competitive
- 43% of municipalities have reviewed council remuneration in the last 4 years compared to 11% in the last ten years.

## **Financial Indicators**

The financial impact to the rate payers of Stratford weighed heavy on the minds of the Committee Members. The Committee discussed at length which, if any, variances would be fair and reasonable in this situation. The ratios considered were:

- Size of Council
  - Estimated Cost Compared to Population
  - Estimated Cost Compared to Number of Households
- Population of the Municipalities
- Number of Households within the Municipalities
- The impact on the tax levy
- The impact on the operation budget

The Committee realized the information gathered was interesting but in the end was not relevant to the mandate of determining a fair and reasonable Council Remuneration. Remuneration is based on what a position is worth not the cost per population or household.

## **Implications on the Tax Levy**

The Committee looked at the fiscal capacity of the municipality to pay. This was part of the AMCTO survey findings where "39% of the respondents use the fiscal capacity of the municipality when determining Council remuneration".

### Total Impact to Tax Levy

Municipality	Council Remuneration	Tax Levy	% of Tax Levy
Stratford - pre 1/3 adjustment	\$233,199	\$59,220,220	0.39378%
Stratford - post 1/3 adjustment	\$245,955	\$59,220,220	0.4153%
St Thomas	\$258,791	\$54,784,991	0.4724%
Woodstock	\$243,486	\$56,290,470	0.4326%

### Benefits & Pension

The current by-law allows Members of Council to purchase group insurance plan at their own cost. There is no provision for contributions to a pension plan.

Currently, no member of Council has purchased group insurance. To determine what is fair and reasonable for Members of Council to receive benefits and pension we looked to the comparator municipalities and the AMCTO Survey and asked the following questions:

- Who had benefits and/or pension?
- What type of benefits or pension were provided?
- What was the cost of the benefits and pension to the Municipality?

The survey highlighted that 63% of municipalities of 25,000-49,999 population surveyed offer group insurance to members of Council. The comparator municipalities offered either payment in lieu of benefits or access to group insurance (health and dental).

### 1/3 Tax Free Exemption

The discussion on the 1/3 tax free exemption was raised due to the elimination of this exemption by the Federal Government in January 2019.

Prior to January 1<sup>st</sup> 2019 elected officials paid no taxes on 1/3 of their compensation. That exemption was lost in 2019 resulting in a reduced net pay for all elected officials. The amount of loss would vary by individual based on their total income.

The committee contemplated two potential options outlined in the management report FIN18-042 dated June 19, 2018:

- No change in remuneration
  - Each member of Council would bear the cost of the 1/3 tax free elimination which would reduce their net pay
- Keep the Net Pay the same
  - This would be accomplished by increasing the gross pay

The Committee looked to comparator municipalities to see how they handled the situation. In both cases they kept the net pay the same. The numbers presented in this report reflect the increases in gross pay to maintain the net pay.

The Committee discussed the financial implications of both options to Members of Council and the municipality. We concluded the elimination of the tax free exemption should not impact the remuneration of Members of Council.

## **Recommendations:**

The Committee respectfully submits the following recommendations for Council's consideration:

### **Management of the Elimination of the 1/3 Tax Free Exemption**

The Committee recommends that the city adjust the pay levels of Mayor and Council so the net pay from the city is the same as it was before the loss of the exemption. The cost of this pay correction is \$12,758.

The chart below shows the impact by role:

	<b>Mayor</b>	<b>Appointed Deputy Mayor</b>	<b>Councillor</b>
Current Compensation	\$66,869	\$18,180	\$16,461
Proposed Compensation	\$77,212	\$ 18,632	\$16,679

*\* Compensation for Appointed Deputy Mayor and Councillors include an estimated average per diem \$4,320 for Councillors and for Deputy Mayor*

The Committee submits three (3) options to Council for implementation of this recommendation:

1. Make the change retroactive to January 1, 2019. This is the fairest method of correcting the loss in net pay.
2. Make the change January 1, 2020. This allows for the increase to be included in the 2020 budget.
3. Implement the recommendation immediately upon approval, with no retro.

It is important to note in Options 2 and 3 as listed above, members of Council would personally absorb the loss in net pay.

### **Remuneration for Mayor, Appointed Deputy Mayor, and Members of Council**

Following review of all the factors, the Committee determined that City of Stratford Councillors are significantly under-compensated when compared to the comparator municipalities. Woodstock and St. Thomas Councillor remuneration is respectively 72% and 45% higher than Stratford.

Stratford has more Councillors per household than either of the comparators. The Committee also noticed Stratford Councillors have a much higher level of engagement through the large number of meetings attended. We concluded there was no reason why City of Stratford Councillors would not be at parity with the comparator municipalities.

The Mayor's Remuneration adjusted for the 1/3 tax exemption impact is 15.8% higher than the average of the Mayors of the other two cities. As such, the Committee felt there was no need for any enhancement other than the correction for the loss of the 1/3 tax exemption.

The Committee agreed that full benefit provision and pension contributions were not warranted. Based on the survey data from the AMCTO, 63% of municipalities with populations between 25,000 and 49,999 provide group benefits. Our comparators do offer a payment in lieu or participation in group benefits. As such, the Committee put forward a payment in lieu of benefits for consideration by Mayor and Council.

The Committee also agreed to keep the per diems at the current rate. Base pay only would be subject to annual inflationary increases based on the Consumer Price Index. The Committee did not recommend an increase in the per diems as it was believed that Council should review their governance structure and workload for Members of Council in order to move to a salary remuneration structure. Moving to a salary remuneration structure would be in line with the comparator municipalities and with the survey data from AMCTO where 75% of municipalities with a population of 25,000 to 49,999 pay a salary to Members of Council. Therefore, the Committee recommends a status quo for per diems until December 31, 2020. This date is to provide sufficient time for Council to complete a governance review.

The Committee recommends the following three (3) options for Council's consideration:

### **Option 1**

Option 1 includes the establishment of a new base pay using the midpoint between Woodstock and St. Thomas. To determine the base pay the following rational for the calculation is provided:

Estimated Total Compensation Midpoint @ \$30,610  
 Minus Estimated City of Stratford Per Diem @ \$4320  
 Minus Estimated Family Benefit Costs for City of Stratford @ \$6332  
**Base Pay = \$19,958**

This provided a new base pay of \$19,958 and with average per-diem of \$4,320 would result in a new estimated remuneration of \$24,278.

Based on the data from the comparison municipalities, the Committee recommends no change in base pay for the Mayor.

For Options 1 and 2, all members of Council would be able to purchase group insurance (health and dental) through the City at their own expense.

The total cost increase from current compensation to Option 1 is \$75,747 and a tax levy impact of 0.128%

### Option 1 Impact to Mayor and Councillor Wages

	Current Mayor	Option 1	Current Councillor	Option 1
<b>Base</b>	\$77,212	\$77,212	\$12,359	\$19,958
<b>Benefits</b>	\$0	\$0	\$0	\$0
<b>Estimated per diems</b>	\$0	\$0	\$4,320	\$4,320
<b>Total</b>	\$77,212	\$77,212	\$16,679	\$24,278

*\*\*Current base pay includes adjustment for 1/3 tax exemption*

*\*\*\* All base pay would be subject to annual inflation increase based on the Consumer Price Index.*

### Option 2

In Option 2, an additional set dollar value is included for group health and dental coverage. The Committee determined an annual amount of \$4,000 was reasonable and fair. The benefit amount is similar to comparators (Woodstock is 12.25% or \$3520) and is representative of the approximate mid- point of family and single premium cost at the City of Stratford for health and dental coverage. The base pay is the same as Option 1 with the addition of \$4,000 for payment in lieu of health and dental benefits, for the Mayor and members of Council. The total cost increase of Option 2 is \$119,747 and a levy impact of 0.202%. Base pay would be subject to annual CPI increases.

