



AGENDA

Regular Council Meeting

September 22, 2020

6:00 pm

Video Conference

Click the following link:

<https://www.youtube.com/channel/UCzuUpFqxcEI8OG-dOYKteFQ>

Pages

1. **CALL TO ORDER**
2. **DECLARATIONS OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF AGENDA**

RECOMMENDATION

THAT the September 22, 2020 regular Council meeting agenda be accepted as presented.

4. **PUBLIC INPUT PERIOD**

(Public input received by the Clerk's Department prior to 5:00 pm on the day of the meeting will be read aloud by the Mayor during this portion of the agenda.

Submissions will be accepted via email at clerksoffice@town.stmarys.on.ca or in the dropbox at Town Hall, 175 Queen Street East, lower level.)

5. **DELEGATIONS, PRESENTATIONS, AND PUBLIC MEETINGS**

5.1 Retirement Presentation to Cheryl Forman

5.2	City of Stratford, Social Services Department re: 2020 - 2024 Housing and Homelessness Plan	7
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RECOMMENDATION

THAT the City of Stratford, Social Services Department delegation regarding the 2020-2024 Housing and Homelessness Plan be received.

6. ACCEPTANCE OF MINUTES

6.1	Regular Council - September 8, 2020	67
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RECOMMENDATION

THAT the September 8, 2020 regular Council meeting minutes be approved by Council and signed and sealed by the Mayor and the Clerk.

7. CORRESPONDENCE

7.1	Barb Reinwald re: Home Vibration	83
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RECOMMENDATION

THAT the correspondence from Barb Reinwald regarding home vibrations be received.

7.2	City of Stratford and Perth & Stratford Housing Corporation re: 329 Jones St W and 270 Queen St W	85
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RECOMMENDATION

THAT the correspondence from the City of Stratford and Perth & Stratford Housing Corporation regarding 329 Jones St. W. and 270 Queen St. W. be received.

8. STAFF REPORTS

8.1 Building and Development Services

8.1.1	DEV 62-2020 September Monthly Report (Building and Development)	119
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RECOMMENDATION

THAT DEV 62-2020 September Monthly Report (Building and Development) be received for information.

8.2 Community Services

8.2.1 DCS 23-2020 September Monthly Report (Community Services) 123

RECOMMENDATION

THAT DCS 23-2020 September Monthly Report (Community Services) be received for information.

8.3 Finance

8.3.1 FIN 30-2020 September Monthly Report (Finance) 128

RECOMMENDATION

THAT FIN 30-2020 September Monthly Report (Finance) be received for information.

8.4 Fire and Emergency Services

8.4.1 FD 09-2020 September Monthly Report (Emergency Services) 131

RECOMMENDATION

THAT FD 09-2020 September Monthly Report (Emergency Services) be received for information.

8.5 Human Resources

8.5.1 HR 09-2020 September Monthly Report (Human Resources) 134

RECOMMENDATION

THAT HR 09-2020 September Monthly Report (Human Resources) be received for information.

8.6 Public Works

8.6.1 PW 61-2020 September Monthly Report (Public Works) 136

RECOMMENDATION

THAT PW 61-2020 September Monthly Report (Public Works) be received for information.

8.6.2 PW 60-2020 Wood and Brush Grinding

139

RECOMMENDATION

THAT Report PW 60-2020, Wood and Brush Grinding report be received; and,

THAT the procurement for Wood and Brush Grinding be awarded to Sittler Grinding Inc. for the procured price of \$24,422.69, inclusive of all taxes and contingencies; and,

THAT Council approves the budget variance of \$4,004.40 to the 2020 leaf and yard waste collection operating budget and approves a transfer from the Waste Management reserve to fund the variance; and

THAT Council consider By-Law 82-2020 and authorize the Mayor and the Clerk to sign the associated agreement.

8.6.3 PW 62-2020 Waste Activated Sludge Splitter Box Replacement

143

RECOMMENDATION

THAT Report PW 62-2020, Waste Activated Sludge Splitter Box Replacement be received; and,

THAT the procurement for the Waste Activated Sludge Splitter Box replacement be awarded to BGL Contractors Corp. for the procured price of \$34,126.00, inclusive of all taxes and contingencies; and,

THAT Council approve the unbudgeted amount as identified in report PW 62-2020; and,

THAT Council consider By-Law 83-2020 and authorize the Mayor and the Clerk to sign the associated agreement.

8.7 CAO and Clerks

8.7.1 CAO 55-2020 September Monthly Report (CAO and Clerks)

147

RECOMMENDATION

THAT CAO 55-2020 September Monthly Report (CAO and Clerks) be received for information.

RECOMMENDATION

THAT CAO 56-2020 regarding the Intercity Community Transportation Project Local Partnership Agreement be received; and

THAT Council consider By-law 84-2020 authorizing the Mayor and Clerk to sign a Local Partnership Agreement with the City of Stratford and the Township of North Perth for the Intercity Community Transportation Project.

9. EMERGENT OR UNFINISHED BUSINESS

10. NOTICES OF MOTION

11. BY-LAWS

RECOMMENDATION

THAT By-Laws 82-2020, 83-2020 and 84-2020 be read a first, second and third time; and be finally passed by Council, and signed and sealed by the Mayor and the Clerk.

11.1 By-Law 82-2020 Agreement with Sittler Grinding Inc. 184

11.2 By-Law 83-2020 Agreement with BGL Contractors Corp. 185

11.3 By-Law 84-2020 Agreement with City of Stratford and North Perth 186

12. UPCOMING MEETINGS

October 6, 2020 - 6:00 pm, Regular Council, Live Streamed to Town's YouTube Channel

October 13, 2020 - 9:00 am, Strategic Priorities Committee, Live Streamed to Town's YouTube Channel

October 20, 2020 - 6:00 pm, Regular Council, Live Streamed to Town's YouTube Channel

13. CONFIRMATORY BY-LAW

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RECOMMENDATION

THAT By-Law 85-2020, being a by-law to confirm the proceedings of September 22, 2020 regular Council meeting be read a first, second and third time; and be finally passed by Council and signed and sealed by the Mayor and the Clerk.

14. ADJOURNMENT

RECOMMENDATION

THAT this regular meeting of Council adjourn at _____ p.m.



STRATFORD, PERTH COUNTY, AND ST. MARYS

Housing and Homelessness Plan

5-YEAR UPDATE • 2020-2024

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Message from the Municipalities

With the introduction of the *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys* in 2014, our communities made a commitment to providing housing that meets the needs of our residents, and delivering services that support them in finding and keeping their homes. We are proud of the accomplishments that have been achieved in the previous five years which include:

- Creating 115 new attainable housing units through new construction and the use of rent supports;
- Introducing incentives to encourage attainable housing development in our Strategic and Official Plans;
- Initiating the development of a coordinated response to homelessness;
- Launching programs designed to assist households experiencing homelessness based on their level of need; and
- Implementing initiatives to preserve our existing community housing stock.

We know that our communities have changed since the plan was first released and we are pleased to introduce an updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)*. The result of a comprehensive review process, this plan better reflects our communities today and the needs of our residents. It will continue to guide the work being done locally to end homelessness, promote housing stability, and foster more housing solutions.



Mayor Dan Mathieson
City of Stratford
Consolidated Municipal
Service Manager (CMSM)



Warden Jim Aitchison
County of Perth



Mayor Al Stratthdee
Town of St. Marys



Executive Summary



In 2014, the City of Stratford released a *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024)* in accordance with the *Housing Services Act, 2011* and the City's role as the Consolidated Municipal Service Manager for all three municipalities. This Plan outlined a framework for delivering housing and homelessness services locally. Since that time, significant changes have taken place at the provincial and federal levels.

In 2016, the Province released a policy statement on housing and homelessness plans and its *Long-Term Affordable Housing Strategy Update*. In 2017, the Government of Canada released its first ever *National Housing Strategy*. Both included a strong commitment to reducing and ending chronic homelessness, investments in more attainable housing options, a focus on Indigenous peoples, and housing stability service provision that supports households based on their specific needs.

In order to ensure that the work being done locally aligned with these changes and continued to reflect the landscape, the City of Stratford Social Services Department undertook a review of the original 10-Year Plan. The updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)* represents the direction the community will take moving forward.

Approach for Reviewing the Plan

The process for reviewing the 10-Year Plan began in the fall of 2018 and included:

- An assessment of current demographic, socio-economic, housing, and homelessness data;
- An evaluation of the existing vision and strategic priorities;
- Comprehensive consultations (public meetings, interviews, digital engagement platform) with community stakeholders (individuals with lived experience, local service providers, municipal planning departments, economic development partners, and community housing providers); and
- An examination of supplementary sources of information gathered prior to and concurrently with the formal review process (operational reviews, feedback from various events and meetings).

Housing Need and Demand

An assessment of the current demographic, socio-economic, housing, and homelessness data demonstrates the growing demand for attainable housing locally, for a range of options in both private market and community housing stock, and for a variety of services and supports to assist people in keeping their homes.



Over the past five years, the Service Manager area of Stratford, Perth County, and St. Marys has seen: an increase in the proportion of households in low-income (from 10.1% in 2011 to 11.1% in 2016) with overall income levels below provincial medians; and a population that is aging and projected to grow at a slower rate than the province.

Since 2014, housing costs (both rental and ownership) have increased, and the availability of rental units has decreased while the number of applications for rent-geared-to-income (RGI) housing has increased. Factors such as the rise of short-term rental accommodations, migration from the GTA, low supply of houses for sale, and the growing enrolment at the Stratford School of Interaction Design and Business identified during community consultations, may be potentially impacting current and future housing needs. An increased understanding of households experiencing homelessness locally also illustrates the need for attainable housing.

Community Vision

The vision for the *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)* is:



Everyone has the right to a home that is safe, suitable, and affordable, and to supports that help them keep their home.

This vision differs from the original Plan and is the result of input from consultations during the review process. It reflects local values and goals, is consistent with provincial policy directives, and echoes the rights-based approach highlighted in the *National Housing Strategy*.

Strategic Objectives and Implementation Drivers

The original Plan included five strategic priority areas. Based on feedback from the review process, the updated Plan includes four strategic objectives and four implementation drivers. This adjustment better reflects provincial policy directives, emerging community needs and priorities, and the components required to implement recommendations and activities.

2020-2024 Strategic Objectives



Ending Homelessness:

Shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness.



Creating Attainable Housing Options:

Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.



Sustaining Community Housing:

Ensuring that the existing community housing stock is well maintained and continues to play a key role in the delivery of permanent geared-to-income housing locally.



Addressing a Diversity of Needs:

Providing a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way, including advancing Truth and Reconciliation with Indigenous peoples.

2020-2024 Implementation Drivers

DRIVER #1

Collaboration with service providers and community agencies.

DRIVER #2

Collecting and using reliable, local **data** to make informed decisions.

DRIVER #3

Providing **education** and **training** to raise awareness of issues and build sector capacity.

DRIVER #4

Measuring success by focusing on **outcomes**.

2014-2019 Strategic Priorities

Eviction & Homelessness Prevention:

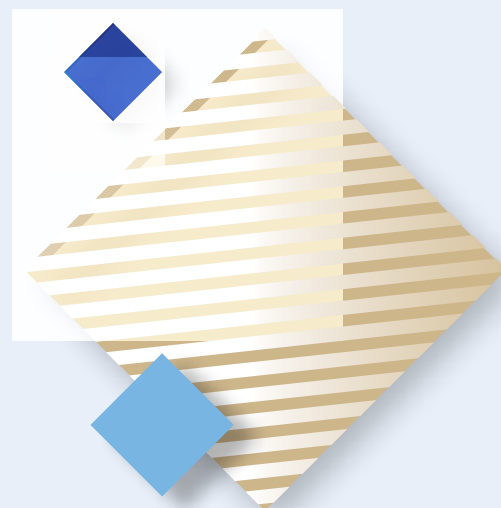
Focus homelessness prevention on the individuals who are at greatest risk.

Homelessness Reduction:

Transform the provision of emergency accommodation to focus on helping individuals and families return to permanent housing.

Affordable Housing Options:

Increase access to affordable housing options.



Coordination and Collaboration:

Improve coordination and collaboration in the delivery of housing services and supports, through systems orientation.

Data Gathering and Sharing:

Enhance capacity for gathering data and sharing information between service providers.



Conclusion

Since the introduction of the *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024)* in 2014, the City of Stratford Social Services Department, in collaboration with community partners, has worked to enhance local housing stability and the homelessness response system. Moving forward over the next five years, the Service Manager area will continue to implement activities that create a variety of attainable housing options and housing-based supports to help vulnerable households find and keep their homes. Success will depend on strong partnerships with all levels of government, the private sector, service providers from a broad range of sectors (e.g. health, justice, violence against women, education, developmental services, non-profit housing), and community residents. Developing strategies to collect, share, and use reliable, local data, enhancing community capacity through training and education opportunities, and focusing on outcomes will also ensure that the communities of Stratford, Perth County, and St. Marys have the necessary framework to enhance housing solutions, increase housing stability, and prevent and end homelessness.

Introduction



In 2014, the City of Stratford released its *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024)*. This was in accordance with the *Housing Services Act, 2011* and the City's role as the Consolidated Municipal Service Manager (Service Manager) responsible for administering social services in these communities.

The 10-Year Plan outlined a framework for delivering housing and homelessness services in order to meet the distinct needs of local communities while also aligning with *Ontario's Long-Term Affordable Housing Strategy*.¹ It provided a series of recommendations divided into five strategic priority areas:



- 1) Coordination and Collaboration;
- 2) Data Gathering and Sharing;
- 3) Affordable Housing Options;
- 4) Eviction and Homelessness Prevention; and
- 5) Homelessness Reduction.

Since its release, the City has reported annually on the achievements made in implementing the Plan's recommendations.

In 2016, the Province released a policy statement on housing and homelessness plans as well as an update on its *Long-Term Affordable Housing Strategy*. In 2017, the federal government released its first ever *National Housing Strategy (NHS)*, outlining substantial investments in housing and homelessness initiatives across the country. In order to ensure that the work being done locally supported these provincial and national changes, the City of Stratford undertook a comprehensive review of its 10-Year Plan. This review provided an opportunity to reflect on the existing vision and strategic priorities and to make adjustments based on emerging community issues and needs. This updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)* better represents the direction the community will take in fostering more housing solutions, creating housing stability, and preventing and ending homelessness locally.



Framework for the Updated Plan

The updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)* takes into consideration the following eight policy directives outlined in the *2016 Policy Statement for Service Manager Housing and Homelessness Plans*²:



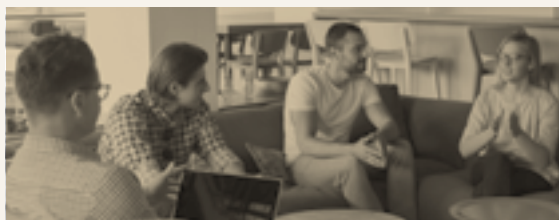
Accountability and Outcomes

The Plan demonstrates a system of coordinated housing and homelessness services that is: representative of all municipalities in the Service Manager area; client-centred; developed in consultation and engagement with diverse local communities; and measurable, including a mechanism to report on both outputs and outcomes.



Ending Homelessness

The Plan aligns with the Province's goal of ending chronic homelessness by 2025 and includes programs/initiatives focused on the four provincial homelessness priorities of chronic, youth, Indigenous, and homelessness following transitions from provincially-funded institutions and service systems (e.g. hospitals, correctional facilities, child welfare). The local homeless enumeration informs the Plan and strategies to address homelessness reflect a Housing First philosophy.



Coordination with Other Community Supports

Strategies and programs recommended by the Plan involve working with partners across human service systems to improve coordination and client access. The Plan also demonstrates progress in moving toward integrated human services planning and delivery.



Indigenous Peoples

The Plan reflects an emphasis on working more closely with local Indigenous communities both in the planning and implementation of services and programming.



A Broad Range of Community Needs

The Plan strives towards a coordinated housing stability system that is responsive to a broad range of housing needs (e.g. persons with disabilities, seniors, Indigenous peoples, children and youth, women, survivors of domestic violence) in an inclusive and culturally appropriate way.



Non-Profit Housing and Housing Cooperatives

The Plan supports all forms of community housing providers and demonstrates a commitment to increasing capacity and sustainability of the non-profit housing sector.



Private Market

The Plan acknowledges the important role of the private sector in providing a mix and range of housing to meet local needs. It also includes a coordinated approach to land use planning and demonstrates partnership-building with local municipalities and planning boards.



Climate Change and Environmental Sustainability

The Plan demonstrates a commitment to improve the energy efficiency and climate resilience of community and affordable housing stock.



Approach for Reviewing the Plan

The City of Stratford Social Services Department began the process of reviewing the *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024)* in the fall of 2018. This process included an updated need and demand assessment, engagement with community stakeholders, and an examination of supplementary sources of information. The process was guided by the following planning assumptions³:

- Focus on what can be done rather than on what cannot be done.
- See problems as challenges that have not been figured out yet.
- See potential for more of everything and understand that there is enough to go around.
- Focus on a goal and do what it takes to get there.

Community Engagement

Engaging the community was a significant component of the review process. The City of Stratford Social Services Department organized and hosted three large-scale consultations, conducted meetings with five key stakeholder groups, and developed an online engagement platform for gathering feedback. In total, over 100 people participated in this process.

Consultations

Three consultation meetings occurred between December 2018 and March 2019. Attendees participated in two rounds of small group discussions on the following consultation topics informed by the provincial policy directives:

- Ending homelessness
- Broad range of community needs
- Housing supply
- Indigenous peoples

The discussions focused on the actions and activities required to address ongoing challenges, issues, and limitations in each of the topics.

A **service provider consultation** was held in Listowel on December 6, 2018. The majority of the participants were members of the Stratford, Perth County, and St. Marys Alliance to Prevent Homelessness and Enhance Housing Solutions (the Alliance), a multi-stakeholder committee that collaborates with the City of Stratford Social Services Department to implement the 10-Year Housing and Homelessness Plan. Approximately 30 people attended this meeting.



A **public consultation** was held in Stratford on the evening of February 20, 2019, comprised of concerned and interested community members, including service providers, those with lived experience of homelessness, and members of faith groups. Approximately 25 people attended this meeting.