### Option 2 Impact to Mayor and Councillor Wages

	Current Mayor	Option 2	Current Councillor	Option 2
<b>Base</b>	\$77,212	\$77,212	\$12,359	\$19,958
<b>Benefits</b>	\$0	\$4,000	\$0	\$4,000
<b>Estimated per diems</b>	\$0	\$0	\$4,320	\$4,320
<b>Total</b>	\$77,212	\$81,212	\$16,679	\$28,278

*\*\*Current base pay includes 1/3 tax exemption adjustment*

*\*\*\* All base pay would be subject to annual inflation increase based on the Consumer Price Index.*

### Option 3

Option 3 is the same as Option 2 without the option to purchase benefits and the \$4,000 set aside in lieu of benefits would be rolled into the base pay. The total cost increase of option 3 is the same as Option 2 \$119,747 and a levy impact of 0.202%

### Option 3 Impact to Mayor and Councillor Wages

	Current Mayor	Option 3	Current Councillor	Option 3
<b>Base</b>	\$77,212	\$81,212	\$12,359	\$23,958
<b>Benefits</b>	\$0	\$0	\$0	\$0
<b>Estimated per diems</b>	\$0	\$0	\$4,320	\$4,320
<b>Total</b>	\$77,212	\$81,212	\$16,679	\$28,278

*\*\*Current base pay includes 1/3 tax exemption adjustment*

*\*\*\* All base pay would be subject to annual inflation increase based on the Consumer Price Index.*

The Committee discussed implementation of a phased in approach for increases.

### Council Compensation and the Impact to Tax Levy

	Mayor	Appointed Deputy Mayor	Councillor	Estimated total cost	Additional cost from current	Impact to Tax Levy
<b># of positions</b>	1	1	9			
<b>Current</b>	\$77,212	\$18,632	\$16,679	\$245,955		
<b>Option 1</b>	\$77,212	\$25,988	\$24,278	\$321,702	\$75,747	0.128%
<b>Option 2 or 3</b>	\$81,212	\$29,988	\$28,278	\$365,702	\$119,747	0.202%

### Other Points for Consideration:

The Committee suggests moving to a salary structure instead of base pay and per diem. At present there is a significant difference in the workload. There are some Councillors involved with numerous committees while others very few.

The Committee suggests that Council allocate funds in the upcoming budget for a governance review. The study would consider the comparators and municipalities of similar population when reviewing:

- The current structure of the government
- The committee structure
- The number of meetings
- The number of Councillors
- Council representation on committees

The goal is to ensure the City of Stratford has effective, transparent, and fiscally responsible governance structure to represent its citizens and ratepayers.

The Committee felt that after the study, Council would in a better position to determine the number of Councillors required and how to distribute workload evenly. In addition,

this formal study would determine the number of required committees for each Member of Council. The Committee recommends completing this task by December 31, 2020. Following this Council should consider moving to a salary remuneration model without per diems.

Should Council not proceed with a governance review and change to salary, a review of the per diem rates is recommended. Per diem rates have not increased since before 2007 and have not been adjusted for inflation. If there is no change in this regard the gap between Stratford's remuneration and its comparators will increase again, resulting in the need for adjustment in the future.

The final point for Council's consideration is the continuation of an Ad-Hoc Citizen Committee to review Council Remuneration. It is the recommendation of the Committee, that a review take place once per Council term. This helps to ensure that decision making on Council Compensation is current with consideration to the impact on the tax levy. The last review of Council remuneration was in 2007. The lack of follow through on the previous committees' recommendation of reviewing mid-council term may result in a perceived large increase in Council wages. A set review of the remuneration structure would be a fiscally responsible. The Committee recommends that Council develops a framework methodology for future Ad-Hoc Committees to enable the review process to be more efficient and effective.

The Committee appreciates Council's confidence in completing this sensitive task. We completed this project to the best of our abilities. We believe we filled our mandate "to review and provide recommendations on Mayor and Council remuneration giving consideration to related benefits and pension". The Committee put great thought into our recommendations to ensure we provided Council with information to make an informed decision. We are very grateful for the support and guidance of Jacqueline Mockler, Director of Human Resources; Kathy Bjorkquist, Human Resources Coordinator; Janice Beirness, Manager of Financial Services; Tatiana Dafoe, Acting Clerk; Joan Thomson, Acting CAO; Danielle Clayton, Committee Secretary.

Respectfully submitted by:

*Ad-Hoc Citizen's Committee on Council Remuneration*

- **Kimberly Richardson, Chair**
- **Bob Malcolmson, Vice Chair**
- **Derek Averell**
- **Barry Jesson**
- **Jeff Skubowius**





**BY-LAW NUMBER 20-98  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to establish the indemnity and remuneration of members of Council for the City of Stratford and to repeal By-law Number 34-90.

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**WHEREAS** section 242 of The Municipal Act, R.S.O. 1990, chapter M.45 allows the Council of a municipality to pass by-laws for paying remuneration to the members of Council;

**AND WHEREAS** section 243 of *The Municipal Act* allows the Council of a municipality to pass by-laws to provide for the payment in whole or in part of such expenses of the members of Council as are actually incurred as a result of their acting either within or outside of the municipality in their capacity as members of Council;

**AND WHEREAS** section 244 of *The Municipal Act* allows the Council of a municipality to pass by-laws to provide for the payment of remuneration to a member of Council to serve as a member of a local board as defined in *The Municipal Affairs Act*, or of any other body, in respect of services as a member of that board;

**AND WHEREAS** By-law 20-98 was adopted by Council of The Corporation of the City of Stratford to establish indemnities and remuneration for the members of Stratford City Council;

**AND WHEREAS** Sections 8 and 9 of the *Municipal Act*, 2001, S.O. 2001, as amended, confer authority on municipalities to govern their affairs as they consider appropriate;

**AND WHEREAS** Section 5 of the said *Municipal Act*, 2001, S.O. 2001, as amended authorizes council to exercise the powers of the municipality by by-law;

**AND WHEREAS** Section 283 of the *Municipal Act*, 2001, S.O. 2001, as amended, authorizes municipalities to pay remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board if the expenses are of those persons in their capacity as members, officers or employees, and if the expenses are actually incurred or the expenses are a reasonable estimate, in the opinion of the council or local board, of the actual expenses that would be incurred, and

**AND WHEREAS** it is deemed necessary to amend By-law 20-98 as amended, to reflect Council resolutions accepting the recommendations in part, arising out of the Final Report from the Council Compensation Review Ad-Hoc Committee;

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

1. That the annual allowance to be paid to the Mayor, shall be as follows:

- |                              |   |
|------------------------------|---|
| a) Effective 2007            | \$50,000.00 plus out-of-pocket expenses |
| b) Effective January 1, 2008 | \$60,000.00 plus out-of-pocket expenses |

and that the remuneration be indexed commencing January 1, 2011 in accordance with the previous year's whole Consumer Price Index.

2. That, notwithstanding Section 2 above, the Mayor and Councillors elected to the Council of The Corporation of the City of Stratford and appointed to any other body, are entitled to receive any remuneration payable to them in that capacity, such as but not limited to

Stratford Police Services Board and Festival Hydro Inc., and Festival Hydro Services Inc. so far as such remuneration is not funded by The Corporation of the City of Stratford.

3. That the annual allowance to be paid to each member of Council, other than the Mayor, shall be as follows:
  - a) Effective June 1, 2007: \$10,253.00 plus out-of-pocket expenses
  - b) Effective December 1 2007: \$10,600.00 plus out of pocket expenses

and that the remuneration be indexed in future years, in accordance with the previous year's whole Consumer Price Index.
4. That the annual allowance to be paid to the Deputy Mayor, in addition to the allowance for a member of Council herein established, shall be as follows:
  - a) Effective June 1, 2007: \$1,501.00 greater than the base rate paid to Councillors,

and indexed in future years in accordance with the previous year's whole Consumer Price Index.
5. In addition to the remuneration provided for in this By-law, Councillors shall also be paid remuneration in accordance with the scale provided for in Paragraph 6 herein, while attending the following:
  - a) meetings of local boards or other bodies to which they have been appointed by Council, or on which they serve as ex-officio members, other than Council, Standing Committees or Sub-committees of Council;
  - b) Trade Shows and meetings attended on behalf of the City of Stratford, outside the Corporation limits;
  - c) except that where such local boards or other bodies provide a stipend or remuneration to the members appointed thereto, then the member shall receive such stipend or remuneration from the local board or other body and not the remuneration set out in paragraph 6 herein;
  - d) Members of Council shall not be paid remuneration for attending the following meetings:
    - i) Public Meetings;
    - ii) Presentations by consultants;
    - iii) Open Houses;
    - iv) Public consultations;
    - v) Visioning sessions;
    - vi) Ceremonial functions.
6. Any stipend or remuneration paid by local boards or other bodies as provided for in paragraph 5 herein, shall be paid to the Treasurer of the City of Stratford and not to the member of Council who sits on such local board or other body, and the Treasurer of the City of Stratford shall pay such stipend or remuneration to the member of Council:
  - a) For a meeting, the duration of which is three (3) hours or less - \$60.00;
  - b) For a meeting, the duration of which is more than three (3) hours in any one day - \$90.00.
7. That the mileage rate to be paid to members of Council shall be at the City's approved rate per kilometre.
8. That By-law Number 34-90 and any amendments thereto, and any other by-laws or policies inconsistent with the provisions of this By-law, are hereby and the same repealed.
9. That each member of Council may participate in the City's group insurance plan at his/her expense.

10. That Schedule "A" to By-law 20-98 as amended, is hereby repealed.
11. That, upon the elimination coming into effect, of the one third tax free allowance as determined in the 2017 Federal Budget, the City will discontinue administering the one-third of the remuneration allowance paid to elected members of Council and local boards deemed as expenses incidental to the discharge of their duties as prescribed in section 283(5) of the *Municipal Elections Act, 2001* as amended.
12. That By-law 20-98 as amended, be further amended by deleting reference to the one third tax free allowance from any and all sections of the By-law, upon the elimination coming into effect by the Federal Government.
13. That the Treasurer and Clerk of The Corporation of the City of Stratford are authorized to take all actions necessary with respect to this By-law, upon the elimination of the one third tax free allowance coming into effect.

Read a FIRST time this 9<sup>th</sup> day of February, 1998.

Read a SECOND time this 23<sup>rd</sup> day of February, 1998.

Read a THIRD time and FINALLY PASSED this 9th day of March, 1998.

\_\_\_\_\_  
"Dave Hunt"

Mayor – Dave Hunt

\_\_\_\_\_  
"Joan Thomson"

Acting Clerk – Joan Thomson

## Ad Hoc Citizen's Committee on Council Remuneration Summary of Recommendations

### **Attachment 1**

#### **Initial Recommendation:**

Address the financial impact resulting from the elimination of the federal 1/3 Tax Exemption Allowance for elected officials that came into effect on January 1, 2019.

**Table 1**

	<b>Mayor</b>	<b>Deputy Mayor</b>	<b>Councillor</b>
<b>Current Base Pay (2019)</b>	\$66,869.	\$13,860.	\$12,141.
<b>Estimated Average Per Diem <sup>1.</sup></b>		\$ 4,320.	\$ 4,320.
<b>Current Base Pay + Estimated Average Per Diem</b>	\$66,869.	\$18,180.	\$16,461.
<b>1/3 Tax Exemption Adjustment Amount <sup>2.</sup></b>	\$10,343.	\$452.	\$218.
<b>Current Base Pay + 1/3 Tax Exemption Adjustment (minus) Estimated Average Per Diem</b>	\$77,212.	\$14,312.	\$12,359.
<b>Current Base Pay + 1/3 Tax Exemption Adjustment + Estimated Average Per Diem</b>	\$77,212.	\$18,632.	\$16,679.

1. Estimated Average Per Diem Estimate analysis was used as comparator remuneration does not include a per diem system. Annual per diem amounts earned by Deputy Mayor and Councillors depend on frequency/duration of meetings attended & submitted for payment, in accordance with By-Law 20-98.
2. 2019 adjustment amounts required to address elimination of 1/3 Tax Exemption Allowance effective January 1, 2019.

The Committee submitted 3 options for implementation of this recommendation:

- Make the change retroactive to January 1, 2019, noting this is the fairest method of correcting the loss in net pay.
- Make the change January 1, 2020.
- Implement the recommendation immediately upon approval, with no retro.

#### **Projected Cost (assuming change is made retroactive to January 1, 2019)**

<b>Year</b>	<b>Amount</b>	<b>Impact on Tax Levy</b>
2019	\$12,758.	0.022%

## Ad Hoc Citizen's Committee on Council Remuneration Summary of Recommendations

### **Subsequent Recommendations**

The Committee also recommended three options for Council Consideration with respect to Mayor and Council total remuneration.

**Table 2**

	<b>Mayor</b>	<b>Deputy Mayor</b>	<b>Councillor</b>
<b>Current Base Pay +1/3 Tax Exemption Adjustment + Estimated Average Per Diem of \$4320.<sup>3</sup></b>	\$77,712.	\$18,632.	\$16,679.
<b>Revised Base Pay (in consideration of comparators)</b> <i>Excluding: Estimated average per diem of \$4320 and benefits.</i>	\$77,212.	\$21,688.	\$19,958.
<b>Option 1:</b> Revised Base Pay + Estimated Average Per Diem of \$4320	\$77,212.	\$25,988.	\$24,278.
<b>Option 2:</b> Revised Base Pay + Estimated Average Per Diem of \$4320 + \$4000 in lieu of health & dental benefit coverage	\$81,212.	\$29,988.	\$28,278.
<b>Option 3:</b> Revised Base Pay (inclusive of additional \$4000) + Estimated Average Per Diem of \$4320	\$81,212.	\$29,988.	\$28,278.

3. See Table 1. Estimated Average Per Diem Estimate analysis was used as comparator remuneration does not include a per diem system. Annual per diem amounts earned by Deputy Mayor and Councillors depend on frequency/duration of meetings attended & submitted for payment, in accordance with By-Law 20-98.

- All options would be subject to annual increase for base pay based on Consumer Price Index, in accordance with By-Law 20-98.
- The committee discussed implementation of a phased approach for these increases.

### **Projected Cost (2019)**

<b>Option</b>	<b>Amount</b>	<b>Impact on Tax Levy</b>
1.	\$75,747.	0.128%
2.	\$119,747.	0.202%
3.	\$119,747.	0.202%



## MANAGEMENT REPORT

**Date:** October 15, 2019  
**To:** Finance & Labour Relations Committee  
**From:** Jodi Akins, Council Clerk Secretary  
**Report#:** FIN19-037  
**Attachments:** Value Village Application  
 Retail Business Holidays Act - Ont Reg 711/91  
 By-laws 149-92 and 84-90

**Title:** Consideration of the Application by Value Village to open on certain retail business holidays in Stratford

**Objective:** To consider the application by Value Village Stores for an exemption under the *Retail Business Holidays Act* to allow the Applicant to be open for business on certain statutory holidays during Stratford's designated tourism season. This Application was the subject of a public meeting before City Council on September 23, 2019.

**Background:** The *Retail Business Holidays Act* (the "Act") requires retail businesses to be closed on public holidays unless they are exempted. The holidays to which the Act applies are:

New Year's Day	Canada Day
Family Day	Labour Day
Good Friday	Thanksgiving Day
Easter Sunday	Christmas Day
Victoria Day	

The Act also sets out statutory exemptions for certain types of businesses and provides that Council may permit businesses to remain open for the maintenance or development of tourism.