A City of Stratford **staff consultation** was held on March 13, 2019. Participants represented a number of the corporation's departments including Social Services, Community Services, and Infrastructure and Development Services. Stratford Police Services also participated in this meeting. Approximately 40 people attended this meeting.

Stakeholder Meetings

Smaller, targeted consultations were set up to discuss challenges and brainstorm solutions related to the development of attainable housing locally. Between October and December 2018, meetings were held with the municipal planning departments of St. Marys, North Perth, Perth County, and the City of Stratford. A meeting was also held with investStratford, the City's Economic Development Corporation. These meetings were a follow-up to a series of working groups organized in May 2017 (see below).

Let's Talk Social Services Online Engagement Platform

In February 2019, the City of Stratford launched a digital engagement platform— www.letstalksocialservices.ca—as a new method of gathering feedback from and connecting with the community. Of the 256 individuals who visited the site, 133 (52%) spent time reviewing the information on it and 30 (12%) provided their input through the engagement tools.



Supplementary Sources of Information

The updated Plan was also informed by complementary engagement activities which were held by the Social Services Department prior to and concurrently with the formal review process. Supplementary sources of information are as follows:

Perth and Stratford Housing Corporation (PSHC)⁴ Tenant Coffee Hours

In December 2018, Social Services staff held tenant meetings at nine buildings in the PSHC's portfolio, primarily to introduce new policies. Staff also took this opportunity to ask how housing supports and services could be improved in the community. A total of 84 tenants participated in these meetings.



Community Housing Provider Operational Reviews

In November 2018, the City of Stratford Social Services Department contracted the services of Re/fact Consulting to conduct comprehensive operational reviews of the 10 community housing providers it oversees in its role as Service Manager. These reviews offered valuable insights into the activities and supports needed to sustain this form of attainable housing.

Indigenous Cultural Competency Training

In May 2018, the Southwest Indigenous Justice Program facilitated a cultural competency training session prior to the community's homeless enumeration in order to initiate conversations about how to appropriately engage Indigenous peoples locally and begin to build relationships with Indigenous communities and service providers. Approximately 40 people attended the session.

Community Committee Break-Out Groups

In April 2018, members of the Alliance participated in small group discussions about the knowledge, skills, and resources needed to enhance capacity in the sector as well as the types of activities and programs required to support their clients in maintaining stable housing. A total of 26 members were in attendance.

Attainable Housing Focus Groups

In May 2017, a consultant was contracted to hold focus groups to explore the barriers to development in Stratford, Perth County, and St. Marys, the kinds of planning and financial tools being used by local municipalities, and the most helpful incentives for promoting the development of attainable rental housing locally. Approximately 20 people participated in two focus group sessions.

Data Sources and Limitations

Housing Data

The majority of housing data in the updated Plan comes from the Ministry of Municipal Affairs and Housing (MMAH) Service Manager Profiles 2018 and Common Local Indicators for Service Managers 2018 which are based primarily on data from Statistics Canada Census of the Population and the Canadian Mortgage and Housing Corporation (CMHC) Rental Market Surveys. Community housing data was sourced from the City of Stratford Social Services Department.



Rental Housing Data Limitations

The rental market information provided by CMHC is based on the primary rental market (i.e. purpose built rental properties containing three or more units), and does not adequately reflect local rental market conditions. The majority of rental units in the Service Manager area consist of accessory apartments and family homes that have been converted and/or subdivided into rental units, which is not captured in the CMHC data. In addition, CMHC does not track market rental data on four of the six municipalities in the Service Manager area (Perth East, Perth South, St. Marys, and West Perth) because of the low population size.

Due to these limitations, the Service Manager conducted local surveys in order to gain a more comprehensive understanding of the local rental market (e.g. property composition, rental locations, availability of units, and rental costs), and to inform the five-year review process of the Housing and Homelessness Plan.

Community Housing Data Limitations

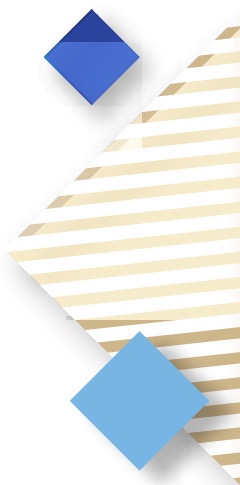
The Centralized Waiting List for rent-geared-to-income (RGI) housing is the main source of data for community housing and provides valuable information about households in need of RGI housing. However, the waiting list alone is not an accurate reflection of the local need for attainable housing for a number of reasons. First, applicants can be on multiple waiting lists across Ontario; households do not need to live in the Service Manager area in which they are applying. Rather, as long as they have legal status in Canada, applicants can apply and remain on waiting lists regardless of what province, or even country, they live in.⁵ Second, households that owe rental arrears to any community housing provider across the province are not eligible to be added to a centralized waiting list until a payment plan is in place. Finally, because housing is provided on a first-come, first-served basis and not on assessed need, it is difficult to understand the true depth of housing need for applicants; households on the waiting list may have significant assets or may already be receiving some form of rent support⁶, making it difficult to assess community housing demand.

Landlord Survey

In the fall of 2018, the City of Stratford conducted an online survey to engage landlords, property owners, and property managers throughout the Service Manager area. A total of 79 surveys were completed.

Local Rental Market Scan

In early 2019, the City of Stratford Social Services Department conducted a scan of rental housing advertisements over a 3 month period (February – April). Five online sources were used and a total of 110 advertisements were included in the scan.





Homelessness Data

The homelessness data in this report are based on three sources:

1. Homelessness Enumeration

In May 2018, a community-wide data collection initiative took place. The enumeration was designed to count and gather information on individuals and families currently experiencing homelessness over a specific period of time. The results offered valuable information on the nature and scope of homelessness locally.

2. Emergency Accommodation Utilization

Data on the use of emergency accommodation locally was sourced from the City of Stratford Social Services Department which, through Community Homelessness Prevention Initiative (CHPI) funding, provides temporary accommodation in motels for households experiencing homelessness.

3. By Name List (BNL)

In 2018, the City established a By-Name-List (BNL) which is a real-time, dynamic list of all people experiencing homelessness in the community. Rather than being chronological, a BNL orders individuals for services and supports based on level of acuity; those individuals with the highest needs are prioritized for services first. In addition to knowing all individuals experiencing homelessness 'by name', a By-Name-List also provides systems-level data on the nature and scope of homelessness locally that enables a community to plan coordinated responses, better allocate resources, and enhance or develop more effective programming designed to end homelessness.

Homelessness Data Limitations

A homeless enumeration is important for providing a broad understanding of the nature and scope of homelessness locally. However, because it occurs over a specific and finite period of time, this method of gathering information has certain limitations. First, an enumeration can only provide a snapshot of homelessness. It is not a 'census' and does not reflect all households experiencing homelessness in a community. It is generally understood to be an undercount of homelessness. Second, experiences of homelessness are dynamic and can change; households may move in and out of homelessness. An enumeration that is conducted on an annual basis does not reflect these fluctuations.

Emergency accommodation data also has limitations as it only captures information on a specific segment of the homeless population; that is, those who are already connected to homelessness and housing services. Furthermore, there are a number of factors that may prevent those experiencing homelessness from accessing emergency accommodation including caps on the number of nights households can use in a specific period of time, operational policies (e.g. restrictions on pets, couples staying together, substance use), and/or previous behaviours that create barriers for households wanting to access the service.

Community Vision and Strategic Objectives



A New Vision for Stratford, Perth County, and St. Marys

The new vision for the updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)* is that:



Everyone has the right to a home that is safe, suitable, and affordable, and to supports that help them keep their home.

This vision is the result of input during the consultation process. The community was asked to rate the existing vision⁷ on the following characteristics: its clarity, its conciseness, how well it inspires change, and how well it reflects community values. Responses indicated that the previous vision did not adequately embody these characteristics and the community was asked to vote on three options, leading to the selection of the above statement.

The resulting vision statement is consistent with the provincial policy directives and echoes the rights-based approach highlighted in the *National Housing Strategy*.⁸

Refining Our Strategic Objectives

The original Plan included five strategic priority areas: 1) Coordination and Collaboration; 2) Data Gathering and Sharing; 3) Affordable Housing Options; 4) Eviction and Homelessness Prevention; and 5) Homelessness Reduction. The review process highlighted the need to refine the existing priorities or objectives in order to ensure that the Housing and Homelessness Plan:

- Highlights the community's commitment to ending homelessness locally;
- Emphasizes the important role of community housing providers;
- Aligns with the 2016 provincial policy directives; and
- Separates the community's priorities (the what) from the tools needed to implement them (the how).

As a result, the updated Plan includes four strategic objectives and four implementation drivers.



Updated Strategic Objectives

These revised strategic priorities provide the framework for the updated Plan.



Strategic Objective #1 - Ending Homelessness:

Shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness.



Strategic Objective #2 - Creating Attainable Housing Options:

Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.



Strategic Objective #3 - Sustaining Community Housing:

Ensuring the existing community housing stock is well maintained and continues to play a key role in the delivery of permanent geared-to-income housing locally.



Strategic Objective #4 - Addressing a Diversity of Needs:

Providing a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way, including advancing Truth and Reconciliation with Indigenous peoples.

Implementation Drivers

Implementation drivers are the key components needed to carry out the recommended activities under each strategic objective. Whereas the objectives outline **what** needs to be done locally in order to achieve the Plan's targets, the implementation drivers define **how** the objectives will be achieved.

DRIVER #1	DRIVER #2	DRIVER #3	DRIVER #4
Collaboration with service providers and community agencies	Collecting and using reliable, local data to make informed decisions	Providing education and training to raise awareness of issues and build sector capacity	Measuring success by focusing on outcomes

Defining Terms



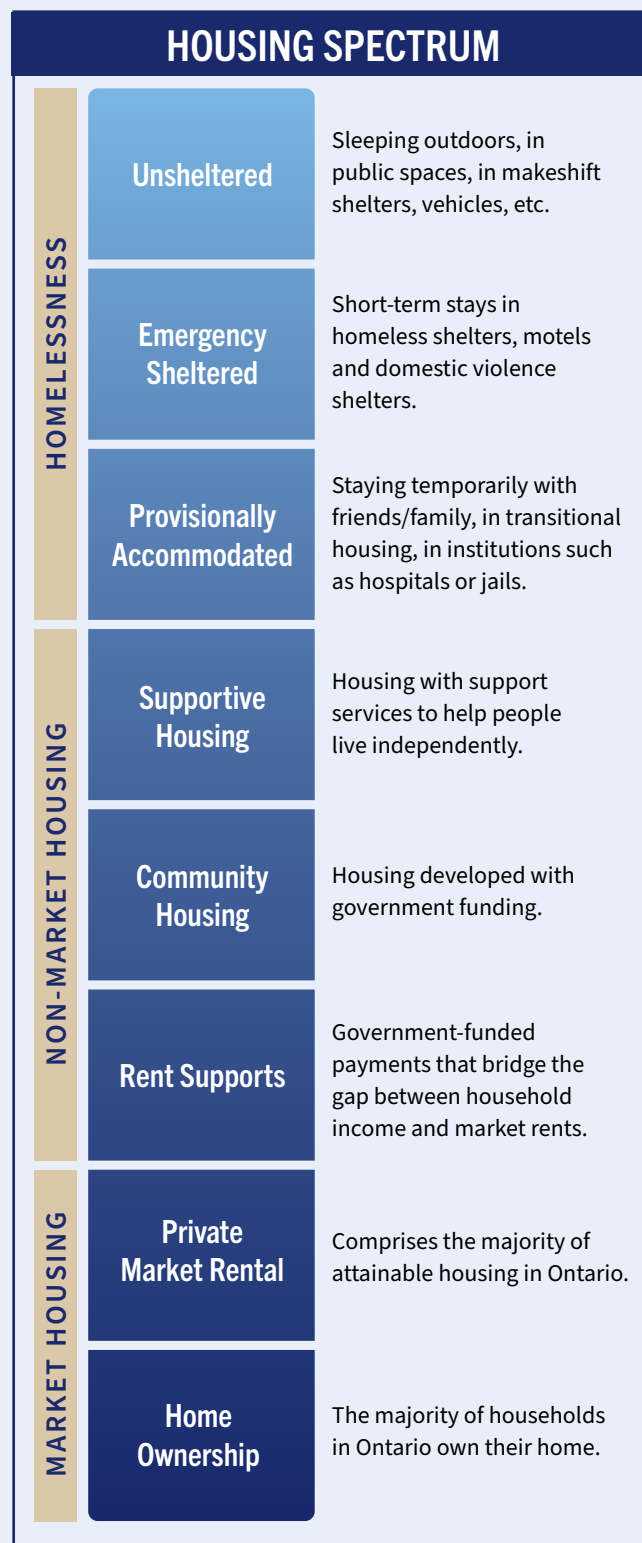
Homelessness

The Service Manager area of Stratford, Perth County, and St. Marys has adopted the Canadian definition of homelessness developed by the Canadian Observatory on Homelessness:⁹

“Homelessness describes the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful and distressing.”

Experiences of homelessness are categorized into four typologies including households who are:

- **Unsheltered**, or absolutely homeless and living on the streets or in places not intended for human habitation;
- **Emergency sheltered**, including those staying in overnight shelters for people who are experiencing homelessness, as well as shelters for those impacted by family violence;
- **Provisionally accommodated**, referring to those whose accommodation is temporary or lacks security of tenure. This includes individuals who are staying temporarily with family and/or friends (e.g. “couch surfing”), living in temporary rental accommodations (e.g. motels), or those who currently in an institution (e.g. jail, hospital, rehabilitation centre) and have no place to live upon their release; and
- **At risk of homelessness**, referring to people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.



Adapted from Ministry of Housing and Municipal Affairs, 2011



Defining Terms

Attainable Housing and Affordable Housing

The original Plan recommended identifying a consistent definition of the term ‘affordable housing’ that could be adopted in the Official Plans of the six municipalities in the Service Manager area.¹⁰ Although the term was used widely in the earlier Plan and is used in provincial and national strategies, feedback during the 5-year review indicated that the word ‘affordable’ was too narrow in scope when discussing housing stability; affordability is one of a number of factors that contribute to successfully finding and maintaining permanent housing. In other words, housing options not only need to be affordable to the income level of the household, but must also be available at the time, appropriate to the circumstances of the individual or family (including of suitable quality), and an option that the household is able to put into action. Attainable housing refers to all of these elements; when these factors are in place, housing is achievable and housing stability outcomes are improved.

When used in this updated Plan, the term ‘affordable housing’ refers only to rental units constructed (since 2002) in which **rents are maintained at or below 80% of Average Market Rent (AMR) for at least 20 years.** This includes units built in both the community housing and private market sectors.¹¹ ‘Attainable housing’ refers to the entire spectrum of housing options.

Community Housing and Social Housing

Community housing is a form of attainable housing. The term refers to housing that is owned and operated by non-profit housing corporations, housing co-operatives, and municipal governments or District Social Services Administration Boards. Community housing providers offer geared-to-income or moderate market rents for eligible households. In the updated Plan, community housing is synonymous with the term social housing.



Assessment of Housing Need and Demand



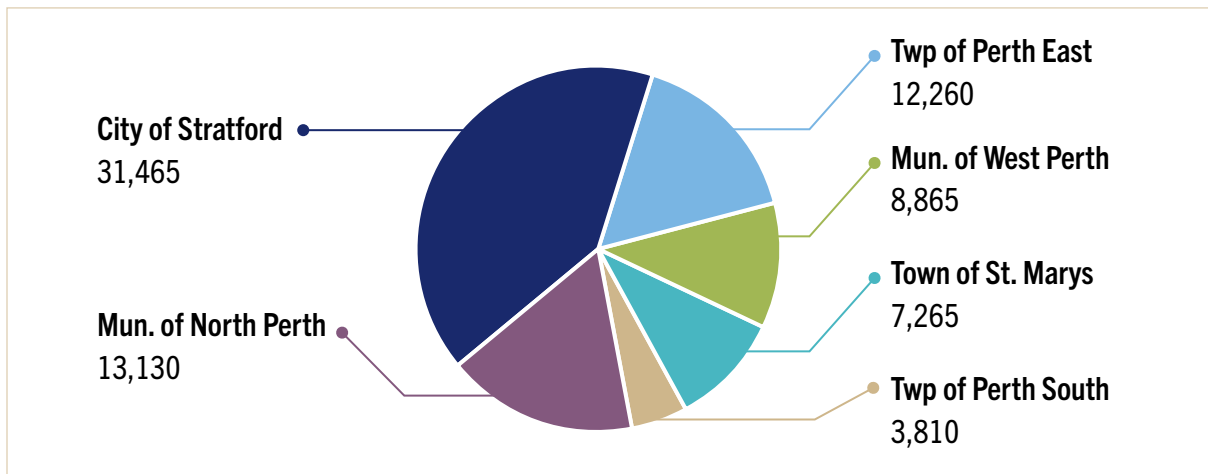
This section of the report presents key demographic, socio-economic, household characteristics, affordability, and homelessness data. This information paints a comprehensive picture of the need and demand for attainable housing in Stratford, Perth County and St. Marys, therefore providing valuable context for the Plan's four strategic objectives.

Community Profile

Population & Geographic Size

The Service Manager area for the City of Stratford Social Services Department is comprised of six municipalities: the City of Stratford, the Town of St. Marys, the Municipality of North Perth, the Township of Perth East, the Township of Perth South, and the Municipality of West Perth.¹² Located in the centre of Southwestern Ontario, this area encompasses 2,219 km² of land, has a total population of 76,796, and a population density of 34.6 persons per square kilometre. Over 40% of residents live in Stratford with the remaining population spread among small towns, villages, and large tracts of farm land. This population distribution and the rural nature of a large portion of the Service Manager area have a significant impact on how services and supports are provided locally.

Figure 1: Population Distribution in Stratford, Perth County, and St. Marys, 2016 (Source: Statistics Canada 2016 Census)



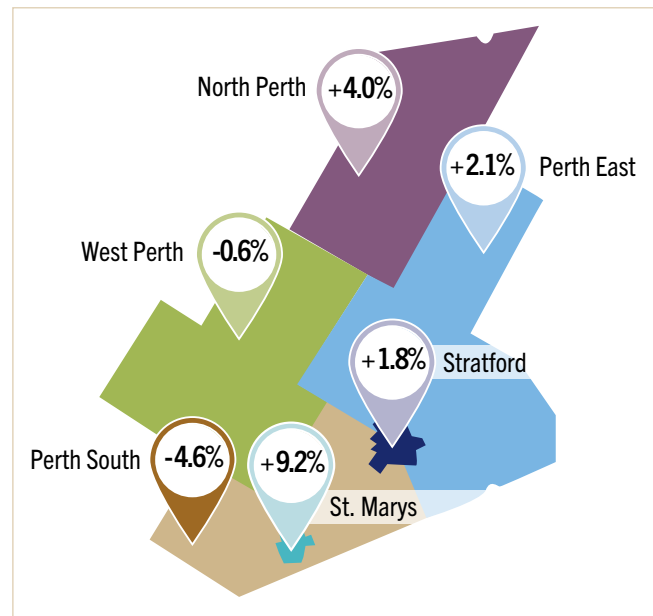


Population Growth

Overall, the Service Manager area saw a 2.2% population increase between 2011 and 2016 from 75,211 to 76,796, two percentage points below the provincial growth rate of 4.6% during the same time period. The Town of St. Marys had the largest population increase of 9.2% while the population decreased by 4.6% in Perth South. The population of Perth County is projected to grow approximately 12.0% by 2041, compared to the province's projected population growth of 32.2% over the same time period.¹³

Figure 2: Population Change by Municipality, 2011 & 2016

(Source: Statistics Canada 2016 Census)



Economy

The Service Manager area is an economically vibrant region with a basis in agriculture, manufacturing, healthcare, professional services, construction, retail, and tourism. The area has a labour force participation rate (69.8%) that is five percentage points higher than the provincial average (64.7%) and a low unemployment rate (4.0% compared to the provincial rate of 7.4%).¹⁴

These positive economic indicators impact the housing market. While employment growth often leads to the creation of more housing, it can put a strain on an already competitive housing market. This competition can also create challenges in recruiting and retaining new employees in a community. However, there is evidence to suggest that investments in attainable housing can have a positive effect on economic growth. This can be directly through the employment opportunities generated by construction and home repair, or indirectly by improving the social, health, and financial outcomes for low-and-moderate income households.¹⁵ Rental housing in particular is widely recognized as a vital contributor to a productive labour market, as it enables households to more easily relocate to pursue job opportunities.¹⁶ Attainable housing, therefore, is a significant component of economic development policy and planning.



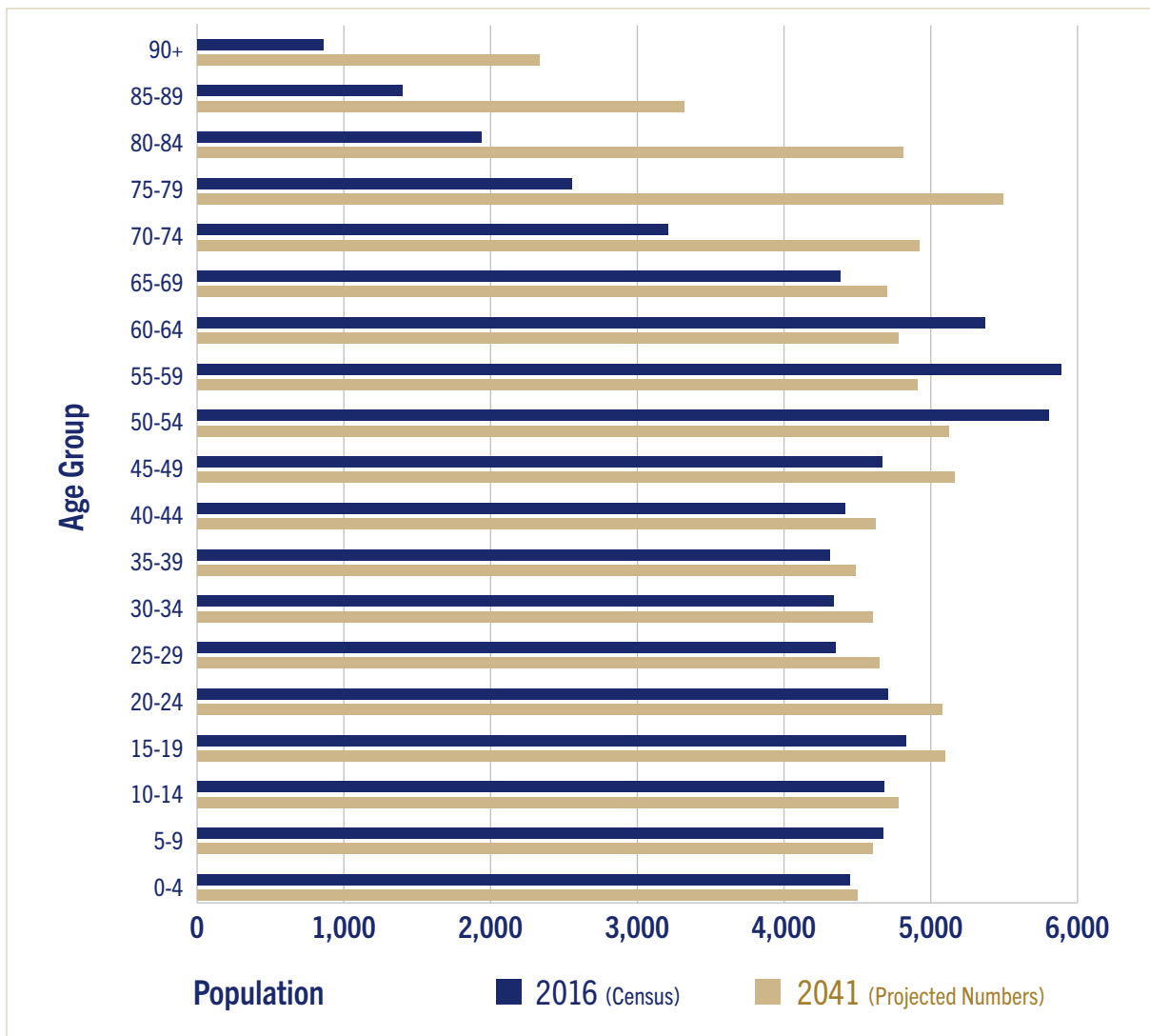
Demographic Make-Up

Age Distribution

Age distribution projections in the Service Manager area indicate an aging population. According to the 2016 Census, the highest proportion of residents is currently in the 55-59 age group (7.7%), with 18.6% of the population aged 65+. Based on population estimates from the Ministry of Finance, a shift in the proportion of working age and older adults will occur over the next 25 years. According to projections, by 2041 the highest proportion of residents will be in the 75-79 age group (6.2%), with 29% of the population over the age of 65.

Figure 3: Age Distribution in Stratford, Perth County, and St. Marys, 2016

(Source: Statistics Canada 2016 Census, Ontario Ministry of Finance Population Projections 2018)





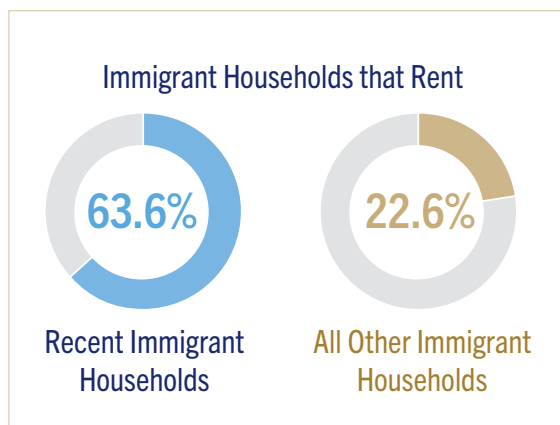
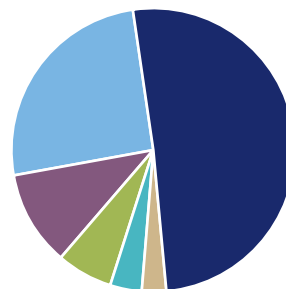
Ethnic and Cultural Diversity

Immigrant Population

The foreign-born population makes up 8.9% of the total population in the Service Manager area; the majority (53.7%) immigrated to Canada prior to 1981. Between 2011 and 2016, 550 recent immigrants settled in Stratford, Perth County, and St. Marys; 51.0% of whom live in Stratford. Recent immigrants make up 8.2% of the total foreign-born population and 0.7% of the total population.¹⁷ By comparison, recent immigrants comprise 12.3% of Ontario's foreign-born population and 3.6% of the total population.

Figure 4: Recent Immigrant Population by Municipality, 2016 (Source: Statistics Canada 2016 Census)

Stratford **280**
Perth East **140**
North Perth **60**
West Perth **35**
St. Marys **20**
Perth South **15**



According to the 2016 Census, there are 3,250 immigrant households in the Service Manager area; 165 of which are recent immigrant households.

One in five of all immigrant households (19.5%) spend 30% or more of their income on shelter costs, slightly higher than the 18.6% of all non-immigrant households in the Service Manager area, but significantly lower than immigrant households across Ontario (29.8%).¹⁸

Anabaptist Communities

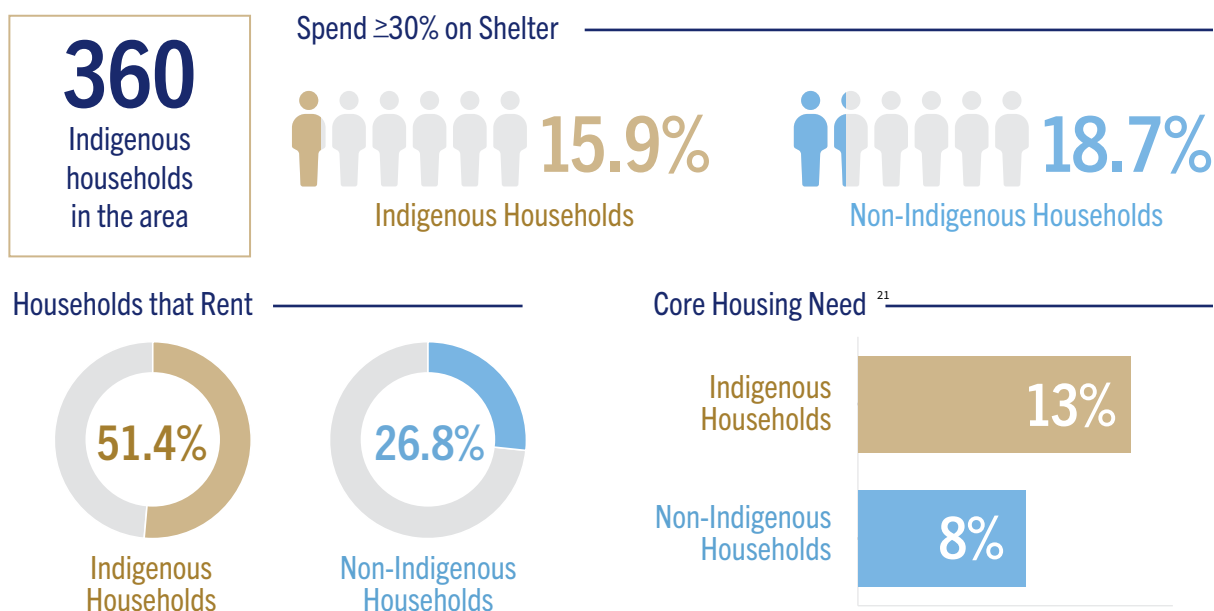
The Service Manager area is home to a number of Anabaptist cultural groups including; Old Order Amish, Old Order Mennonite, Amish Mennonite, Conservative Mennonite, Markham Mennonite, Church of God in Christ Mennonite, Independent Old Order Mennonite, and Low German-Speaking Mennonites from Mexico. Each of these cultural groups is unique.

In 2011, based on estimates by local researchers, these cultural groups accounted for almost 7% of the Service Manager area population, concentrated mostly in Perth East and North Perth. It is likely that this percentage underrepresents the current population due to the fact that Anabaptist cultural groups have a much higher birth rate than the rest of the population; the average family size according to local research in 2011 was 5.6, compared to the Stratford, Perth County, and St. Marys average of 3.0 in 2016.¹⁹



Indigenous Population

This Service Manager area is located on the traditional territory of the Anishinabek Nation, the Haudenosaunee Confederacy, and the Attiwonderonk Confederacy. According to the 2016 Census, 1.4% of the population in Stratford, Perth County, and St. Marys identified as Indigenous²⁰; the majority (51%) live in Stratford.



Indigenous peoples are overrepresented in the local homeless enumeration, where results found that 18% of individuals experiencing homelessness identified as having some Indigenous Ancestry; 9% identified as First Nation, Inuit, or Métis, a significantly higher percentage compared to 1.4% of the Service Manager area's total population.²²

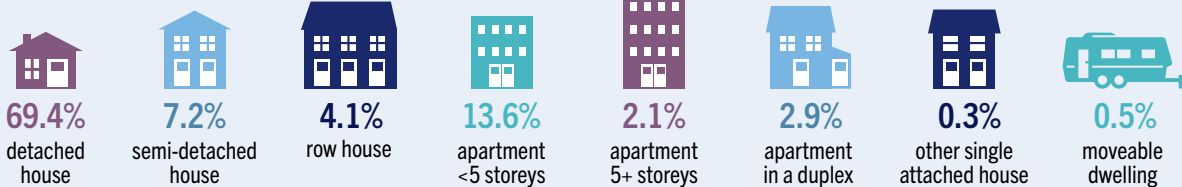
Income and Poverty

Household income levels in the Service Manager area are below provincial medians. In 2016, the median total household income in Stratford, Perth County, and St. Marys was \$70,336, compared to \$74,287 in Ontario. The proportion of persons living in low income based on the Low-Income Measure (After Tax) was 11.1% compared to 14.4% for the entire province. The highest proportion of households in low income is in Perth East at 14.1%, compared to the lowest proportion in Perth South at 7.5%.²³ This proportion has increased since 2011 when it was 10.1% for this area and 13.9% for Ontario.²⁴

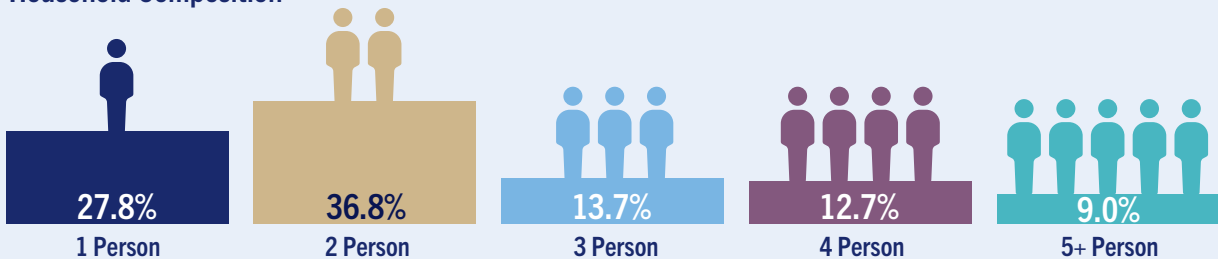


Snapshot of Households in Stratford, Perth County, and St. Marys

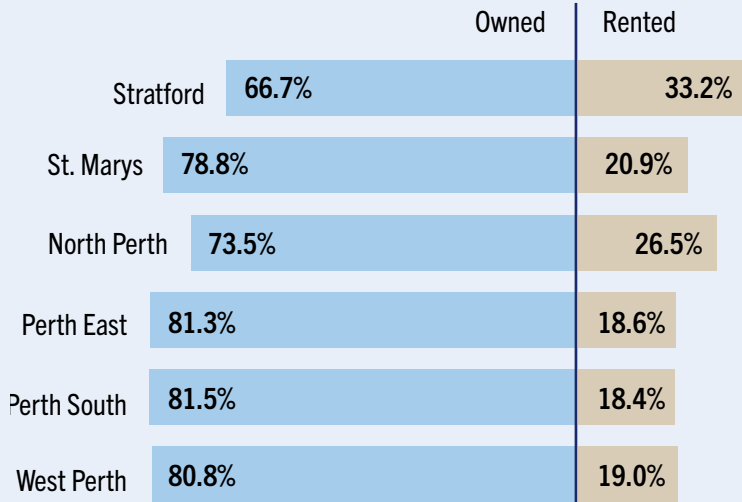
Dwellings by Structural Type



Household Composition

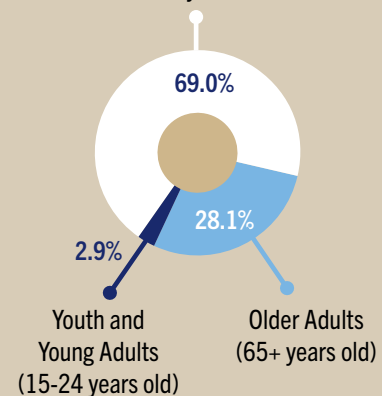


Household Tenure



Primary Household Maintainer

Working Age Adults
(25-64 years old)



Sources: Statistics Canada 2016 Census, MMAH Service Manager Profiles 2018

Market Housing

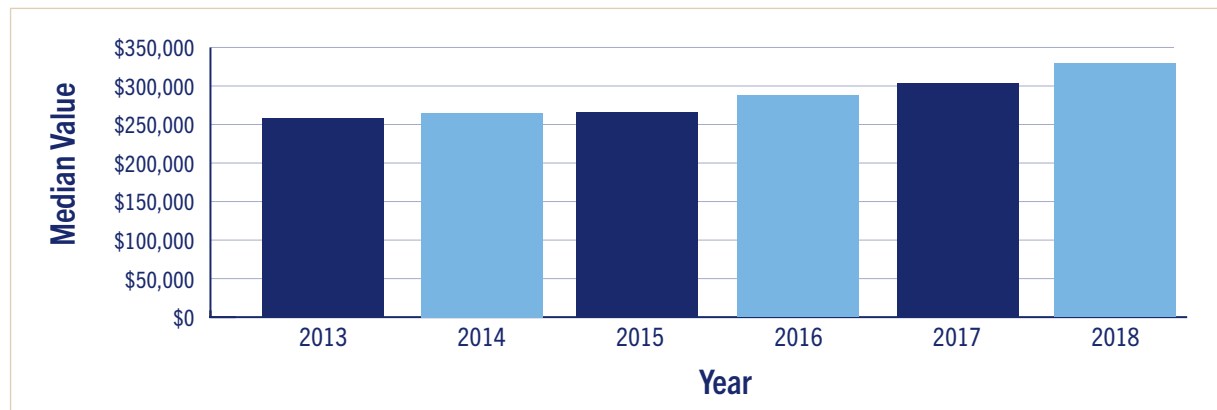
Housing Values

The median resale value of a house in the Service Manager area in 2018 was \$329,508, up 27.7% since 2013. This is lower than the median price of a house in Ontario, which was \$495,905, a 43.4% increase since 2013.