### **Council Authority to Allow Certain Business to Open**

Council may permit businesses to be open on certain holidays during the designated tourism season in Stratford if the tourism criteria are met in the Regulation for the maintenance or development of tourism.

A by-law may be passed if there is compliance with the tourism criteria set out in Ontario Regulation 711/91 Tourism Criteria (the "Regulation") under the Act.

Section 2 of the Regulation provides that a business can be exempted if:

- it is located within two kilometres of a tourist attraction; and
- it is directly associated with the tourist attraction or relies on tourists visiting the attraction for business on a holiday.

The two kilometre provision does not apply to municipalities with populations under 50,000.

For the purposes of Section 2 of the Regulation, a tourist attraction is limited to:

- natural attractions or outdoor recreational attractions;
- historical attractions; and
- cultural, multi-cultural or educational attractions.

The Regulation requires that Council in the passing of a by-law shall take into account the principle that holidays should be maintained as common pause days. A copy of the Regulation is included with this report.

Even if the tourism criteria is met, Council is not required to pass the by-law and may exercise its discretion to refuse the application.

City Council adopted a by-law to authorize small retail businesses to open on certain holidays from the beginning of May to mid-November each year. This time period is the designated tourist season in Stratford and relates to the Festival Theatre season.

Small businesses that are under 3,000 square feet and have no more than 4 employees normally working, can open between 10:00 am and 4:00 pm automatically under the City By-law. Larger retail businesses must apply for a specific exemption in order to open. They must first demonstrate in their application how they comply with the tourism criteria in the Regulation.

**Analysis:** The Applicant is a retail thrift store in Stratford, approximately 24,151 square feet in size. The operating hours are 9:00 am to 9:00 pm each day of the week, with the exception of Sunday when they open at 10:00 a.m. They sell new and used clothing, footwear and household goods.

The Applicant has submitted an application to open on Victoria Day, Canada Day, Labour Day and Thanksgiving Day which are the holidays that occur during Stratford's designated tourist season. At the Public Meeting, the application was heard. There were no concerns from the public raised at the public meeting, nor written comments received.

The Application states as justification for the exemption request that the store is, "Providing tourists with an opportunity to shop at the store and procure items they might need for their holiday, similar to the goods provided by retail establishments like Wal-Mart

and Dollarama, which are listed in Schedule "A" to By-law 149-92 and are allowed to open on holidays."

At the public meeting, a representative for the applicant elaborated on that statement, noting that Value Village has many locations and patrons enjoy visiting the different stores when they travel.

A list of businesses which have been granted previous exemptions is included in the By-law which is attached to this report. Based on past practice, staff recommend approving this application.

Should Council decide to grant the exemption, the by-law would come into effect on the thirty-first day after it is enacted. Under the Act there is a period of time to allow for an appeal of the by-law which may be made within thirty days, by any person who objects to the exemption. An appeal may only be made if an exemption is granted. There is no provision for an applicant to appeal if an exemption has been denied. If there is no appeal, the By-law takes effect on the thirty-first day after it is passed.

The *Employment Standards Act* continues to apply even if Council approves an exemption to allow the store to open.

**Financial Impact:** None identified.

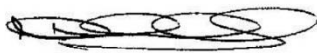
**Staff Recommendation:** THAT City Council approve the Application by Value Village Stores for an exemption under the *Retail Business Holidays Act* to permit the store at 925 Ontario Street Stratford to open for business between 10:00 am and 4:00 pm on certain holidays during Stratford's designated tourism season;

**AND THAT By-law 149-92 be amended to add Value Village to the list of retail establishments permitted to operate under the provisions of the by-law.**




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Jodi Akins, Council Clerk Secretary




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Michael Humble, Director of Corporate Services




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Joan Thomson, Acting Chief Administrative Officer





**City of Stratford**  
*Retail Business Holidays Act*

**Application for a Business Holidays Opening Exemption**

Pursuant to section 4(4) of the *Retail Business Holidays Act, R.S.O. 1990, c.R.30* as amended and Ontario Regulations,

I/We submit an application to the Council of The Corporation of the City of Stratford for an exemption to allow the following business to open for business on a holiday during Stratford's designated tourism season.

**To be completed by the Applicant:**

1. Name of Applicant: Value Village Stores

Address: 11400 SE 6th Street, Suite 220, Bellevue WA USA 98004

Telephone: 425-450-7509

Email: jkennedy@savers.com

2. Name of Retail Business Establishment: Value Village

Address: 925 Ontario Street, 1A, Stratford ON N5A 6W5

Telephone: 226-779-2706

3. Description of the retail business establishment for which an exemption is sought:  
retail thrift store

4. State the justification for the exemption request:  
Providing tourists with an opportunity to shop at the store and procure items they might need  
for their holiday, similar to the goods provided by retail establishments like Wal-mart and  
Dollarama, which are listed in Schedule A to by-law 149-92 and are allowed to open  
on holidays.

5. Provide Study/Information establishing that the exemption requested will comply with the relevant criteria under the Act and Regulation. Elaborate on responses requested in this Application. The Study/Information should describe who prepared the study, methodology employed, the relevant facts, reasons for conclusions drawn and describe how passing of a tourism exemption By-law will contribute to the maintenance or development of tourism in Stratford. Provide any other information to establish that the requirements of Stratford By-law 149-92 are met. The City of Stratford may require such further information as it deems necessary in order to consider this application. Value Village will comply with Stratford By-laws 84-90 and 149-92 and the Ontario Retail Business Holidays Act by i. meeting the Tourism Criteria in the Ontario Retail Business Holidays Act ("Act") by i. meeting the Tourism Criteria (<https://www.ontario.ca/laws/regulation/910711>), iii. opening for holidays between May 1 and November 12, and iii. opening for hours of 10 am to 4 pm. VVS is not requesting the city pass a tourism exemption bylaw;

Stratford has already passed such by-laws (84-90 and 149-92). Value Village will also comply with the Employment Standards Act.

6. Where the application involves a retail business establishment, that on days other than holidays normally, uses a total area of 2,400 square feet or more for serving the public or normally has 4 or more employees serving the public, describe the goods and services provided primarily to tourists:

Value Village has more than 125 stores in Canada. We sell a variety of new and used clothing, footwear and household goods.

Halloween is a particularly big holiday for citizens and tourists. Value Village is known for its large inventory of Halloween costumes,

which we begin to sell in September during the numerous festive events held in the city.

I, Joan Kennedy of the 842 of August July, 2019, hereby confirm that the above statements contained herein are true.

X Joan Kennedy  
Name of Applicant - Joan Kennedy for Value Village Stores  
Title - Senior Paralegal

*Once completed, please submit this application form, the application fee and required information to the City Clerk's Office, City Hall, P.O. Box 818, Stratford ON N5A 6W1, Attention: City Clerk. Questions -call 519-271-0250 ext 237.*

Personal information required on this application is collected for the purpose of the administration of the appropriate exemption by-laws of The Corporation of the City of Stratford and is collected under the authority of the *Retail Business Holidays Act*. The personal information required on the application will be used for the processing of this application and for the administration and enforcement of this exemption. The name, business name, business address and the exemption status will be made available to the public. Questions about the collection should be forwarded to the City Clerk at Stratford City Hall, P.O. Box 818, Stratford ON N5A 6W1, 519-271-0205 ext 235.

Français

## Retail Business Holidays Act

### ONTARIO REGULATION 711/91

#### TOURISM CRITERIA

**Consolidation Period:** From November 5, 2015 to the [e-Laws currency date](#).

Last amendment: 321/15.

Legislative History: 321/15.

***This is the English version of a bilingual regulation.***

1. This Regulation sets out the tourism criteria that must be met before a municipality may pass an exempting by-law under subsection 4 (1) of the Act. O. Reg. 711/91, s. 1.