Figure 5: Median Values of Dwellings in Stratford, Perth County, and St. Marys, 2013-2018

(Source: MMAH Service Manager Profiles 2018, Real Property Solutions, 2013-2017 data)



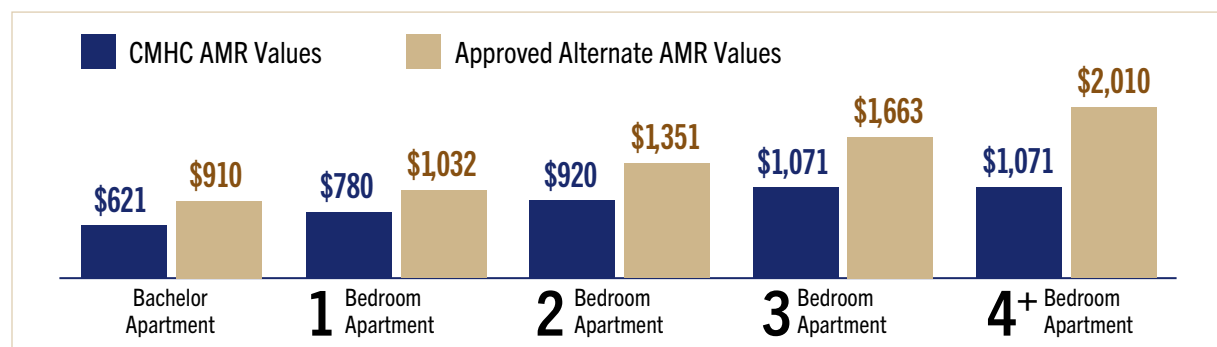
Average Market Rents (AMR)

According to CMHC's 2018 Rental Market Survey, rental rates in the Service Manager area ranged from \$621 for a bachelor unit to \$1,071 for 4+ bedrooms. The CMHC survey targets privately initiated structures with at least three rental units that have been on the market for three months. However, based on data collected through local research initiatives, these rates do not adequately reflect the rental market in Stratford, Perth County, and St. Marys. A local landlord survey conducted in 2018 indicated that the majority of respondents had only one or two rental units in their portfolios which were predominantly comprised of single or semi-detached homes;²⁵ neither of these factors is captured in the CMHC survey. A local rental scan conducted in early 2019 showed that rental rates in the Service Manager area were higher than the CMHC rates; ranging from \$910 for a bachelor to \$2,010 for 4+ bedrooms.²⁶

Based on this local information, the City of Stratford Social Services Department received provincial approval in 2018 and 2019 to use alternate Average Market Rents for calculations in some of its rent support programs.

Figure 6: Comparison of CMHC and MMAH Approved Alternate AMRs for Stratford, Perth County, and St. Marys

(Sources: 2018 CMHC Rental Survey, 2019 Local Rental Scan)



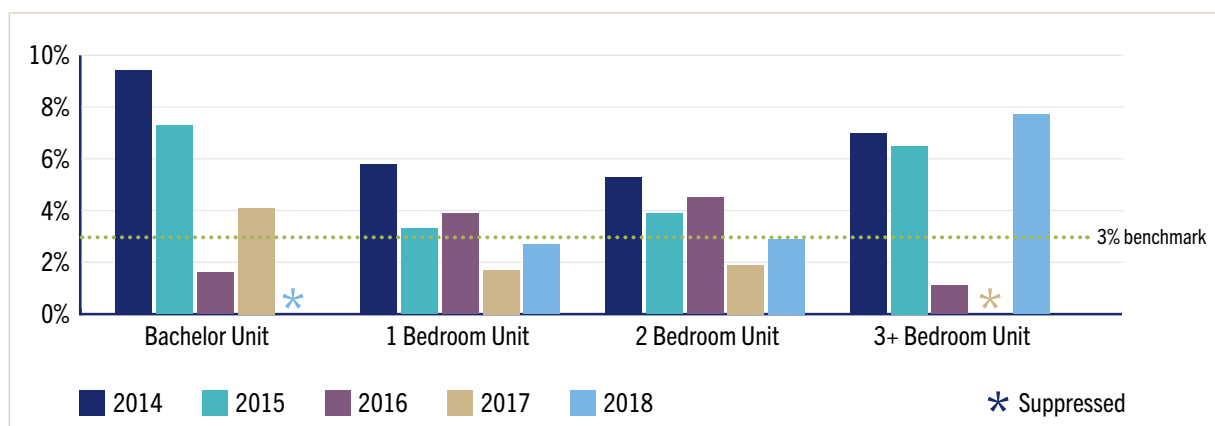


Rental Vacancy Rates

A vacancy rate of 3% is considered the benchmark of a well-balanced rental market and over the past five years, vacancy rates in Stratford, Perth County, and St. Marys have steadily decreased. In 2014, when the 10-Year Housing and Homelessness was released, the rate was 5.7%; in 2018 it was 3.3%. Vacancy rates vary across the Service Manager area; the 2018 rate for all unit sizes in North Perth was 10.0% compared to 1.8% in Stratford.²⁷

Figure 7: Rental Vacancy Rates by Unit Size in Stratford, Perth County, and St. Marys, 2014-2018

(Source: MMAH Service Manager Profiles 2018 data)



Housing Affordability

Shelter-Cost-to-Income Ratio (STIR)

The proportion of a household's income spent on shelter/housing costs is one indicator of housing affordability. Shelter-cost-to-income ratio (STIR) is a way to measure this and is calculated for households living in owned or rented dwellings that report an income greater than zero. The benchmark for housing affordability is less than 30% of gross (before-tax) income; if shelter expenses (e.g. rent/mortgage, utilities, property taxes, etc.) are less than this threshold, housing is considered affordable.

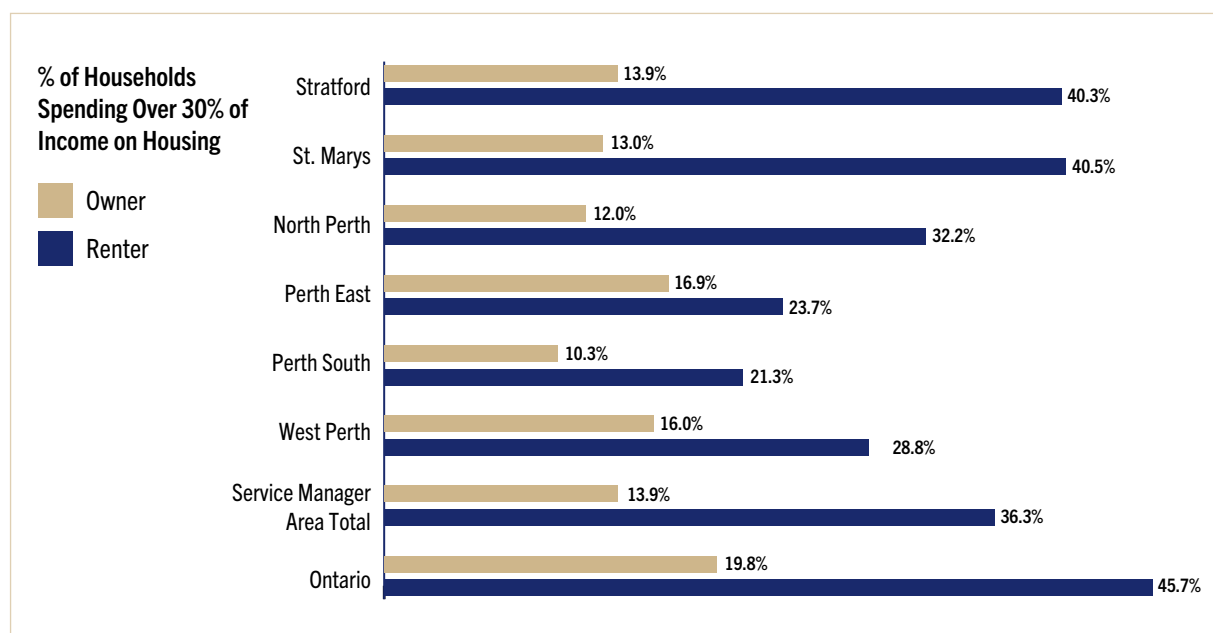
Overall, 20.2% of households in Stratford, Perth County, and St. Marys spent 30% or more of their income on shelter costs in 2016. The proportion is higher for renter households (36.3%) than for owner households (13.9%). This varies across the Service Manager area with more renters in Stratford (40.3%) and St. Marys (40.5%) spending over 30% of their income on housing compared to 21.7% of renters in Perth South.

This shelter-cost-to-income ratio is lower than the Ontario average; 27.7% of all households and 45.7% of renter households pay more than 30% of their income on shelter.



Figure 8: Shelter-Cost-to-Income Ratio in Stratford, Perth County, and St. Marys

(Source: Statistics Canada Census Profile, 2016)



Core Housing Need

Core housing need takes into consideration three factors:

- 1. Affordability** - if the household spends 30% or more of their before-tax income on shelter (i.e. shelter-cost-to-income-ratio);
- 2. Suitability** - if there are enough bedrooms for the size and make-up of the household; and
- 3. Adequacy** - if the dwelling is in need of major repair.²⁸

In Stratford, Perth County, and St. Marys, 8.0% of all households (2,255) are in core housing need, lower than Ontario (15.3%). Renter households and one-person households in the Service Manager area are more likely to be in core housing need (20.8% and 19.1% respectively); both are lower when compared to provincial numbers (33.4% and 26.4%).

Figure 9: Households in Core Housing Need in Stratford, Perth County, and St. Marys

(Source: MMAH Service Manager Profiles 2018, based on Statistics Canada, Census 2016 Custom Run Data)

GEOGRAPHY	OWNER HOUSEHOLD	RENTER HOUSEHOLD
Service Manager Area	3.0% (620)	20.8% (1,640)
Ontario	7.7% (267,470)	33.4% (480,845)

GEOGRAPHY	1 PERSON HOUSEHOLD	2 OR MORE PERSON HOUSEHOLD
Service Manager Area	19.1% (1,510)	3.6% (740)
Ontario	26.4% (322,565)	11.6% (425,745)



Who Can Afford Housing in Stratford, Perth County, and St. Marys?

Housing affordability can also be determined by calculating the average costs of renting or owning a home and comparing that cost to current renter and owner households' incomes. This helps to understand the amount of money per year a household would need to earn to keep total shelter costs under 30% of their before-tax income. To do so, a population can be divided into percentiles based on household income in which each percentile contains a tenth of all total households; exactly a tenth of households that earn the lowest income make up the first percentile, the next tenth represent the next highest set of income earners and so on.

In an ideal housing market, households in or below the 30th income percentile in a community would be eligible for rent-geared-to-income (RGI) housing. Households in the 40th-60th income percentiles would be accessing rental market housing and households in or above the 70th income percentile would be home owners.

Owners

In 2018, households would require an annual income of \$106,000 (70th income percentile) in order to buy a condominium or a single-detached house. Households in the 50th income percentile (earning \$74,000) could purchase a semi-detached house while those in the 60th income percentile (earning \$88,400) could buy a townhouse.

Figure 10: Home Ownership Affordability in Stratford, Perth County, and St. Marys

(Source: MMAH Service Manager Profiles 2018)

Income Percentile	10th	20th	30th	40th	50th	60th	70th	80th	90th	100th
Annual Household Income	\$24,300	\$37,800	\$49,300	\$61,600	\$74,600	\$88,400	\$106,000	\$128,800	\$166,100	N/A
Affordable Purchase Price	\$95,300	\$148,300	\$193,400	\$241,600	\$292,600	\$346,700	\$415,800	\$505,200	\$651,500	N/A
Dwelling Type	Average Resale Price									
Semi										
Townhouse										
Condo										
Single										



Renters

Based on 2018 CMHC Average Market Rents (AMR), households would require an annual income of between \$28,900 and \$44,600 (30th to 50th income percentiles) to rent in the private market depending on the size of the unit. However, based on the 2019 provincially approved alternate AMRs, renter households looking for a bachelor unit would need to have an income of \$36,600 (40th income percentile), while those needing two or more bedrooms would need a minimum income of \$62,800 (70th income percentile). For households in the 10th, 20th, and 30th income percentiles, that are earning less than \$28,500, there are no private market options in the Service Manager area that are affordable.

Figure 11: Rental Housing Affordability in Stratford, Perth County, and St. Marys

(Source: MMAH Service Manager Profiles 2018)

Income Percentile		10th	20th	30th	40th	50th	60th	70th	80th	90th	100th
Annual Household Income		\$14,800	\$21,600	\$28,900	\$36,600	\$44,600	\$53,300	\$62,800	\$75,100	\$97,800	N/A
Affordable Monthly Rent		\$370	\$540	\$720	\$920	\$1,120	\$1,330	\$1,570	\$1,880	\$2,450	N/A
Type of Unit	Alternate AMRs										
Bachelor	\$910										
1 Bedroom	\$1,032										
2 Bedrooms	\$1,351										
3 Bedrooms	\$1,663										
4+ Bedrooms	\$2,010										

Households in Receipt of Social Assistance

A single individual accessing Ontario Works (OW) receives a monthly income of \$733.²⁹ In order to afford a bachelor unit based on CMHC AMR, they would need to spend 85% of their income on shelter; based on the approved alternate AMR that percentage increases to 124%.

A single individual in receipt of Ontario Disability Support Program (ODSP) who has a monthly income of \$1,169³⁰ would spend 53% (CMHC AMR) or 78% (alternate AMR) of their income on shelter. Both still fall well above the affordability benchmark shelter-cost-to-income ratio of 30%.



Low-wage Workers

An individual earning minimum wage (\$14.00/hour) for 35 hours a week would gross \$1,960 a month. To afford a bachelor unit based on the CMHC AMR, they would need to spend 32% of their income on housing costs. When using the approved alternate AMR that income percentage rises to 46%.

An individual earning a living wage (\$17.55/hour) for 35 hours a week would gross \$2,661.75 per month³¹. This individual would need to spend 23% (CMHC AMR) or 34% (approved alternate AMR) of their income to afford a bachelor unit.

Figure 12: Comparison of Housing Affordability

Income Source (for single)	Monthly Income	% of income spent on housing for bachelor unit	
		CMHC AMR (\$621/month)	Approved Alternate AMR (\$910/month)
Ontario Works	\$733.00	84.7%	124.1%
ODSP	\$1,169.00	53.1%	77.8%
Minimum Wage	\$1,960.00	31.7%	46.4%
Living Wage	\$2,444.60	25.4%	37.2%

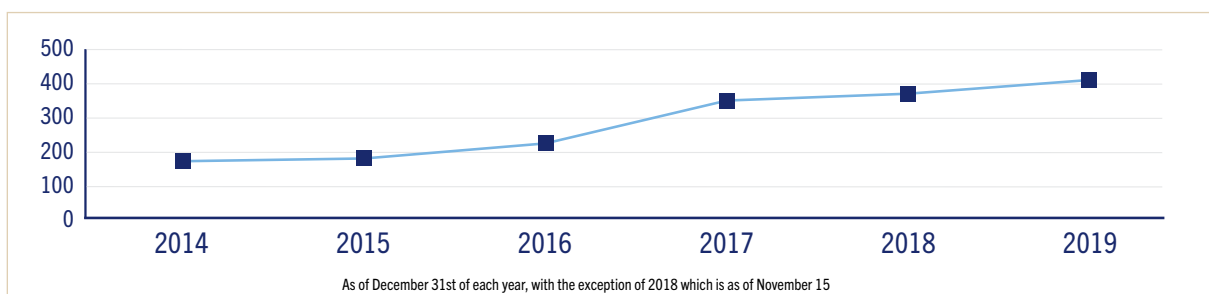
Demand for Geared-to-Income Housing

Centralized Waiting List

All applications for rent-geared-to-income (RGI) housing in the Service Manager area are processed through a Centralized Waiting List managed by the City of Stratford Social Services Department through the Housing Access Centre (HAC). Although the number of households on the list fluctuates - applicants are housed and new applicants are added - the demand for RGI housing has grown in recent years. Between 2014 and 2018, the number of households on the Centralized Waiting List more than doubled. As of December 31, 2019, there were 412 applicants waiting for RGI housing.

Figure 13: Number of Households on the Centralized Waiting List, 2014-2019

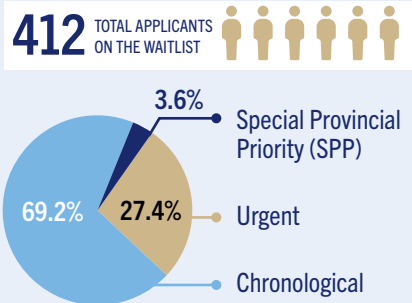
(Source: City of Stratford Social Services Department)





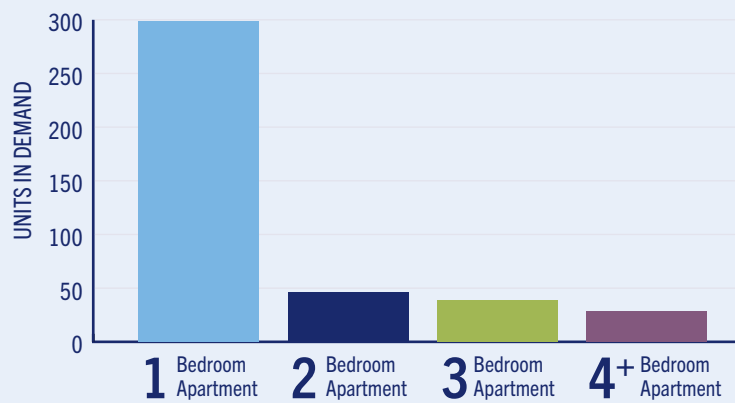
Profile of Centralized Waiting List Applicants (as of December 31, 2019)

Priority Status*

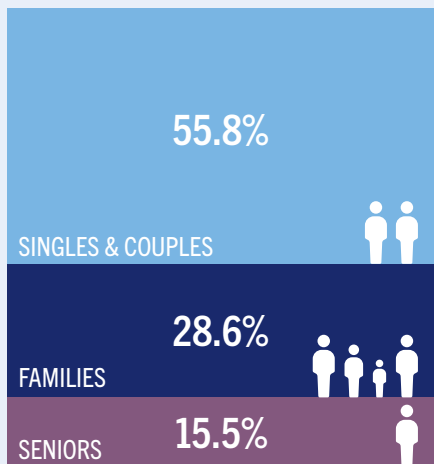


*SPP status is assigned to a household where a member of that household is experiencing or has experienced abuse by a person with whom they live or have lived. As per the Housing Services Act, 2011, SPP status households are given priority on the Centralized Waiting List. Locally, households experiencing extenuating circumstances (including homelessness) can be deemed urgent status.

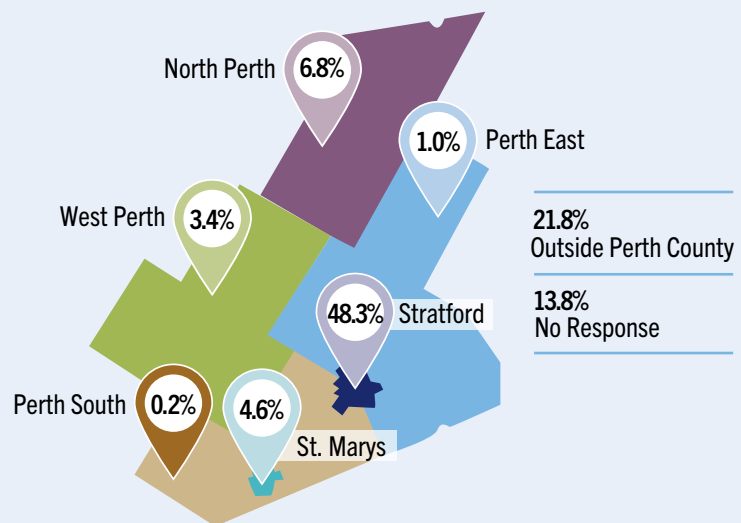
Demand by Unit Size



Applicant Type



Where Applicants Are Applying From



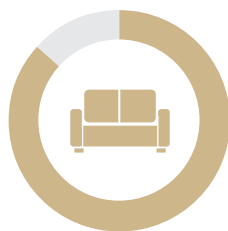


Homelessness

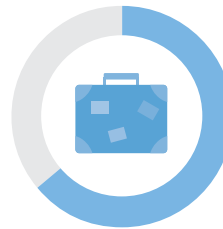
2018 Homeless Enumeration

A total of 101 individuals (adults, youth, and children) were identified as experiencing homelessness in the Service Manager area during the 2018 homeless enumeration.³² This accounts for 0.13% of the population of Stratford, Perth County, and St. Marys.

Profile of Households Experiencing Homelessness in 2018



78% were provisionally accommodated (e.g. couch surfing, at a motel/hotel, or in provincial institutions such as a hospital or jail)



64% were experiencing chronic homelessness³³



89% of participants were residing in Stratford



69% identified conflict or abuse as a contributing factor in their loss of housing



41% had first experienced homelessness as a child under the age of 18



37% had been involved in the foster care or group home system at some point in their lives



Based on these results and in alignment with the *Ontario Long-Term Affordable Housing Strategy Update (2016)*, the following groups were identified as local priority populations:

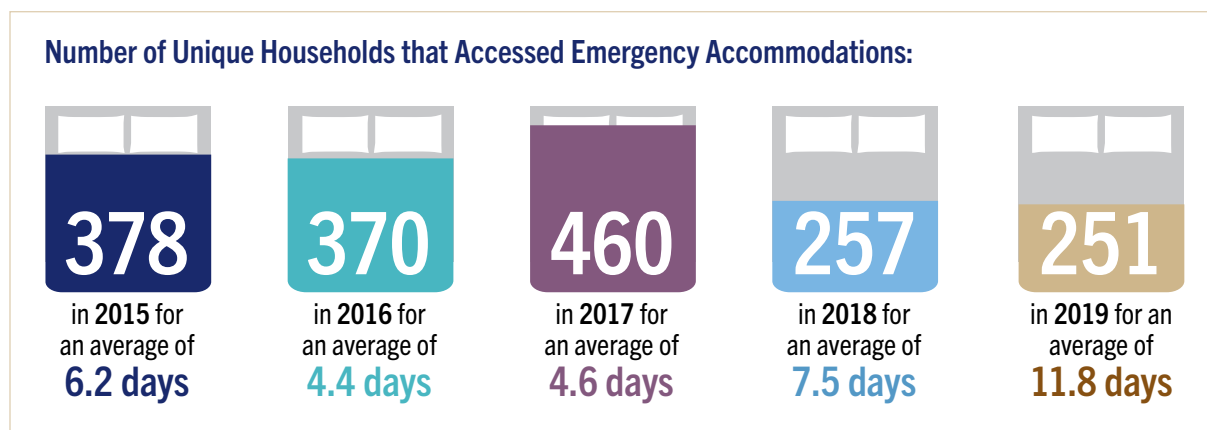
Youth (age 16-24)	Represented 28% of the enumeration participants. 55% had high acuity scores according to the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). ³⁴
Individuals experiencing chronic homelessness	Represented 64% of participants. Of those, 61% had experienced homelessness for over 12 months.
Families with dependent-aged children	Represented 11% of participants. 43% had high acuity scores according to the VI-SPDAT.
Individuals exiting institutions	Represented 23% of participants, 89% of whom were residing in Stratford Jail.
Indigenous peoples	Represented 18% of participants when Indigenous ancestry was included. 9% identified as First Nation, Inuit, or Métis compared to 1.4% of the Service Manager area's total population. As is consistent with other communities across Canada, Indigenous peoples are over-represented in the local homeless population.

Emergency Accommodation

The City of Stratford Social Services Department offers short-term emergency accommodations for households experiencing homelessness through local motels. This service is funded through the provincial Community Homelessness Prevention Initiative (CHPI) program.

Figure 14: Emergency Accommodation Use in Stratford, Perth County, and St. Marys, 2015-2019

(Source: City of Stratford Social Services Department)





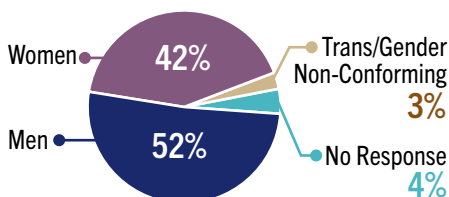
By-Name-List

As of December 31, 2019, 120 households were actively experiencing homelessness in the Service Manager area according to the community's By-Name-List (BNL).

85% were experiencing chronic homelessness

16% identified as First Nation, Inuit, Métis or as having Indigenous ancestry

Gender Identity*

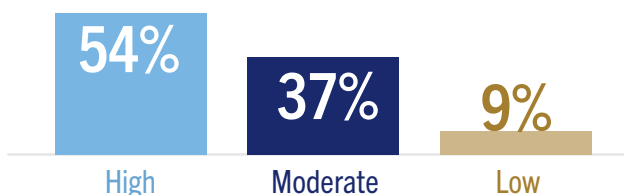


*Percentages do not add up to 100% because of rounding.

Household Composition



Level of Acuity**



**Level of acuity is determined through the use of triage tool (Vulnerability Index-Service Prioritization Decision Assistance Tool) that measures the health and social needs of individuals experiencing homelessness.

Consultation Feedback – What We Heard

In addition to the data outlined above, a number of qualitative factors were identified during the consultation process as impacting local housing need and demand in the Service Manager area.



Short-term Rental Accommodations

The introduction of short-term rental accommodations was perceived as having an influence on the availability and affordability of housing locally. This was especially the case in Stratford due in part to the Stratford Festival, North America's largest classical repertory theatre company, which saw over 500,000 visitors in 2016.³⁵ Short-term rentals, increasingly used to provide temporary housing for cast, creatives and theatre goers during festival season (April to November), were seen as disrupting the traditional lodging industry and putting additional strain on the already limited supply of long-term rental housing in Stratford and area.



Migration from the Greater Toronto Area (GTA)

Consultation participants viewed migration from other communities as a contributing factor in the rise of housing prices. Housing prices in Stratford, St. Marys, and Perth County have historically been lower than in the GTA, making this area an appealing alternative for individuals and families struggling with rising prices in surrounding communities. The Service Manager area was also identified as an attractive retirement community because households could sell their homes in larger urban centres, purchase less expensive homes locally, and have surplus funds at their disposal.

According to the Huron-Perth Association of Realtors, the average price of all residential properties sold increased 7% between August 2018 and August 2019. The average price of single detached homes in this area hit a record high of \$412,269 in August 2019, up 20% from August 2018.³⁶



Housing Supply is at Record Lows

The low supply of homes for sale was another factor identified as impacting housing need and demand locally. According to the Huron-Perth Association of Realtors, in May 2019 the number of active listings was 532 units. In comparison, the 10-year average for the month of May was over 900 active listings.³⁷ Consultation participants proposed that this decrease had the unintended consequence of increasing the cost of and competition for rental units in the area; with fewer houses on the market, more households were vying for the limited supply of rental units. Local organizations that provide services and supports to low income individuals in search of housing reported that it was becoming increasingly common for viewings of rental units to be scheduled as open houses, with upwards of 20-30 people attending at a time.



Stratford School of Interaction Design and Business - University of Waterloo

The University of Waterloo opened a campus in Stratford in 2012 with an enrollment of 16 students. In 2018, the campus became the University-affiliated Stratford School of Interaction Design and Business. In 2019, student enrolment numbered just under 700. Over three-quarters of these students (580) were studying full-time in Stratford, approximately 25% of whom lived in the community.³⁸ While consultation participants undoubtedly saw this growth as beneficial for the community, there was an acknowledgement that an increase in students would impact the rental market locally.



Summary of Housing Need and Demand

In summary, the Service Manager area of Stratford, Perth County, and St. Marys has:

- Income levels that are below provincial medians;
- An increase in the proportion of households in low-income (from 10.1% in 2011³⁹ to 11.1% in 2016);
- A population that is aging and projected to grow at a slower rate than the province; and
- Population groups that are especially vulnerable to housing instability, including Indigenous peoples.

Additionally, since the original 10-Year Housing and Homelessness Plan was published in 2014, the area has seen:

- A rise in housing costs, both rental and ownership;
- A decrease in the availability of rental units (especially 1 and 2 bedroom units in Stratford); and
- An increase in the number of applications for rent-geared-to-income (RGI) housing.

The need and demand for attainable housing locally is compounded by the growing demand for workers in the manufacturing sector, the introduction of short-term rental accommodations, migration from the GTA, the growing enrolment at the Stratford School of Interaction Design and Business. An increased understanding of households experiencing homelessness locally also illustrates the need for attainable housing.

In summary, there is a growing demand for attainable housing locally and it is a key component of economic development. It is essential that a range of options are created and sustained in both private market and community housing stock. Additionally, a variety of services and supports to assist people in keeping their homes is needed to help people maintain their housing and live independently.

Strategic Objectives



Since its release in 2014, the *10-Year Housing and Homelessness Plan for Stratford, Perth County and St. Marys (2014-2024)* has been used to guide the work being done to address housing challenges and respond to homelessness locally. Based on the review process, the original strategic priority areas have been revised to better reflect the 2016 provincial policy directives and the community needs that have emerged over the past five years. The following section provides an overview and rationale for these modifications.

Summary of Changes

2020-2024 Objectives	2014-2019 Priorities	Rationale for Change
1. Ending Homelessness Shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness.	Eviction & Homelessness Prevention Focus homelessness prevention on the individuals who are at greatest risk.	<ul style="list-style-type: none"> • Reflects the provincial goal of ending chronic homelessness by 2025 • Streamlines the priority area • Acknowledges the coordinated approach needed to end homelessness (e.g. prevention and reduction strategies are both elements of the broader system)
	Homelessness Reduction Transform the provision of emergency accommodation to focus on helping individuals and families return to permanent housing.	
2. Creating Attainable Housing Options Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.	Affordable Housing Options Increase access to affordable housing options.	<ul style="list-style-type: none"> • Acknowledges that affordability is one of a number of factors in housing stability • Recognizes that a variety of housing options are required to meet the needs of local households
3. Sustaining Community Housing Ensuring that the existing community housing stock is well maintained and continues to play a key role in the delivery of permanent geared-to-income housing locally.		<ul style="list-style-type: none"> • Recognizes the vital role of community housing locally



2020-2024 Objectives	2014-2019 Priorities	Rationale for Change
4. Addressing a Diversity of Needs Providing a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way, including advancing truth and reconciliation with Indigenous peoples.	N/A	<ul style="list-style-type: none"> • Emphasizes the variety of services required to support people based on their specific needs • Recognizes that certain population groups are at greater risk of housing vulnerability • Acknowledges the importance of engaging Indigenous peoples in the planning and implementation of housing stability programs and services
Embedded into all priority areas as implementation drivers	Coordination and Collaboration Improve coordination and collaboration in the delivery of housing services and supports, through systems orientation.	<ul style="list-style-type: none"> • Recognizes collaboration and data as key components in implementing activities and achieving success
	Data Gathering and Sharing Enhance capacity for gathering data and sharing information between service providers.	

Strategic Objectives 2020 - 2024

The four strategic objectives described in more detail below provide the framework for enabling the community to achieve its vision that: “Everyone has the right to a home that is safe, suitable, and affordable, and to supports that help them keep their home.”



Strategic Objective #1



ENDING HOMELESSNESS

Shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness.



Homelessness is a complex issue and is often the result of a number of considerations including structural factors (e.g. inadequate supply of safe and affordable housing, scarcity of full-time, well-paying jobs, poverty, and discrimination), systems failures (e.g. lack of supports to help individuals transition from government institutions and/or services such as hospitals, treatment centres, and jails), and individual circumstances (e.g. traumatic experiences, personal crises, violent situations, and issues related to mental health and substance use).⁴⁰ Historically, local, regional, and national responses to homelessness have focused on emergency services (e.g. shelters, meal programs, etc.) and while these services are very important in meeting people's immediate needs, they have not solved homelessness. This is why, when the 10-Year Plan was released in 2014 it did not include a recommendation to build a homeless shelter locally. A growing body of evidence indicated that shelters are not as effective in ending people's homelessness as is placing them directly in permanent housing and providing supports.⁴¹

The original Plan adopted Housing First as the framework for local homelessness response. Housing First is a recovery-oriented and consumer-driven approach that centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services that match their need. The basic underlying principle of Housing First is that people are better able to move forward with their lives if they are first housed. Based on this approach, the Plan recommended allocating funds and resources towards programs and services that offered housing and provided access to supports that enabled households to find and maintain a permanent place to live. It also recommended prioritizing the way in which services were delivered in order to ensure that those in the greatest need received services first.



Over the past five years, significant strides have been made in transforming the local response to homelessness. In 2016, the community adopted a common screening tool in order to understand the needs of households experiencing homelessness; ongoing training took place to support local service providers in using this tool. As a way to gain a better understanding of the nature and scope of homelessness locally, the community conducted homeless enumerations in 2017 and 2018 which led to the establishment of a local By-Name-List (BNL). These activities provided the initial framework for coordinating homelessness services and prioritizing housing supports based on households' level of acuity or depth of need. As a result, a number of new programs were introduced to address these varying needs including a housing support program for low-acuity households (Salvation Army's Housing Support and Budget Management Program) and the community's inaugural Housing First program for high-acuity households (Supported Housing of Perth Program). Both of these programs were designed to assist individuals and families experiencing homelessness with finding and maintaining housing of their choice, decreasing their likelihood of experiencing homelessness again.

The updated Plan continues to embed a Housing First approach into all aspects of a local homelessness response that is focused on providing quick access to quality, safe, permanent, affordable, and supported housing for households experiencing homelessness. The 5-year review also made clear that the community was ready to make a formal commitment to ending homelessness; a shift that is reflected in the amalgamation of the two previous strategic priorities. To do so the updated Plan builds upon the work that has been done since 2014 and includes activities that support the establishment of a coordinated access system for homelessness services and supports; a standardized and coordinated process for accessing, assessing, prioritizing, matching, and referring households experiencing homelessness for housing and other services across all agencies and organizations in the community.





Achievements 2014-2019

- ✓ Launched a Housing First program – Supported Housing of Perth Program (SHOPP) – a collaboration between the City of Stratford and five community providers.
- ✓ Supported the establishment of the Housing Support & Budget Management Program operated by the Salvation Army – Stratford/Mitchell.
- ✓ Expanded the Social Services Outreach Worker Program to assist households experiencing homelessness as well as those at risk of becoming homeless, including the establishment of an Intensive Housing & Community Outreach Coordinator.
- ✓ Joined the 20,000 Homes Campaign and became a participating community in Built for Zero Canada.
- ✓ Introduced community-wide use of a screening tool for determining level of acuity for housing supports; the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT).
- ✓ Conducted two homeless enumerations (PIT counts/registry weeks).
- ✓ Established and achieved a quality By-Name-List (BNL), providing real-time data on households experiencing homelessness.

Recommended Activities 2020-2024

- ☐ Implement a coordinated access system (CAS) for homelessness services and supports.
- ☐ Implement Homeless Individuals and Families Information System (HIFIS 4) for improved data management and community planning.
- ☐ Develop coordinated mobile outreach across the Service Manager area.
- ☐ Strengthen eviction prevention programs that increase housing stability by identifying and targeting at-risk households.
- ☐ Move towards emergency accommodation/shelter services that are housing-focused.
- ☐ Provide a range of homelessness programs to address all levels of need (e.g. case management services and supports, rapid re-housing, etc.).



Strategic Objective #2



CREATING ATTAINABLE HOUSING OPTIONS

Increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people's needs, situations, and choice.



Housing has been identified as a priority by all levels of government.