2. (1) A retail business establishment may be exempted if,

(a) it is located within two kilometres of a tourist attraction; and

(b) it is directly associated with the tourist attraction or relies on tourists visiting the attraction for business on a holiday. O. Reg. 711/91, s. 2 (1).

(2) An exemption granted on an area basis may only be given if,

(a) all of the retail business establishments in the area are within two kilometres of the tourist attraction;

(b) the area does not exceed that necessary to encompass all of the retail business establishments for which an exemption is sought; and

(c) at least 25 per cent of the retail business establishments in the area are directly associated with the tourist attraction or rely on tourists visiting the attraction for business on a holiday. O. Reg. 711/91, s. 2 (2).

(3) For the purposes of this section, a tourist attraction is limited to,

(a) natural attractions or outdoor recreational attractions;

(b) historical attractions; and

(c) cultural, multi-cultural or educational attractions. O. Reg. 711/91, s. 2 (3).

3. Each retail business establishment that on days other than holidays normally uses a total area of 2,400 square feet or more for serving the public or normally has four or more employees serving the public must, in addition to meeting the tourism criteria set out in subsection 2 (1), provide goods or services on holidays primarily to tourists. O. Reg. 711/91, s. 3.

4. The two kilometre restriction set out in subsections 2 (1) and (2) does not apply to a retail business establishment located in a local municipality, including a local municipality located in a district or regional municipality or the County of Oxford, having a population of less than 50,000. O. Reg. 711/91, s. 4.

5. (1) Despite any other provision of this Regulation, retail business establishments in a municipality may be exempted for up to five holidays a year during which a fair, festival or other special event is being held in that municipality. O. Reg. 711/91, s. 5 (1).

(2) Subsection (1) does not apply to parades. O. Reg. 711/91, s. 5 (2).

6. (1) An application for an exemption under subsection 4 (3) of the Act shall contain the following:

1. A description of the area or the retail business establishment for which the exemption is sought.

2. The justification, in relation to the seasonal nature, if any, of the tourist attraction, for the time period sought in the exemption.

3. Information establishing that the tourism criteria set out in this Regulation are met. O. Reg. 711/91, s. 6 (1).

(2) An application in respect of a retail business establishment described in section 3 shall be made only by that retail business establishment. O. Reg. 711/91, s. 6 (2).

Français

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## SEE ALSO BY-LAW 149-92

### BY-LAW NUMBER 84-90 OF THE CORPORATION OF THE CITY OF STRATFORD

---

BEING a By-law to permit retail business establishments to be open on holidays in the City of Stratford pursuant to section 4 of the *Retail Business Holidays Act*, as amended.

---

WHEREAS the *Retail Business Holidays Act, as amended* by Bill 113 in 1989, provides that municipal councils may pass by-law permitting retail business establishments to be open on any holiday;

AND WHEREAS the municipal council deems it desirable that a new by-law be enacted pursuant to section 4 of the *Retail Business Holidays Act, as amended*, permitting such openings, incorporating all the provisions presently existing in By-law 45-84 of this Corporation, being a by-law to permit such openings pursuant to the previous *Retail Business Holidays Act*, and to extend the period to as nearly as possible, coincide with the season of the Stratford Festival;

NOW THEREFORE BE IT ENACTED as a By-law of The Corporation of the City of Stratford as follows:

1. Retail business establishments, as defined in the *Retail Business Holidays Act, as amended*, may be open on holidays in the City of Stratford during the period specified herein, provided that:
  - a) the retail business establishment does not open prior to 10:00 a.m. and does not remain open after 4:00 p.m.;
  - b) the number of persons engaged in the serving of the public does not, at any time, exceed four (4);
  - c) the total area used for serving, selling or displaying goods or services to the public inside the establishment is less than 3,000 square feet (278.71 m<sup>2</sup>) .
2. The period during which the within retail business establishments may be open shall be from May 1<sup>st</sup> to November 14<sup>th</sup> in any year.
3. That By-law Number 45-84 of this Corporation be, and the same, is hereby repealed.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22<sup>nd</sup> day of May, 1990

\_\_\_\_\_  
"Dave Hunt"

Mayor – Dave hunt

\_\_\_\_\_  
"Ron Schulthies"

Clerk – Ron Schulthies

## See Also By-law 84-90

### BY-LAW NUMBER 149-92 OF THE CORPORATION OF THE CITY OF STRATFORD

---

BEING a By-law to permit certain retail business establishments to be open on certain holidays in the City of Stratford for the maintenance and development of tourism.

---

WHEREAS the *Retail Business Holidays Act*, as amended, provides that municipal councils may pass by-laws to permit retail business establishments to be open on holidays for the maintenance or development of tourism;

AND WHEREAS the said *Act and Regulations* with respect thereto provide that the City of Stratford's present by-law passed pursuant to the *Retail Business Holidays Act* has no effect after November 25, 1991;

AND WHEREAS the municipal Council of the Corporation of the City of Stratford deems it expedient for the maintenance and development of tourism to pass a new by-law in accordance with the said Act.

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

1. That the City of Stratford has the characteristics required with respect to the Tourism Criteria set down in the Regulations made under the *Retail Business Holidays Act*.
2. That this By-law shall apply to the whole of the City of Stratford being hereby established as the tourism area.
3. That this By-law shall apply for the period from May 1<sup>st</sup> to November 12<sup>th</sup> in each year.
4. That the hours during which any retail business establishment so authorized to open pursuant to this by-law on any holiday included herein shall be from 10:00 a.m. to 4:00 p.m.
5. That in addition to the retail business establishments as defined in the *Retail Business Holidays Act and Regulations* with respect thereto that may be open on the holidays as provided by this by-law, those retail business establishments listed on Schedule "A" hereto that applied to be included in this by-law shall be included in this by-law and shall be subject to the provisions of this by-law.
6. That pursuant to the provisions of the *Retail Business Holidays Act*, this by-law shall come into force on the thirty-first day after the final passing thereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of November, 1992.

\_\_\_\_\_  
"Dave Hunt"

Mayor – Dave Hunt

\_\_\_\_\_  
"R. Schulthies"

Clerk – R. Schulthies

THIS IS SCHEDULE "A"  
TO BY-LAW NUMBER 149-92 as amended,  
*passed this 13th day of February, 2017.*

The retail business establishments listed herein shall be permitted to be open on the holidays included in this By-law in accordance with the provisions stated therein:

<u>NAME</u>	<u>ADDRESS</u>
Hudson's of Stratford Ltd.	141 Downie Street
Giant Tiger Stores Limited	477 Huron Street
Canadian Tire Associate Store	1093 Ontario Street
Zehrs Market	865 Ontario Street
Sobeys Inc.	581 Huron Street
Byrnes Food & Drug Basics	925 Ontario Street
Shoppers Drug Mart	211 Ontario Street
Shopper Drug Mart	511 Huron Street
Dollarama	Units 2-3 – 925 Ontario Street
Wal-mart Canada Corp.	920 Ontario Street



## CITY OF STRATFORD PUBLIC MEETING MINUTES

A **PUBLIC MEETING** was held on Monday, September 23, 2019 at 7:20 pm in the Council Chamber, City Hall, Stratford to give the public and Council an opportunity to hear all interested persons with respect to Value Village, 925 Ontario Street, opening for business on defined holidays during the designated tourism season in Stratford.

**COUNCIL PRESENT:** Mayor Mathieson – Chair presiding, Councillors Gaffney, Sebben, Burbach, Bunting, Clifford, Henderson, Ingram, Ritsma, and Vassilakos.

**REGRETS:** Councillor Beatty, Joan Thomson – Acting Chief Administrative Officer, Michael Humble – Director of Corporate Services, John Paradis – Fire Chief and David St. Louis – Director of Community Services

**STAFF PRESENT:** Kim McElroy – Director of Social Services, Jacqueline Mockler – Director of Human Resources, Ed Dujlovic – Director of Infrastructure & Development Services, Tatiana Dafoe – Acting Clerk, Jodi Akins – Council Clerk Secretary, Jeff Leunissen – Manager of Development Services, and Nancy Bridges – Recording Secretary.