In 2017, the federal government introduced a *National Housing Strategy* designed to cut homelessness in half, build more housing and commit to the long-term sustainability of housing in Canada. This Strategy recognizes “housing rights as human rights.”⁴²

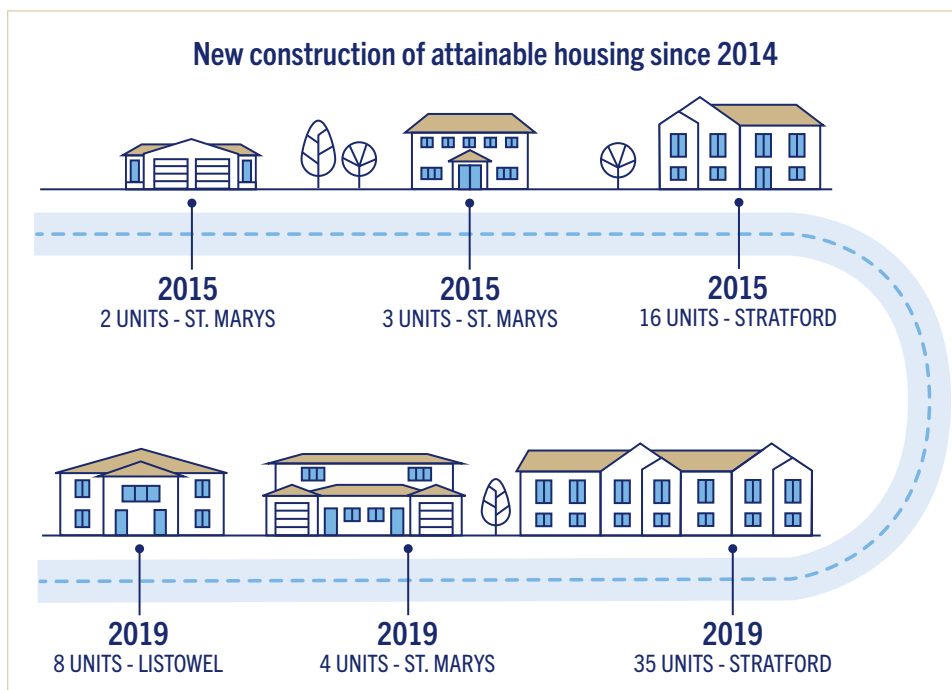
Provincially, the Government of Ontario’s *Long-Term Affordable Housing Strategy Update (2016)* identifies attainable housing as “the foundation to secure employment, raise a family and build strong communities,”⁴³ and the *Housing Supply Action Plan (2019)* envisions a province where “all Ontarians can find a home that meets their needs and their budget.”⁴⁴ The Province is also introducing a Provincial Policy Statement to coincide with recent changes to the land use planning system that proposes encouraging the development of an increased mix and supply of housing and reducing barriers and costs for development.

At the municipal level, there has also been a growing acknowledgment of the need for attainable housing. In 2017, the Town of St. Marys updated its strategic plan and included housing as one of six priority pillars for the community. Identifying the lack of attainable housing as a contributing factor in the local labour shortage, the updated plan recommends activities to diversify its rental housing stock.⁴⁵ In 2019, the need for diverse and attainable housing options was identified in the *North Perth Corporate Strategic Plan* and a Mayor’s Task Force on Affordable Housing involving community and industry members was struck to evaluate local needs and identify recommendations.⁴⁶ Also in 2019, the City of Stratford undertook a strategic planning process which led to the approval of a set of priorities for City Council during its 2018 – 2022 term. Attainable housing is included as a strategy to develop resources and widen economic opportunities locally.



Recommendations include creating municipal incentives for building new affordable (80% AMR) units, increasing local rent supports, leveraging funding to build new housing, and focusing on mid-level affordability in residential development initiatives.⁴⁷

Increasing attainable housing options was a key priority in the original 10-Year Housing and Homelessness Plan. Primarily focused on increasing the supply and mix of rental housing, the Plan recommended the creation of 288 new units over ten years to address the growing need.⁴⁸ Since the introduction of the Plan in 2014, **115** new attainable units have been created locally. This includes the construction of 68 new units as well as the introduction of 47 rent supports (e.g. rent supplements, housing allowances, and portable housing benefits) that provide subsidies to low-income households living in private market units.



The updated Plan continues to focus on increasing attainable housing options locally. Along with creating more units and rent support options, the Plan includes a recommendation to develop a consistent framework for gathering data on local housing supply and demand in order to target the right mix and supply of housing to meet the needs of local households. Working collaboratively with municipal planning staff and economic development partners in the Service Manager area to promote incentives for creating attainable housing is also a key activity moving forward.

Rent Supports:

Rent supports are government-funded payments that bridge the gap between what a household can afford to pay and what the actual cost of housing is. Rent supports can be used for both private market and community housing units, depending on the type of support, the funding stream, and the program to which they are connected. These rental units constitute a non-permanent form of subsidized housing.

Rent Supplement:

A type of rent support that is tied to a particular unit, often in the private market. Eligible households pay a portion of the rent according to an income formula and the landlord receives a supplement for the balance of the market rent for the unit.

Housing Allowance or Portable Housing Benefit:

A housing benefit provided directly to eligible households, usually in the private market. It is tied to the household and moves with them.



Achievements 2014-2019

- ✓ Supported the construction of 68 new attainable rental units.
- ✓ Introduced 47 new rent supports (rent supplements, housing allowances, housing benefits) through a variety of programs and funding streams.
- ✓ Supported 47 households in the Affordable Home Ownership Program.
- ✓ Piloted the Survivors of Domestic Violence Portable Housing Benefit (SDV-PHB) which supported 17 local households (program was uploaded to the Province in 2018).
- ✓ Initiated a new rent enhancement program to encourage the retention of private sector landlords in traditional rent supplement programs.
- ✓ Conducted a Landlord Survey and two rental market scans.
- ✓ The City of Stratford introduced a new multi-residential tax rate to encourage the creation of new rental units.
- ✓ Local municipalities, including the City of Stratford and the Town of St. Marys, identified attainable housing as a priority in their strategic plans.
- ✓ Developed and circulated a resource about municipal tools and incentives that assist with attainable housing development in Stratford, Perth County, and St. Marys.
- ✓ Achieved Ministry approval for an alternate average market rent which is higher than CMHC's published rate, to enhance housing allowance limits for low-income households.
- ✓ Hosted training sessions and recognition events to enhance the capacity of landlords and service providers to support successful tenancies.
- ✓ Hosted two affordable housing forums showcasing Canadian Mortgage and Housing Corporation (CMHC) best practices.

Recommended Activities 2020-2024

- ☐ Leverage municipal, provincial, and federal funding sources (e.g. OPHI) to create more attainable housing options (e.g. rental assistance, affordable home ownership, municipal rent supports, homesharing).
- ☐ Continue to develop data-gathering strategies to better understand local housing supply and costs (e.g. secondary rental market, accessory units).
- ☐ Explore feasibility of establishing a community-wide online inventory of available rental housing.
- ☐ Continue to engage and recruit landlords to increase housing options in the private market.
- ☐ Continue to collaborate with municipal and economic development partners to develop incentives for building attainable housing.



Strategic Objective #3



SUSTAINING COMMUNITY HOUSING

Ensuring that existing community housing stock is well maintained and continues to play a key role in the delivery of permanent geared-to-income housing locally.



Community housing is a vitally important component of housing infrastructure as it provides an alternative for low-income households that struggle to afford the cost of rent in the private market. In the late 1990s, the responsibility for community housing was transferred from the federal to the provincial government. Locally, federally-funded housing is owned and operated by non-profit housing providers. These providers continue to be governed by the rules and requirements outlined in the original operating agreement and account for approximately 8% of community housing units in the Service Manager area. Housing that includes provincial funding had their operating agreements voided and transferred to provincial legislation (currently the *Housing Services Act, 2011*) and accounts for the remainder of the community housing units locally (92%). Some of this housing is also owned and operated by non-profit and co-operative housing providers. The rest is government-owned housing administered by municipal housing corporations.⁴⁹ In this Service Manager area, the community housing stock consists of 663 units owned and managed municipally by the Perth and Stratford Housing Corporation (PSHC) and 415 units operated by 11 non-profit and co-operative housing providers. (See **Appendix A** for a full description of the Community Housing Portfolio.)

The community housing sector is currently facing a number of challenges. First and foremost, the federal and/or provincial funding agreements under which housing providers operate are coming to an end. Once this happens, federal providers may opt not to continue providing permanent geared-to-income units in their buildings, thereby decreasing the amount of community housing supply locally and impacting the number of housing options available for low-income households. Additionally, community housing stock is aging and the costs of maintaining these buildings through repairs and renovations are rising. Ontario's *Community Housing Renewal Strategy (2019)* aims to address these challenges and support Service Managers, housing providers, and households by protecting and expanding the supply of community housing, providing opportunities for people to access housing, and streamlining and simplifying the overall system.⁵⁰



In 2014, the *10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2014-2024)* included a number of recommendations pertaining to community housing in its third strategic priority area – increasing affordable housing options – such as earmarking funds to address capital repairs, add accessibility features, and invest in projects to improve the energy efficiency and environmental sustainability of buildings. Since then, a number of projects have taken place as a response to these recommendations. Feedback during the 5-year review process called for a renewed emphasis on supporting the community housing sector, specifically protecting tenants as operating agreements and mortgages expire, and helping providers to offer sustainable housing by investing in community housing through capital repairs, renovations, and stock regeneration.

Achievements 2014-2019

- ✓ Completed operational reviews of all local non-profit and co-operative housing providers in order to gain a better understanding of how to support their sustainability and ensure they were meeting legislative requirements and operating agreements.
- ✓ Leveraged over \$890,000 in Social Housing Improvement Program (SHIP) investments to make improvements at properties in the community housing portfolio.
- ✓ Conducted Building Condition Assessments (BCAs) and energy audits of 18 community housing properties to identify capital planning priorities.

Recommended Activities 2020-2024

- ☐ Negotiate end of operating agreements and support local non-profit and co-operative housing providers with continuing their involvement in community housing after their mortgages come to an end.
- ☐ Update the SM directives to reflect new legislative changes under the *Housing Services Act, 2011* as needed.
- ☐ Support AMO and OMSSA with community education and advocacy efforts regarding the community housing sector.
- ☐ Leverage municipal, provincial, and federal funding sources (e.g. COCHI and OPHI) for capital repairs and stock regeneration, including issues related to the impacts of climate change.
- ☐ Build capacity in the community housing sector to enhance providers' ability to operate efficiently and effectively (e.g. sharing best practices in governance, financial management, purchasing, capital planning, regeneration of stock, and tenant relations).



Strategic Objective #4



ADDRESSING A DIVERSITY OF NEEDS

Providing a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way, including advancing Truth and Reconciliation with Indigenous peoples.



Housing is not ‘one-size-fits-all’; the affordability, availability, and appropriateness of housing are all factors in determining what is attainable for any given household. Similarly, people seeking a home are unique; depending on circumstances and experiences, households may need different levels of support in finding and maintaining housing. Certain population groups are more vulnerable to instability and are at greater risk of losing their housing due to social and economic factors. These groups include:

- Survivors of domestic violence
- Indigenous peoples
- Older adults
- Persons with disabilities
- Individuals with mental health needs and/or addictions
- Low-income households
- Households experiencing chronic homelessness
- Immigrants and newcomers
- Transition age youth (16 – 24 years old)
- Members of the LGBTQ community

A comprehensive and coordinated housing stability system recognizes these vulnerable population groups and accounts for their diversity of needs in two ways: 1) offering a broad variety of attainable housing options (Strategic Priority #2); and 2) providing housing supports and services that acknowledge and incorporate a range of needs, from moderate supports to permanent



24/7 supportive housing for people with complex health issues and needs (physical, mental health, developmental disabilities or addictions). While progress has been made since 2014 to understand and address the unique housing needs of vulnerable population groups, additional services are required to ensure that the housing and homelessness system is safe, inclusive and culturally appropriate. This could include, but is not limited to developing and strengthening linkages with various sectors (e.g. health, justice, violence against women, developmental services, etc.), making it easier to navigate the housing and homelessness system through human services integration, conducting an inventory of available supportive housing units funded by different sectors, and increasing the capacity of the community to provide services and supports to specialized groups.

Indigenous Peoples

Indigenous peoples have suffered immensely in Canada due to government policies of cultural assimilation that included the residential school system and the forced removal of Indigenous children from their families. The legacy of these policies has been devastating;

- Indigenous peoples are overrepresented in criminal justice⁵¹ and child welfare⁵² systems;
- Indigenous women and girls are more likely to experience violence, be murdered or go missing;⁵³
- Suicide and self-inflicted injuries are the leading causes of death for First Nations youth and adults up to 44 years of age⁵⁴; and
- Indigenous peoples are overrepresented in homeless populations.⁵⁵

As the Service Manager for Stratford, Perth County, and St. Marys, the City of Stratford Social Services Department is committed to working with Indigenous partners to address this legacy locally, support Indigenous culture, reconcile relationships, and develop and implement culturally appropriate services and supports in collaboration with (and guidance and advice from) Indigenous communities and service providers. The updated Plan includes a recommendation to build the capacity of the community to engage and build relationships with Indigenous communities and service providers locally. Activities include:

- Reaching out to Indigenous-serving agencies and Indigenous communities in neighbouring regions to seek guidance and make connections;
- Encouraging collaboration between local service providers who are undertaking the work of Truth and Reconciliation to share knowledge and best practices; and
- Providing learning and training opportunities for local service providers that increase their ability to provide culturally appropriate services to Indigenous peoples.



Indigenous Homelessness

“Indigenous homelessness is a human condition that describes First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their Indigeneity or lost relationships.”

Aboriginal Standing Committee on Housing and Homelessness, 2012

The 12 dimensions of Indigenous Homelessness as articulated by Indigenous Peoples across Canada are:

- 1. Historic Displacement Homelessness** - Indigenous communities and Nations made historically homeless after being displaced from pre-colonial Indigenous lands.
- 2. Contemporary Geographic Separation Homelessness** - An Indigenous individual's separation from Indigenous lands, after colonial control.
- 3. Spiritual Disconnection Homelessness** - An Indigenous individual's or community's separation from Indigenous worldviews or connection to the Creator or equivalent deity.
- 4. Mental Disruption and Imbalance Homelessness** - Mental homelessness, described as an imbalance of mental faculties, experienced by Indigenous individuals and communities caused by colonization's entrenched social and economic marginalization of Indigenous Peoples.
- 5. Cultural Disintegration and Loss Homelessness** - Homelessness that totally dislocates or alienates Indigenous individuals and communities from their culture and from the relationship web of Indigenous society known as “All My Relations.”
- 6. Overcrowding Homelessness** - The number of people per dwelling in urban and rural Indigenous households that exceeds the national Canadian household average, thus contributing to and creating unsafe, unhealthy and overcrowded living spaces, in turn causing homelessness.



- 7. Relocation and Mobility Homelessness** - Mobile Indigenous homeless people travelling over geographic distances between urban and rural spaces for access to work, health, education, recreation, legal and childcare services, to attend spiritual events and ceremonies, have access to affordable housing, and to see family, friends and community members.
- 8. Going Home Homelessness** - An Indigenous individual or family who has grown up or lived outside their home community for a period of time, and on returning “home,” are often seen as outsiders, making them unable to secure a physical structure in which to live, due to federal, provincial, territorial or municipal bureaucratic barriers, uncooperative band or community councils, hostile community and kin members, lateral violence and cultural dislocation.
- 9. Nowhere to Go Homelessness** - A complete lack of access to stable shelter, housing, accommodation, shelter services or relationships; literally having nowhere to go.
- 10. Escaping or Evading Harm Homelessness** - Indigenous persons fleeing, leaving or vacating unstable, unsafe, unhealthy or overcrowded households or homes to obtain a measure of safety or to survive. Young people, women, and LGBTQ2S people are particularly vulnerable.
- 11. Emergency Crisis Homelessness** - Natural disasters, large-scale environmental manipulation and acts of human mischief and destruction, along with bureaucratic red tape, combining to cause Indigenous people to lose their homes because the system is not ready or willing to cope with an immediate demand for housing.
- 12. Climatic Refugee Homelessness** - Indigenous peoples whose lifestyle, subsistence patterns and food sources, relationship to animals, and connection to land and water have been greatly altered by drastic and cumulative weather shifts due to climate change. These shifts have made individuals and entire Indigenous communities homeless.

Source: Thistle, J. (2017.) Indigenous Definition of Homelessness in Canada. Toronto: Canadian Observatory on Homelessness Press.
<https://www.homelesshub.ca/sites/default/files/attachments/COHIndigenousHomelessnessDefinition.pdf>



Rural Context

The rural setting that characterizes the Service Manager area impacts housing stability and homelessness response. Low population density means that it is not financially viable to establish services in every municipality so the majority of supports are located in Stratford. Furthermore, the City of Stratford is currently the only municipality with public transportation, making it particularly challenging for individuals outside the city without access to personal vehicles to receive services and supports.

In recent years, Stratford-based social service agencies have made strides in addressing these rural challenges by offering outreach services in communities outside of Stratford, advocating for public transportation infrastructure between communities, and participating in the establishment of community hubs. However, these initiatives are limited and not yet enough to overcome these barriers. As a result, this strategic priority includes a recommendation to improve access to housing services and supports by taking into account the rural nature of the Service Manager area.

Recommended Activities 2020-2024

- ☐ Implement activities to inventory existing supported housing and/or housing-based supports in the Service Manager area.
- ☐ Strengthen partnerships with organizations across sectors to address the housing needs of specialized population groups including persons with disabilities, individuals with mental health needs and/or addictions, and survivors of domestic violence.
- ☐ Conduct mapping exercises to understand and improve upon service users' experiences of navigating the housing and homelessness serving system.
- ☐ Build local capacity to strengthen relationships with and provide supports to Indigenous communities and peoples locally.
- ☐ Improve access to housing and homelessness supports and services for residents in rural areas of the Service Manager region.



Objectives, Outcomes, and Targets

The following charts outline how the community intends to measure its success in achieving the objectives prioritized in the updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)*. Data will be collected regularly and reported annually on the progress being made.

Strategic Objective #1: Ending Homelessness

OBJECTIVE

To focus resources and service provision on permanent housing for people experiencing homelessness, with a focus on chronic homelessness.

OUTCOMES	MEASURES	TARGETS
People experiencing homelessness find and maintain housing.	Number of households experiencing chronic homelessness on the By-Name-List.	The Service Manager area will reach functional zero on chronic homelessness.
People at risk of homelessness are able to keep their housing.	Number of households at risk of homelessness that have retained their housing for 6 or more months.	There is a 5% increase in the number of households at risk of homelessness that have retained their housing for 6 or more months.
A community-wide, coordinated access system for homelessness response is implemented.	Number of service providers participating in a coordinated access system.	100% of homeless response providers and 75% of other service providers are participating in a coordinated access system.





Strategic Objective #2: Creating Attainable Housing Options

OBJECTIVE

To increase housing options that are available, affordable, appropriate, and achievable based on people's needs, situation, and choice.

OUTCOME	MEASURES	TARGETS
Number of households living in attainable housing that meets their needs is increased.	Number of households that receive rent supports per year.	The total number of households that receive rent supports per year is maintained at 2019 levels.
	Number of attainable housing units that are newly built.	A minimum of 20 new attainable housing units have been built.

Strategic Objective #3: Sustaining Community Housing

OBJECTIVE

To ensure that existing community housing stock is maintained and continues to play a role in the delivery of attainable housing locally.

OUTCOMES	MEASURES	TARGETS
The existing community housing portfolio (municipal, non-profit, and co-operative) remains sustainable.	Number of RGI units administered by community housing providers.	100% of RGI units administered by provincial-reformed housing providers whose mortgages expire between 2020 and 2024 are preserved.
Existing community housing stock is revitalized through repairs and/or asset regeneration.	Number of community housing units that will be revitalized through repairs and/or asset regeneration.	90% of community housing providers participate in COCHI/OPHI.
The capacity for community housing providers to operate effectively and efficiently is enhanced.	Number of activities initiated to enhance capacity of the community housing sector.	Service Manager will host 2 training sessions and/or events annually for the community housing sector.



Strategic Objective #4: Addressing a Diversity of Needs

OBJECTIVE

To provide a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way.

OUTCOMES	MEASURES	TARGETS
Local capacity to provide culturally appropriate housing services and supports to Indigenous peoples is increased.	Number of activities initiated to engage and build relationships with Indigenous peoples.	Indigenous peoples and communities are actively engaged in housing and homelessness initiatives in the Service Manager area.
	Number of activities undertaken to improve capacity of community agencies in providing housing support to Indigenous peoples.	100% of service providers that receive funding support from the Service Manager have participated in activities to deepen understanding of Indigenous housing and homelessness experiences.
Access to services and supports for rural residents is increased.	Number of residents who can access Service Manager services and supports in their home community.	There has been a 5% increase in the number of households that receive supports and services in North Perth.
Increased access to outreach and support services that help people successfully live independently.	Number and types of supported housing options in the Service Manager area.	There is a 5% increase in the number of supported housing options in the Service Manager area.

Acknowledgements



This report is the result of the commitment and dedication of many people. We would like to thank the local service providers, community members, municipal councils and staff who participated in the review process and who support the ongoing work necessary to achieve our community's vision.

A special thanks to those with lived experience of homelessness and housing instability who offered thoughtful and thought-provoking feedback during the consultations.

For any questions about this report please contact:

City of Stratford Social Services Department
519-271-3773 ext. 200
Toll Free: 1-800-669-2948
Email: socialsrv@stratford.ca



Appendix A: Community Housing Portfolio

Housing Provider	Program Type	Location	# of Units	End of Operating Agreements/ Mortgages
Banbury Cross Housing Co-operative Inc.	Provincial Reform	Stratford	42	October 31, 2022
Bard of Avon Housing Co-operative Inc.	Provincial Reform	Stratford	45	December 31, 2029
Emily Murphy Centre (Second Stage Housing for Women in Crisis)	Provincial Reform	Stratford	20	February 29, 2024
Festival City Housing Co-operative Homes Inc.	Provincial Reform	Stratford	45	January 31, 2030
Listowel District Seniors Complex	Federal	Listowel	42	January 31, 2020*
Little Falls Housing Co-operative Homes Inc.	Provincial Reform	St. Marys	34	December 31, 2030
Perth and Stratford Housing Corporation	Public Housing	Atwood, Listowel, Milverton, Mitchell, St. Marys, Stratford	663	Various
Ritz Lutheran Villa	Federal	Mitchell	25	December 31, 2020
Woodland Towers I - Spruce Lodge Non-Profit Housing Corporation	Federal MNP	Stratford	54	October 1, 2020
Woodland Towers II - Spruce Lodge Non-Profit Housing Corporation	Provincial Reform	Stratford	42	November 30, 2025
Vineyard Village Non-Profit Housing Inc.	Provincial Reform	Stratford	41	January 31, 2026
Windmill Gardens	Federal	Stratford	25	October 31, 2018*

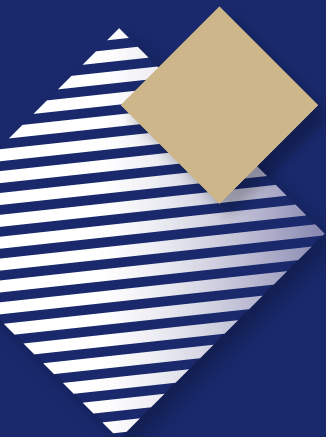
*This provider decided not to renew their operating agreement with the Service Manager. However, they remain a designated housing project under the *Housing Services Act, 2011*, Ontario Regulation 368/11, Schedule 32.



- 1 Ministry of Municipal Affairs and Housing (2016). Ontario's Long-Term Affordable Housing Strategy Update.
- 2 Ministry of Municipal Affairs and Housing (2016). Policy Statement: Service Manager Housing and Homelessness Plans.
- 3 Adapted from Built for Zero – Canada's Five Key Mindsets: fail forward, bias for action, growth mindset, abundance not scarcity, and mission focused.
- 4 The Perth and Stratford Housing Corporation operates 663 municipally-owned rent-geared-to-income (RGI) units.
- 5 Office of the Auditor General of Ontario Annual Report 2017, p. 722.
- 6 Ibid, p. 699.
- 7 The original vision from the 2014 Plan was: "All people will have access to housing that is safe and suitable for their needs, and will have supports that enable them to remain stable in their homes. People may become homeless, or face the possibility of losing their homes, but supports will be in place to help them remain in their housing or to locate to a permanent alternative as quickly as possible, in the community of their choice."
- 8 Government of Canada (2017). Canada's National Housing Strategy: A Place to Call Home. The strategy identifies "housing rights as human rights" and outlines key steps in "implement[ing] the right of every Canadian to access adequate housing", p. 8.
<https://www.placetocallhome.ca/-/media/sf/project/placetocallhome/pdfs/canada-national-housing-strategy.pdf>
- 9 Gaetz, S.; Barr, C.; Friesen, A.; Harris, B.; Hill, C.; Kovacs-Burns, K.; Pauly, B.; Pearce, B.; Turner, A.; Marsolais, A. (2012) Canadian Definition of Homelessness. Toronto: Canadian Observatory on Homelessness Press.
<https://www.homelesshub.ca/sites/default/files/COHhomelessdefinition.pdf>
- 10 City of Stratford (2014). A 10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys, p. 60.
- 11 Province of Ontario (2019). Community Housing Renewal Strategy.
<https://www.ontario.ca/page/community-housing-renewal-strategy>
- 12 The latter four municipalities fall under the upper-tier municipality of Perth County.
- 13 Statistics Canada Census 2016, and Ontario Ministry of Finance Projections
- 14 Statistics Canada, 2016.
- 15 Ontario Non-Profit Housing Association (2015). Affordable housing as economic development: how housing can spark growth in Northern and Southwestern Ontario.
- 16 Pomeroy, S. (2015). Built to last: strengthening the foundations of Housing in Canada. Ottawa, ON: Federation of Canadian Municipalities.
- 17 Statistics Canada Census 2016
- 18 MMAH Service Manager Profile 2018
- 19 Perth District Health Unit (2012). A Descriptive Profile of Amish and Mennonite Communities in Perth County, 3rd Edition.
- 20 For the purposes of census data, the term 'Indigenous' includes individuals who are First Nations, Métis, or Inuit. It does not include individuals who identify as having Indigenous ancestry and/or who are not registered under the Indian Act of Canada, 1985.
- 21 MMAH Service Manager Profile 2018
- 22 A full report is available on the City of Stratford website:
https://www.stratford.ca/en/inside-city-hall/resources/Social_Services/2018_Homeless_Enumeration/2018-Homeless-Enumeration-for-Stratford-Perth-County-and-St.-Marys---Final-Report.pdf
- 23 Statistics Canada Census 2016.
- 24 National Housing Survey, 2011.
- 25 City of Stratford Social Services Department (2018). 2018 Landlord Survey.
- 26 City of Stratford Social Services Department (2019). 2019 Local Rental Market Scan.
- 27 Statistics Canada, Census 2016.
- 28 Statistics Canada, Census 2016 Dictionary. Retrieved October 3, 2019:
<https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage037-eng.cfm>
- 29 Ministry of Children, Community, and Social Services, OW Rate Charts, October 2018.
- 30 Ministry of Children, Community, and Social Services, ODSP Rate Charts, October 2018.



- 31 In 2019, the Social Research and Planning Council of the United Way Perth-Huron calculated a living wage in collaboration with the Ontario Living Wage Network that adhered to the Canadian Living Wage Framework. The living wage is calculated based on the income needed to cover basic everyday expenses. <http://perthhuron.unitedway.ca/wp-content/uploads/2019/11/LW-Summary-2019-Web.pdf>. The monthly income is calculated by multiplying 17.55 per hour by 35 hours per week, then multiplying by 52 weeks in a year, and dividing by 12 months.
- 32 Results based on the 79 enumeration surveys completed during the enumeration period. This number differs from the total number of individuals experiencing homelessness because one individual completed a survey on behalf of their family unit and in some instances one individual completed a survey on behalf of their partner or spouse.
- 33 Refers to individuals who are currently experiencing homelessness and have been homeless for six months or more in the past year. Source: Government of Canada (2014). Homelessness Partnering Strategy Directives 2014-2019. In 2019, the definition was revised to include individuals who have had recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least 18 months. However, current local homeless data does not yet include this expanded definition.
- 34 The VI-SPDAT is a pre-screening, or triage tool, designed to assess the health and social needs of individuals experiencing homelessness in order to match them with appropriate support and housing interventions.
- 35 Stratford Tourism Alliance 2017 AGM Report. Retrieved October 3, 2019: https://www.visitstratford.ca/uploads/2017_AGM_Report_.pdf.
- 36 Huron-Perth Association of Realtors. Retrieved October 3, 2019 from HPAR website (<http://www.hpar.ca/>) Local MLS Stats.
- 37 Ibid.
- 38 Stratford School of Interactive Design and Business, 2019.
- 39 Statistics Canada Census 2011.
- 40 Stephen Gaetz, Jesse Donaldson, Tim Richter, & Tanya Gulliver (2013). The State of Homelessness in Canada 2013, p. 13. Toronto: Canadian Homelessness Research Network Press.
- 41 City of Stratford (2013). A 10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys, p. 52-53.
- 42 Government of Canada (2017). Canada's National Housing Strategy: A Place to Call Home, p. 8.
- 43 Ministry of Municipal Affairs and Housing (2016). Ontario's Long-Term Affordable Housing Strategy Update, p. 9.
- 44 Government of Ontario (2019). More Homes, More Choice: Ontario's Housing Supply Action Plan, p. 3.
- 45 Town of St. Marys (2017). St. Marys Strategic Plan Revision & Update, p. 6.
- 46 K.Kowch, personal communication, November 21, 2019.
- 47 City of Stratford (2019). City of Stratford Strategic Priorities for the 2018 to 2022 term of Stratford Council. <https://www.stratford.ca/en/inside-city-hall/resources/Strategic-Priorities/2018-2022-Strategic-Priorities---FINAL.pdf>
- 48 This number was determined by using a proprietary mathematical forecast model designed by OrgCode Consulting, the consultant hired to develop the 10-Year Housing and Homelessness Plan for Stratford, Perth County, and St. Marys. The model drew on information from Census, CMHC, and local planning data to project the number of affordable housing units required in each of the municipalities within the Service Manager area. This information can found on pages 37 – 40 of the original Plan.
- 49 Ministry of Municipal Affairs and Housing (2019). Canada-Ontario Community Housing Initiative & Ontario Priorities Housing Initiative Program Guidelines, pp. 14-15.
- 50 Government of Ontario (2019). Community Housing Renewal Strategy.
- 51 Research and Statistics Division, Department of Justice Canada (2017). Indigenous overrepresentation in the criminal justice system.
- 52 Truth and Reconciliation Commission of Canada (2015). Final Report of the Truth and Reconciliation Commission of Canada Volume One: Summary. Toronto: James Lorimer & Company, Inc., pp. 137 – 144.
- 53 National Inquiry into Missing and Murdered Indigenous Women and Girls (2019). Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, Volume 1a, p. 55.
- 54 Public Health Agency of Canada (2016).
- 55 Government of Canada (2017). 2016 Coordinated Point-in-Time Count of Homelessness in Canadian Communities; City of Stratford (2018). 2018 Homeless Enumeration for the City of Stratford, Town of St. Marys, and Perth County: Final Report.



City of Stratford

Social Services Department

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Fax: 519-273-7191

Please visit our website at www.stratford.ca to review or download past reports.



MINUTES Regular Council

September 8, 2020

6:00pm

Town Hall, Council Chambers

Council Present: Mayor Strathdee (in-person)
Councillor Craigmile (videoconference)
Councillor Edney (videoconference) (arrived at 6:18 pm)
Councillor Luna (videoconference)
Councillor Hainer (videoconference)
Councillor Pridham (videoconference)
Councillor Winter (in-person)

Staff Present: **In-Person**
Brent Kittmer, CAO / Clerk
Jenna McCartney, Deputy Clerk
Conference Line
Grant Brouwer, Director of Building and Development
André Morin, Director of Finance / Treasurer
Dave Blake, Environmental Services Supervisor

1. CALL TO ORDER

Mayor Strathdee called the meeting to order at 6:00 pm.

2. DECLARATIONS OF PECUNIARY INTEREST

None.

3. AMENDMENTS AND APPROVAL OF AGENDA

Resolution 2020-09-08-01

Moved By Councillor Pridham

Seconded By Councillor Luna

THAT the September 8, 2020 regular Council meeting agenda be accepted as presented.

CARRIED

4. PUBLIC INPUT PERIOD

Regular Council - September 8, 2020

1

The following correspondence was provided in advance of the meeting from St. Marys Lincolns Hockey Club.

"Thank you to council and staff for the countless hours that have been invested into recovering from the challenges presented by COVID-19. This process poses many obstacles for all, and we can appreciate how the re-opening of the Pyramid Centre is just one piece of a much greater puzzle.

The St. Marys Lincolns respectfully stand alongside our ice stakeholders, St. Marys Minor Hockey and St. Marys Ringette, in requesting that both ice pads be installed for October 1st. When we met as a group in August, it was communicated to us that there would be a minimum rental requirement before ice would be installed, and understandably so. After discussing with our fellow users, we believe we exceed this threshold for two pads, which should help mitigate the financial burden of re-opening.

It has been noted that ice can be installed within a 7-10 period. This may sound like a time frame that allows us to kick the can down the road. However, it is not conducive to scheduling as we would need to make commitments to other facilities if left too long. We are in conversation with Stratford and Listowel to schedule modified game play this fall, as they are within our health unit, and would be permitted under the Ontario Hockey Federation's Return to Play Framework (3C).

Thank you for your consideration and for all that you do to make St. Marys a great place to live.

Regards, Brandon Boyd, President – St. Marys Lincolns"

Council acknowledged the correspondence and stated that the topic will be considered at the September 15, 2020 special meeting of Council.

Frank Doyle of St. Independent provided the following questions in advance of the meeting.

1. What is the time line for completion of the Fire Hall?
2. How many taxi licences have been issued in town?
3. Any plans to resurrect the Volunteer of the Year?
4. Will Council meetings be tele-casted after the pandemic is over?

Brent Kittmer stated the Fire Hall project is proceeding well with few delays. Staff anticipate a move in date of early December 2020.

Jenna McCartney reported that one company is licensed in St. Marys presently with two vehicles and a total of 8 drivers. The company is operating with vehicles branded as other companies currently although the company anticipates having its own vehicles on the road in the near future.

Mr. Kittmer stated that staff were prepared to review the volunteer of the year program earlier this year although staff were deployed to other duties at the onset of the pandemic. Staff anticipate reviewing the program for 2021.

Mr. Kittmer stated that the limitation to live streaming and saving recorded council proceedings in the past was related to closed captioning. With the many advances that have unfolded during the pandemic, the test of accessibility for captioning has improved. Staff are pleased to see the numbers of viewers during meetings and will consider live streaming as council meetings begin to return to in-person sessions.

5. DELEGATIONS, PRESENTATIONS, AND PUBLIC MEETINGS

5.1 Retirement Presentation to Jo-Anne Lounds

Mayor Strathdee, Council and staff congratulated Jo-Anne Lounds on her retirement from the Town of St. Marys.

5.2 Ontario Clean Water Agency - 2nd Quarter Reports and Annual Drinking Water Report

Councillor Edney joined the meeting at 6:18 pm.

Adam McClure presented the second quarter water and wastewater reports and responded to questions from Council.

Resolution 2020-09-08-02

Moved By Councillor Winter

Seconded By Councillor Craigmile

THAT the delegation from Ontario Clean Water Agency regarding second quarter water and wastewater reporting be received.

CARRIED

Councillor Edney declared a conflict of interest for agenda 8.4.1., Code of Conduct Compliant and Integrity Commissioner Report, and stated that he would participate in the discussion but would refrain from voting.

5.3 Public Meeting - 465 & 481 Water Street South

Resolution 2020-09-08-03

Moved By Councillor Edney

Seconded By Councillor Luna

THAT the September 8, 2020 regular Council meeting be adjourned at 6:29 pm to hold a statutory public meeting as required under the *Planning Act*; and

THAT a Public Meeting to consider a planning application for 465 & 481 Water Street South be opened at 6:29 pm.