**ALSO PRESENT:** Members of the public and media

Mayor Mathieson called the meeting to order and stated that the purpose of the meeting is to give Council and the public an opportunity to hear all interested persons with respect to the application of Value Village, to open for business during defined holidays under the *Retail Business Holidays Act* during the designated tourism season in Stratford.

Mayor Mathieson explained the order of procedure for the public meeting.

### **STAFF PRESENTATION:**

Jodi Akins, Council Clerk Secretary, stated that the application is from Value Village operating at 925 Ontario Street and they are requesting an exemption to allow the store to open for business on holidays during the tourism season in the City of Stratford. The *Retail Business Holiday Act* requires retail businesses to be closed on public holidays unless otherwise exempt. Council may permit retail business establishments to open on certain holidays for the maintenance or development of tourism. The Act requires that Council take into account the principle that public holidays should be maintained as common pause days.

Staff provided a short analysis of the applicant, stating that Value Village is a retail thrift store, selling new and used clothing, footwear and household goods. It is approximately 24,151 square feet and is open 9:00am to 9:00pm each day of the week, with the exception of Sunday when they open at 10:00am.

Staff stated that Notice of this Public Meeting was sent to investStratford, the Chamber of Commerce and Stratford Tourism Alliance.

The City received no comments from the public regarding this application.



**QUESTIONS FROM COUNCILLORS:**

Councillor Henderson asked for clarification on whether some businesses are allowed to be open for additional hours beyond the 10:00am-4:00pm and how Sundays are affected.

Staff clarified that Sundays are not included in the *Retail Business Holidays Act* and that per the Act, businesses that qualify are bound by the 10:00am-4:00pm regulation. She noted that some businesses are automatically exempt from the Act if they qualify.

**APPLICANT PRESENTATION:**

Alex Krynicki, Value Village store manager, noted that the purpose of the application is to allow tourists to be able to procure goods on public holidays during the tourist season. Value Village offers the same goods as other stores that are already exempt and there are other stores in close proximity that are also open. He noted that patrons of Value Village often enjoy visiting other Value Villages to look at their merchandise.

**QUESTIONS FROM COUNCIL:**

None.

**QUESTIONS FROM PUBLIC:**

None.

There were no further questions or comments from the public or Council.

Mayor Mathieson thanked the presenters and stated that Council intends to consider this application at a future Finance and Labour Relations Committee meeting where members of Council will have an opportunity for full discussion of the application after reviewing comments received from the public at this time.

Mayor Mathieson adjourned the meeting at 7:25pm.



## MANAGEMENT REPORT

**Date:** September 17, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Mike Mortimer, Manager of Environmental Services  
**Report#:** FIN19-034  
**Attachments:** None

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**Title:** Request to Waive Water and Wastewater Charges due to Discolouration Event

**Objective:** To provide details to Council of the request by the property owner to waive excess water and wastewater charges for 94 Louise Street, 90 Louise Street, and 104 Blake Street in relation to a discolouration event that occurred on the property in July of 2019.

**Background:** Mr. Rick Caven, owner of 94 Louise Street, is requesting full relief of water and wastewater charges (above his average billing) as a result of a discolouration event that occurred while he was filling his pool in July of 2019. Mr. Caven was using his own water source, along with 2 neighbouring properties, to fill his pool when the discolouration event occurred. As a result, he is also requesting full relief of water and wastewater charges (above the average billing) for 90 Louise Street and 107 Blake Street.

Mr. Caven contends that he should not be charged for the water consumption as the water quality caused excess chemical to be used to rectify the lack of clarity.

There was an increase in usage on July 7 due to a response to a fire in Perth East Township. As a result, this may have caused anomalies to water flow dynamics and may have contributed to some discolouration events throughout the City. Mr. Caven contends that the 3 hoses ran on July 4 and 5 and that the event should not be attributed with the increase in flows.

**Analysis:** The calculated usage for filling the pool is 86 cubic meters for a total water charge of \$87.72 and a total wastewater charge of \$145.26 above the average billing. Therefore, the total request for relief is \$232.98.

There are no known past cases where relief has been granted due to a discolouration event.

**Financial Impact:** Water losses such as this, if not recovered, can have a negative impact on the everyday water bill for City of Stratford customers. Water and Sewer rates may be impacted if a consistent approach, as per the Water Use By-law, is not followed.

**Staff Recommendation:** THAT the report on the request to waive water and wastewater charges due to discolouration event for 94 Louise Street, 90 Louise Street, and 104 Blake Street be received for information.



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Mike Mortimer, Manager of Environmental Services



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Ed Dujlovic, Director of Infrastructure & Development Services



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Joan Thomson, Acting Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** September 17, 2019  
**To:** Finance and Labour Relations Sub-committee  
**From:** Mike Mortimer, Manager of Environmental Services  
**Report#:** FIN19-035  
**Attachments:** None

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**Title:** Request for Changes to 2019 Capital Budget – Grit Removal System (G941-9782)

**Objective:** To obtain approval to amend the 2019 sanitary capital budget for the Grit Removal System replacement and to re-allocate funds from this project towards an emergency rehabilitation (repair) of the tertiary filter system.

**Background:** The City of Stratford 2019 sanitary capital budget included \$350,000 for a grit removal system replacement at the Water Pollution Control Plant (WPCP). This value was based on estimates during consultation between Ontario Clean Water Agency (operating authority of the WPCP), City of Stratford staff, and the distributor of the preferred unit.

During the tender process, it has been determined that actual costs will likely be between \$600,000 and \$1,000,000. This is based on findings during a more formal engineering review.

In late August, Filter #4 of the tertiary filter system at the WPCP failed and was put out of service. A professional review has deemed that the filter will need a full rehabilitation. The costs have been estimated at \$150,000.

**Analysis:** Due to the importance of the filter system towards overall compliance and performance of the WPCP, the rehabilitation needs to be undertaken as soon as possible.

Therefore, based on this information, and the higher than anticipated costs for the grit removal system, it is recommended that the grit removal system replacement action plan be modified to allow for funds to be re-allocated towards the filter repair.

Engineering consulting services can proceed for the Grit Removal System replacement as there are sufficient funds for this part of the process. However, the procurement and installation will need to be deferred to the 2020 sanitary capital budget as there is not enough funding remaining based on the new estimates.

The remaining funds from the Grit Removal System budget can now be re-allocated towards the rehabilitation of the tertiary filter system.

**Financial Impact:** Based on the estimate for the rehabilitation of the filter, there would be no negative impact to the 2019 sanitary capital budget.

**Staff Recommendation:** THAT Council amend the capital budget for the Grit Removal System replacement and re-allocate \$150,000 towards the Tertiary Filter Rehabilitation at the Water Pollution Control Plant.



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Mike Mortimer, Manager of Environmental Services



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Ed Dujlovic, Director of Infrastructure & Development Services



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Joan Thomson, Chief Administrative Officer



## **NOTICE OF PUBLIC MEETING Proposed Renewable Natural Gas Plant**

Notice is hereby given that Stratford City Council intends to hold Public Meetings on November 6, 2019 to provide information and to gather input from the community on the renewable natural gas project proposed for Stratford's Water Pollution Control Plant.

The first meeting will be held at the Griffith Auditorium at Spruce Lodge, 643 W Gore St, Stratford, ON N5A 1L4, starting at 3:00 p.m.

The second meeting will be held at the Rotary Complex Community Hall A, 353 McCarthy Road West, Stratford, ON, N5A 7S7, starting at 6:00 p.m.

There will be presentations made at the Public Meetings and opportunity for the public to provide input. The information presented at both meetings will be identical, and City Council will be in attendance to hear feedback from participants. While both meetings are open to the public, there are space limitations at the Griffith Auditorium.

For more information on this project, including frequently asked questions, please visit the City's website at: <https://www.stratfordcanada.ca/en/ProposedRNG>

Your opinion on this project is important. If you are unable to attend the public meetings and would like to submit your comments for Council's consideration, please mail, email or fax your comments to the attention of Karen Downey by Thursday, October 31, 2019, 82 Erie Street, Stratford, ON N5A 2M4, IDS@stratford.ca, Fax: (519) 271-1427.

Personal information collected as part of this Notice is pursuant to the Municipal Act, 2001 and the Municipal Freedom of Information and Protection of Privacy Act. The personal information collected will be used to assist Council in making a decision on this project. Names, addresses, opinions and comments will be made available for public disclosure. Questions regarding this collection should be forwarded to the Acting Clerk, Tatiana Dafoe, 1 Wellington Street, P.O. Box 818, Stratford ON, N5A 6W1 or by emailing: [tdafoe@stratford.ca](mailto:tdafoe@stratford.ca) or by telephone at 519-271-0250 Ext 237.

Should you require this notice in an alternate format please contact the Clerk's Office at 519-271-0250 Ext 237 or TTY 519-271-5241.



**BY-LAW NUMBER        -2019**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend By-law 149-92, as amended, to permit Value Village Stores to open for business on certain holidays during the tourist season in Stratford pursuant to the *Retail Business Holidays Act*.

---

**WHEREAS** the *Retail Business Holidays Act*, R.S.O. 1990, Chapter R.30 as amended, provides that municipal councils may pass by-laws to permit retail businesses to be open on holidays for the maintenance or development of tourism in accordance with the Act;

**AND WHEREAS** Value Village Stores has applied to the City for an exemption to permit the Value Village retail establishment at 925 Ontario Street, Stratford to open on certain holidays between May 1 and November 12 of each year, being the designated tourism season in Stratford;

**AND WHEREAS** as prescribed by regulation, a public meeting to hear the application was held by City Council on September 23, 2019;

**AND WHEREAS** City Council deems it expedient for the maintenance and development of tourism to amend By-law 149-92 to authorize the applicant to open for business on certain holidays between May 1 and November 12 of each year in accordance with the *Retail Business Holidays Act*;

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

1. That the application for an exemption to permit Value Village Stores operating at Unit 1A - 925 Ontario Street, Stratford to open on certain holidays in accordance with the *Retail Business Holidays Act* and all other applicable laws, between May 1 and November 12 of each year, being the designated tourism season in Stratford, be approved.
2. That Schedule "A" to By-law 149-92 as amended be repealed and replaced with Schedule "A" attached hereto and forming part of this By-law.
3. This by-law shall come into force on the thirty-first day after the final passing thereof, and in accordance with the *Retail Business Holidays Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 28th day of October, 2019.

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Deputy Mayor – Martin Ritsma

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Acting Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A"  
TO BY-LAW NUMBER 149-92 as amended,  
*passed this 13th day of February, 2017.*

The retail business establishments listed herein shall be permitted to be open on the holidays included in this By-law in accordance with the provisions stated therein:

<u>NAME</u>	<u>ADDRESS</u>
Hudson's of Stratford Ltd.	141 Downie Street
Giant Tiger Stores Limited	477 Huron Street
Canadian Tire Associate Store	1093 Ontario Street
Zehrs Market	865 Ontario Street
Sobeys Inc.	581 Huron Street
Byrnes Food & Drug Basics	925 Ontario Street
Shoppers Drug Mart	211 Ontario Street
Shopper Drug Mart	511 Huron Street
Dollarama	Units 2-3 – 925 Ontario Street
Wal-mart Canada Corp.	920 Ontario Street
Value Village	Unit 1A - 925 Ontario Street





**BY-LAW NUMBER        -2019**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Manager of Housing, or in the absence of the Manager to the Director of Social Services or the Supervisor of Social Services to sign rental agreements between the City and tenants for the Britannia Street Housing project.

---

**WHEREAS** the Council of The Corporation of the City of Stratford enacted By-law 135-2017 to delegate certain authority to certain officials and employees of The Corporation of the City of Stratford or to authorize certain routine administrative practices;

**AND WHEREAS** By-law 135-2017 is amended from time to time by Council as deemed appropriate;

**AND WHEREAS** the Council of The Corporation of the City of Stratford adopted Delegation of Powers and Duties Policy as required under section 270 of the *Municipal Act, 2001* with respect to the delegation of Council's legislative and administrative authority;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to amend By-law 135-2017 as amended, to delegate certain authority to the Manager of Housing, or in the absence of the Manager to the Director of Social Services or the Supervisor of Social Services;

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

1. That the Council of The Corporation of the City of Stratford hereby delegates Council's authority to the Manager of Housing or in the absence of the Manager to the Director of Social Services or to the Supervisor of Social Services to sign rental agreements between The Corporation of the City of Stratford and tenants for the Britannia Street Housing project.
2. That Schedule "A" of By-law 135-2017 as amended, be further amended by adding the provision in Schedule "A" attached hereto, to the said Schedule "A" of By-law 135-2017 as amended.
3. All other provisions of By-law 135-2017, as amended, shall remain in force.
4. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD TIME and

FINALLY PASSED this 28th day of October, 2019.

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Deputy Mayor – Martin Ritsma

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Acting Clerk – Tatiana Dafoe



**THIS IS SCHEDULE "A" to By-law -2019**Adopted this 28<sup>th</sup> day of October, 2019**Amending Schedule "A"  
To By-law 135-2017, as amended**

	<b>DELEGATED AUTHORITY</b>	<b>DELEGATE</b>	<b>SOURCE OF POWER OR DUTY</b>	<b>DELEGATION RESTRICTIONS</b>	<b>COMMUNICATION</b>	<b>Previously Delegated</b>	
						<b>Yes</b>	<b>No</b>
13.19	Authority to sign rental agreements between The Corporation of the City of Stratford and tenants for the Britannia Street Housing project.	Manager of Housing  Director of Social Services  Supervisor of Social Services	<i>Municipal Act</i>  <i>Housing Services Act</i>	Agreement to be in a form as approved by the legal counsel.			✓



## **STRATFORD CITY COUNCIL CONSENT AGENDA**

October 28, 2019

### **REFERENCE NO.    CONSENT AGENDA ITEM**

CA-2019-148            Notification that the Infrastructure and Development Services Department intends to issue a tender in accordance with the City's Purchasing Policy for Romeo Arch Rehabilitation.

CA-2019-149            In accordance with By-law 135-2017 the Infrastructure and Development Services Department provides notification that the following streets were temporarily closed to through traffic, local traffic only:

- Short Street from O'Loane Avenue to Matilda Street on or about Friday, October 18 for one day only for shoulder and asphalt repair.

Emergency Services were notified.

CA-2019-150            In accordance with By-law 102-2008 and By-law 135-2017, the City Clerk provides notification that the following streets were/will be temporarily closed for parades/street events:

- Matilda Street from north entrance of tennis parking lot to Bell Court and Oakdale Avenue from O'Loane Avenue to Forman Avenue on Tuesday, October 15 from 3:20 p.m. to 5:45 p.m. for the rescheduled Pat Cook run.

Oakdale Avenue from Forman Avenue will be left open for buses and emergency personnel only. Buses can use the St. Michael CSS turnaround as required.

- Queen Street from Lakeside Drive to Ballantyne Avenue on January 25 and 26, 2019 from 8:00 a.m. to 5:00 p.m. for Stratford Winterfest 2020.

CA-2019-151            Notification that the Infrastructure and Development Services Department, Engineering Division, intends to call for requests for quotation in accordance with the City's Purchasing Policy for the purchase and distribution of curbside organic waste carts and kitchen bins.

CA-2019-152      Resolution from the Municipality of Grey Highlands supporting the continuation of conservation authority programs and services and what is considered mandatory and non-mandatory.

Attachment – Letter from Grey Highlands dated October 2, 2019

Endorsement of the resolution is requested.

CA-2019-153      Resolution from the Municipality of East Ferris regarding child care services at conferences.

Attachment – Letter from East Ferris dated October 8, 2019

Endorsement of the resolution is requested.



**The Corporation of the Municipality of  
Grey Highlands**

206 Toronto Street South, Unit 1, Box 409  
Markdale, ON N0C 1H0  
Tel.: 519-986-1216

October 02, 2019

The Honourable Jeff Yurek  
Minister of the Environment, Conservation and Parks  
5<sup>th</sup> Floor 777 Bay St.  
Toronto, ON M7A 2J3

Sent via email: [jeff.yurek@pc.ola.org](mailto:jeff.yurek@pc.ola.org)

To Minister Yurek,

Re: Grey Highlands Resolution 2019-603

Please be advised that the following resolution was passed at the October 02, 2019 meeting of the Council of the Municipality of Grey Highlands.

**2019-603**

**Cathy Little, Dane Nielsen**

**Whereas** the Municipality of Grey Highlands is a member of the Grey Sauble Conservation Authority (GSCA), the Nottawasaga Valley Conservation Authority (NVCA) and the Saugeen Valley Conservation Authority (SVCA) and has a representative on each board of directors; and

**Whereas** each board of directors determines the policies, priorities and budget of their respective Conservation Authority (CA); and

**Whereas** each CA provides the Municipality of Grey Highlands with expert advice on the environmental impact of land use planning proposals and that the Municipality does not have staff with comparable expertise or experience; and

**Whereas** the CAs provide programs and services to the residents of Grey Highlands and other member municipalities that include recreation, education, water quality monitoring, reduction of vegetation loss and soil erosion, preservation of species at risk as well as protecting life and property through a variety of measures;

**Therefore** be it resolved that the Municipality of Grey Highlands supports continuation of the programs and services of the three CAs, both mandatory and non-mandatory, and that no programs or services of GSCA, NVCA and SVCA or of other CAs in Ontario be "wound down" at this time; and

**That** the Minister of Environment, Conservation and Parks give clear direction as to what programs and services are considered mandatory and non-mandatory and how those programs will be funded in the future; and

**That** this resolution be forwarded to the Minister of the Environment, Conservation and Parks, Premier Doug Ford, MPP Bill Walker, the Association of Municipalities of Ontario, the Grey Sauble Conservation Authority, the Nottawasaga Valley Conservation Authority, the Saugeen Valley Conservation Authority, Conservation Ontario and all Ontario municipalities.

**CARRIED.**

If you require anything further, please contact this office.

Sincerely,

A handwritten signature in cursive script that reads "Raylene Martell".

Raylene Martell  
Director of Legislative Services/Municipal Clerk  
Municipality of Grey Highlands

Cc:

Premier Doug Ford – [premier@ontario.ca](mailto:premier@ontario.ca)

MPP Bill Walker – [bill.walker@pc.ola.org](mailto:bill.walker@pc.ola.org)

Association of Municipalities of Ontario – [amo@amo.on.ca](mailto:amo@amo.on.ca)

Grey Sauble Conservation Authority – [d.robinson@greysauble.on.ca](mailto:d.robinson@greysauble.on.ca)

Nottawasaga Valley Conservation Authority – [hferguson@nvca.on.ca](mailto:hferguson@nvca.on.ca)

Saugeen Valley Conservation Authority – [j.hagan@svca.on.ca](mailto:j.hagan@svca.on.ca)

Conservation Ontario – [info@conservationontario.ca](mailto:info@conservationontario.ca)

Ontario Municipalities

## MUNICIPALITÉ · EAST FERRIS · MUNICIPALITY



390 HIGHWAY 94, CORBEIL, ONTARIO P0H 1K0  
 TEL.: (705) 752-2740 FAX.: (705) 752-2452  
 Email: [municipality@eastferris.ca](mailto:municipality@eastferris.ca)

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## REGULAR COUNCIL MEETING

HELD

October 8<sup>th</sup>, 2019

2019-280

**Moved by** Councillor Lougheed**Seconded by** Deputy Mayor Voyer

WHEREAS the Municipality of East Ferris believes that conferences are vital forums for municipal leaders to interact amongst each other and discuss municipal issues;

AND WHEREAS despite new technological advances that allow remote communication, resource sharing, and networking; face-to-face interactions are one of the most crucial components for learning for municipal leaders;

AND WHEREAS parents attending conferences tend to face a childcare–conference conundrum as they struggle finding care for their children while attending and participating in conference sessions;

AND WHEREAS numerous reports and studies (1), including a recent 2019 report from the House Of Commons(2), indicate a lack of 'Family-Friendly and Gender–Sensitive' environments and policies as one of the barriers women face in pursuing and participating in all levels of politics;

AND WHEREAS most conferences such as ROMA, OGRA, AMO, FONOM, NeORA offer a companion program; the Municipality of East Ferris feels that the time has come for conference organizers to create the conditions for change and incorporate child care services throughout conferences;

BE IT HEREBY RESOLVED that this resolution be forwarded to ROMA, OGRA, AMO, FONOM, NeORA for considerations;

AND FURTHER that this resolution be forwarded to all Ontario Municipalities to request ROMA, OGRA, AMO, FONOM and NeORA to consider including a child care program during their conferences.

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(1) 'Advancing Equity and Inclusion: A Guide for Municipalities', June 2015

<https://www.ourcommons.ca/Content/Committee/421/FEWO/Reports/RP10366034/feworp14/feworp14-e.pdf>

'Welcoming & Inclusive Communities Toolkit', 2014 <http://citiesofmigration.ca/wp-content/uploads/2017/10/AUMA-Welcoming-and-Inclusive-Communities-Toolkit.pdf>

'How to ensure more women run for public office', Macleans 2018 <https://www.macleans.ca/politics/how-to-ensure-more-women-run-for-public-office/>

**MUNICIPALITÉ · EAST FERRIS · MUNICIPALITY**

390 HIGHWAY 94, CORBEIL, ONTARIO P0H 1K0  
TEL.: (705) 752-2740 FAX.: (705) 752-2452  
Email: [municipality@eastferris.ca](mailto:municipality@eastferris.ca)

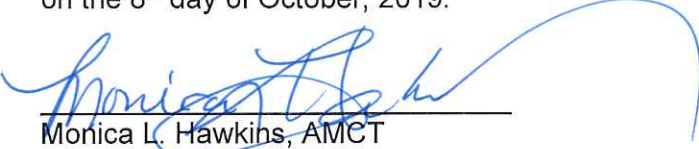
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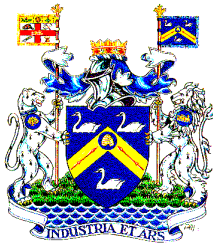
*(2) Elect Her: A Roadmap for Improving the Representation of Women in Canadian Politics, April 2019*  
<https://www.ourcommons.ca/Content/Committee/421/FEWO/Reports/RP10366034/feworp14/feworp14-e.pdf>

**Carried Mayor Rochefort**

CERTIFIED to be a true copy of  
Resolution No. 2019-280 passed by the  
Council of the Municipality of East Ferris  
on the 8<sup>th</sup> day of October, 2019.



Monica L. Hawkins, AMCT  
Clerk



**BY-LAW NUMBER                    -2019**  
**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 October 28, 2019.

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**WHEREAS** subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25* as amended, provides that the powers of a municipal corporation are to be exercised by its council;

**AND WHEREAS** subsection 5(3) of the *Act* 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 October 28, 2019 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 28th day of October, 2019.

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Deputy Mayor – Martin Ritsma

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Acting Clerk – Tatiana Dafoe