CARRIED

Mayor Strathdee stated the following "This Public Meeting is being held in accordance with Sections 22 and 34 of the Planning Act, RSO 1990.

The Province has encouraged municipalities to resume the processing of planning applications in an effort to restart the economy. To support the restart of the planning process, the Province has passed a number of pieces of legislation to permit public meetings to continue during the pandemic. This includes legislative permissions to hold public participation meetings virtually as we are doing tonight. Accordingly, the Town has chosen to resume its planning process and hold virtual public meetings as approved by the Province. We are doing this so that current and future development applications do not face long and unknown delays.

The purpose of tonight's Public Meeting is to solicit the public's comments with respect to proposed Official Plan and Zoning By-law Amendments by the applicant (being the Corporation of the Town of St. Marys).

The purpose and effect of the Applications is to amend the land use permissions for 481 Water Street South and extend these permissions to lands to be conveyed from 465 Water Street South. Approval of the Applications would allow for additional permitted uses on the subject lands and amend zoning regulations related to the minimum permitted interior side yard.

Tonight's meeting is the mandatory Public Meeting held under the *Planning Act*. Council will make a decision regarding this matter during tonight's meeting or at a future Council meeting.

If you wish to provide input into tonight's meeting you have several options. For those participating in this meeting through video conference or telephone using the Zoom Webinar platform, you can provide your

comments once I open the public comments portion of the meeting, and until I close the public portion of the public meeting from comments. To access the webinar, please click on the webinar link provided in tonight's agenda, or call 1-855 703 8985 and use meeting ID 985 8979 0563 and passcode 098782.

When using the video conference, to participate and make a comment please select the "raise hand" feature at the bottom of your screen to be placed in queue. The moderator will unmute you and acknowledge your presence when it is your turn to speak.

When using the telephone conference, to participate and make a comment press *9 on your keypad to be placed in queue. The moderator will unmute you and acknowledge your presence when it is your turn to speak.

Alternatively, during the meeting you can email clerksoffice@town.stmarys.on.ca if the other options are not available to you. Emails received during the public meeting will be read into the record until the close of the public comment portion of the meeting. Again, the email address is clerksoffice@town.stmarys.on.ca.

If you wish to be notified of Council's decision, please contact the CAO / Clerk, Brent Kittmer, at clerksoffice@town.stmarys.on.ca

I will now ask Mr. Kittmer to advise how notice was given and provide a summary of the comments received regarding these Applications."

Brent Kittmer stated "Notice was given by first class mail to all land owners within 120 metres (400 feet) of the subject properties, to those agencies as prescribed by Regulation, and signage advertising tonight's meeting was posted on the subject lands.

Special instructions for attending this online meeting and/or providing comments were provided in the notice and on the Town's Current Planning / Development Applications webpage. Options to participate in this meeting were provided including:

- Sending comments via regular mail to the Town's CAO-Clerk
- Emailing comments
- Leaving a voicemail message detailing comments
- Registering to be a delegation

- Providing comments and/or questions during the meeting by emailing the Clerk's office
- Joining by video or teleconference during the public meeting.

No department or agency comments have been received to date.

Submissions received after the Council agenda was finalized have been forwarded to all members of Council and will be read into the public record by the Clerk later in the public meeting.

As a reminder, during this public meeting, you can submit questions by selecting the raise hand feature on the Zoom Webinar video conference platform, or by pressing *9 on the teleconference, or by emailing the following address: clerksoffice@town.stmarys.on.ca"

Mayor Strathdee called upon Councillor Lynn Hainer to advise Council of the Planning Advisory Committee's recommendation with respect to the Applications.

Councillor Hainer stated "At the August 17, 2020 meeting, the Planning Advisory Committee passed a motion endorsing, in principle, the Applications for Official Plan and Zoning By-law Amendment, and recommended that Council proceed to the statutory public meeting under the *Planning Act*."

Mayor Strathdee stated "As a reminder, during this public meeting, you can submit questions by selecting the raise hand feature on the Zoom Webinar video conference platform, or by pressing *9 on the teleconference, or by emailing the following address:

clerksoffice@town.stmarys.on.ca

I will call upon the Town's Planner to provide additional information regarding the proposed Application."

Mark Stone presented an overview of the planning applications.

Mayor Strathdee invited the applicant to speak to the application.

Mr. Kittmer provided the recent history on the property as it pertains to sale of land and zoning of the property.

Andy Forman, prospective owner of 465 & 481 Water Street South, provided Council with an overview of the property.

Councillor Hainer inquired whether the location of the Town's gateway entry sign will pose an issue between the two properties.

Mr. Kittmer stated that the future property owners have cleaned up a significant amount of scrub which has made the sign much more accessible. Mr. Kittmer does not perceive the sign's location to be an issue.

Grant Brouwer, Director of Building and Development stated that the entrance to the proposed shop area will not pose an issue for the location of the Town's sign.

In response to Councillor Pridham's inquiry whether a barrier would be implemented to restrict public access between the park and 465 Water Street South, Mr. Forman stated that a barrier using trees may be implemented behind the shop.

In response to Councillor Pridham's inquiry regarding a need for a retaining wall at the back of the property, Mr. Forman stated that the retaining wall will remain intact.

Jenna McCartney read two pieces of correspondence which were presented in the agenda package from Ms. Katharine Papoff.

Staff confirmed there have been no further emails received or comments made through the Zoom webinar.

In response to Councillor Pridham's request for clarification whether the walking path behind 465 Water Street South would be maintained by the Town, Mr. Brouwer stated that the path is not part of 465 Water Street South.

In response to Councillor Hainer's inquiry about how parking will be managed near the proposed shop, Mr. Brouwer stated the majority of parking will be within the McDonald House property and only a couple of parking spots available near the proposed shop. Mr. Brouwer stated that parking will be reviewed during the site plan stage.

In response to Councillor Hainer's inquiry about a definition of the term "shop", Mr. Stone stated there is a definition and it does refer to permissive activity for a contractor yard or shop.

Staff confirmed there are no further emails related to the planning application.

Mayor Strathdee stated "I would like to thank those who participated in this meeting. Should Council proceed with approval of the Official Plan Amendment and/or passage of the Zoning By-law Amendment, notice of passing will be provided as prescribed by the Planning Act and a 20-day appeal period to the Local Planning Appeal Tribunal applies."

Resolution 2020-09-08-04

Moved By Councillor Luna

Seconded By Councillor Hainer

THAT this Public Meeting be adjourned at 7:04 pm; and

THAT the September 8, 2020 regular Council meeting reconvene at 7:04 pm.

CARRIED

6. ACCEPTANCE OF MINUTES

6.1 Regular Council - August 25, 2020

Council noted that page 13 should be amended to remove Councillor Craigmile as the Council representative for the Green Committee and replace with Councillor Pridham.

Resolution 2020-09-08-05

Moved By Councillor Pridham

Seconded By Councillor Craigmile

THAT the August 25, 2020 regular Council minutes be approved as amended by Council and signed and sealed by the Mayor and the Clerk.

CARRIED

7. CORRESPONDENCE

7.1 Jaden Cubberley re: Wellington Street North

Resolution 2020-09-08-06

Moved By Councillor Pridham

Seconded By Councillor Luna

THAT the correspondence from Jaden Cubberley regarding Wellington Street North be received; and

THAT the correspondence be directed to staff for review.

CARRIED

7.2 St. Marys Minor Hockey Association re: Return to Play Programming Plan

Resolution 2020-09-08-07

Moved By Councillor Edney

Seconded By Councillor Craigmile

THAT the correspondence from St. Marys Minor Hockey Association regarding the Return to Play Plan be received; and

THAT the request from St. Marys Minor Hockey Association to have a second ice pad be operational be referred to staff for a report back at the September 15, 2020 Special Council meeting.

CARRIED

8. STAFF REPORTS

8.1 Building and Development Services

8.1.1 DEV 56-2020 Applications for Official Plan and Zoning By-law Amendments (OP02-2020 and Z04-2020) by the Corporation of the Town of St. Marys for 465 and 481 Water Street South (Part of Lot 35, Thames Concession)

Mark Stone presented DEV 56-2020 report.

Resolution 2020-09-08-08

Moved By Councillor Craigmile

Seconded By Councillor Hainer

THAT DEV 56-2020 Applications for Official Plan and Zoning By-law Amendments (OP02-2020 and Z04-2020) by the Corporation of the Town of St. Marys for 465 and 481 Water Street South (Part of Lot 35, Thames Concession) be received;

THAT Council approve the Official Plan and Zoning By-law Amendment Applications for part of 465 and 481 Water Street South provided no significant concerns are raised by the public or members of Council at the statutory public meeting;

THAT Council consider By-law 77-2020 to adopt Official Plan Amendment No. 34; and,

THAT Council consider Zoning By-law Amendment No. Z137-2020.

CARRIED

8.1.2 DEV 57-2020 Applications for Official Plan and Zoning By-law Amendments (OP02-2019 and Z04-2019) by R. Warkentin 665 James Street North Part Lot 15, Concession 18 Blanshard Being Part 2 on 44R-4789

Mark Stone presented DEV 57-2020 report.

Resolution 2020-09-08-09

Moved By Councillor Hainer

Seconded By Councillor Edney

THAT DEV 57-2020 Applications for Official Plan and Zoning By-law Amendments (OP02-2019 and Z04-2019) by R. Warkentin for 665 James Street North be received;

THAT Council approve the Official Plan and Zoning By-law Amendment Applications for 665 James Street North;

THAT Council consider By-law 79-2020 to adopt Official Plan Amendment No. 35;

THAT Council determine that no further public notice and / or public meeting is required for the Application for Zoning By-law Amendment (Z04-2019) in accordance with Section 34(17) of the Planning Act since a public meeting was held in accordance with the Planning Act and the modifications to the proposed By-law are minor in nature; and,

THAT Council consider Zoning By-law Amendment No. Z138-2020.

CARRIED

Council moved forward agenda item 8.4.1. - Code of Conduct and Integrity Commissioner Final Report.

8. STAFF REPORTS

8.4 CAO and Clerks

8.4.1 CAO 51-2020 Code of Conduct Complaint and Integrity Commissioner Report

Jenna McCartney presented CAO 51-2020 report and introduced Rebecca Hines to Council.

Ms. Hines representing the Town's Integrity Commissioner, Aird & Berlis, presented Council with the final report and responded to questions from Council.

Councillor Edney addressed Council and stated that he will accept the recommendations of the report.

Resolution 2020-09-08-10

Moved By Councillor Pridham

Seconded By Councillor Winter

THAT Council receive the final report from the Integrity Commissioner for file number 2020-01; and

THAT Council is committed to the intents and purposes of the Town of St. Marys Code of Conduct for Members of Council and Local Boards; and

THAT Council accepts the recommendations of the Integrity Commissioner; and

THAT, as a penalty, this resolution shall serve as a formal reprimand of Councillor Edney's conduct; and

THAT, as a remedial measure, Council requests that Councillor Edney formally and publicly apologize to the Complainant for his conduct in breaching the Code and that the apology be provided on or before September 22, 2020.

CARRIED

Council returned to agenda item 8.2.1.

8.2 Finance

8.2.1 FIN 28-2020 Business Economic Support and Recovery Task Force

André Morin presented FIN 28-2020 report.

Resolution 2020-09-08-11

Moved By Councillor Pridham

Seconded By Councillor Winter

THAT FIN 28-2020 Business Support and Recovery Task Force report be received; and

THAT Council support staff's option #1; and

THAT term of the Business Support and Recovery Task Force end on August 31, 2021.

CARRIED

Council took a brief recess 8:31 pm.

Mayor Strathdee called the meeting back to order at 8:40 pm.

8.3 Public Works

8.3.1 PW 55-2020 Annual Water System Inspection

Dave Blake presented PW 55-2020 report.

Resolution 2020-09-08-12

Moved By Councillor Edney

Seconded By Councillor Luna

THAT Report PW 55-2020, Water System Inspection be received for information.

CARRIED

8.3.2 PW 56-2020 Lead Water Service Replacement Policy

Dave Blake presented PW 56-2020 report.

Resolution 2020-09-08-13

Moved By Councillor Hainer

Seconded By Councillor Edney

THAT Report PW 56-2020, Lead Water Service Replacement Policy be received; and

THAT Policy PW4305, being a policy regarding Lead in Drinking Water within the Town of St. Marys be approved.

CARRIED

8.3.3 PW 57-2020 Waste Reduction Week Proclamation

Dave Blake presented PW 57-2020 report.

Resolution 2020-09-08-14

Moved By Councillor Craigmile

Seconded By Councillor Pridham

THAT PW 57-2020 Waste Reduction Week Proclamation report be received;

THAT Council proclaim October 19 to October 25, 2020 as Waste Reduction Week in the Town of St. Marys; and

THAT Council direct staff to craft a media campaign to highlight waste reduction activities and advertise existing waste diversion programs in St. Marys.

CARRIED

8.4 CAO and Clerks

8.4.2 CAO 52-2020 Update on Staffing Adjustment

Brent Kittmer presented CAO 52-2020 report.

Resolution 2020-09-08-15

Moved By Councillor Hainer

Seconded By Councillor Edney

THAT CAO 52-2020 Update on Staffing Adjustments be received for information; and

THAT Council consider By-law 75-2020, being a by-law to appoint Jenna McCartney as the Clerk for the Town of St. Marys.

CARRIED

8.4.3 CAO 53-2020 Municipal Law Enforcement Officer By-Law Repeal for Park Patrollers

Jenna McCartney presented CAO 53-2020 report.

Resolution 2020-09-08-16

Moved By Councillor Winter

Seconded By Councillor Luna

THAT CAO 53-2020 Municipal Law Enforcement Officer By-Law Repeal for Park Patrollers report be received; and

THAT Council consider By-Law 76-2020 within the by-law section of this agenda.

CARRIED

8.4.4 CAO 54-2020 Animal Control Service Provider Update

Jenna McCartney presented CAO 54-2020 report.

Resolution 2020-09-08-17

Moved By Councillor Luna

Seconded By Councillor Hainer

THAT CAO 54-2020 Animal Control Service Provider Update report be received; and

THAT Council consider By-Law 78-2020 for the purpose of entering into an interim service agreement with Humane Society of Kitchener Waterloo and Stratford Perth.

CARRIED

9. COUNCILLOR REPORTS

9.1 Operational and Board Reports

Each Councillor provided an update on recent meetings of Committees and Board.

Resolution 2020-09-08-18

Moved By Councillor Hainer

Seconded By Councillor Luna

THAT agenda items 9.1.1 to 9.1.6 and 9.2.1 to 9.2.16 be received.

CARRIED

9.1.1 Bluewater Recycling Association - Coun. Craigmile

9.1.2 Library Board - Coun. Craigmile, Edney, Mayor Strathdee

**9.1.3 Municipal Shared Services Committee - Mayor Strathdee,
Coun. Luna**

9.1.4 Huron Perth Public Health - Coun. Luna

9.1.5 Spruce Lodge Board - Coun. Luna, Pridham

9.1.6 Upper Thames River Conservation Authority

9.2 Advisory and Ad-Hoc Committee Reports

9.2.1 Accessibility Advisory Committee - Coun. Hainer

9.2.2 Business Economic Support and Recovery Task Force

9.2.3 Business Improvement Area - Coun. Winter

9.2.4 CBHFM - Coun. Edney

9.2.5 Committee of Adjustment

**9.2.6 Community Policing Advisory Committee - Coun. Winter,
Mayor Strathdee**

9.2.7 Green Committee - Coun. Pridham

9.2.8 Heritage Advisory Committee - Coun. Pridham

**9.2.9 Huron Perth Healthcare Local Advisory Committee - Coun.
Luna**

9.2.10 Museum Advisory Committee - Coun. Hainer

9.2.11 Planning Advisory Committee - Coun. Craigmile, Hainer

9.2.12 Recreation and Leisure Advisory Committee - Coun. Pridham

9.2.13 Senior Services Advisory Committee - Coun. Winter

9.2.14 St. Marys Lincolns Board - Coun. Craigmile

**9.2.15 St. Marys Cement Community Liaison Committee - Coun.
Craigmile, Winter**

9.2.16 Youth Council - Coun. Edney

10. EMERGENT OR UNFINISHED BUSINESS

None.

11. NOTICES OF MOTION

None.

12. BY-LAWS

Resolution 2020-09-08-19

Moved By Councillor Luna

Seconded By Councillor Hainer

THAT By-Laws Z137-2020, Z138-2020, 75-2020, 76-2020, 77-2020, 78-2020 and 79-2020 be read a first, second and third time; and be finally passed by Council, and signed and sealed by the Mayor and the Clerk.

CARRIED

12.1 Zoning By-Law Amendment Z137-2020 465 an 481 Water Street South

- 12.2 Zoning By-Law Amendment Z138-2020 665 James Street North**
- 12.3 By-Law 75-2020 Appointment of Clerk and Deputy Clerk**
- 12.4 By-Law 76-2020 Municipal Law Enforcement Officer By-law Repeal**
- 12.5 By-Law 77-2020 Official Plan Amendment No. 34 - 465 and 481 Water Street South**
- 12.6 By-Law 78-2020 Agreement with Humane Society of Kitchener Waterloo Stratford Perth**
- 12.7 By-Law 79-2020 Official Plan Amendment No. 35 - 665 James Street North**

13. UPCOMING MEETINGS

Mayor Strathdee reviewed the upcoming meetings as presented on the agenda.

14. CONFIRMATORY BY-LAW

Resolution 2020-09-08-20

Moved By Councillor Craigmile

Seconded By Councillor Pridham

THAT By-Law 80-2020, being a by-law to confirm the proceedings of September 8, 2020 regular Council meeting be read a first, second and third time; and be finally passed by Council and signed and sealed by the Mayor and the Clerk.

CARRIED

15. ADJOURNMENT

Resolution 2020-09-08-21

Moved By Councillor Hainer

Seconded By Councillor Edney

THAT this regular meeting of Council adjourns at 9:29 pm.

CARRIED

Al Strathdee, Mayor

Jenna McCartney, Clerk

Tuesday, September 8, 2020

Dear Mayor Al Strathdee, Deputy Clerk Jenna McCartney, Councillors, St. Marys Cement Committee Members and to anyone who can help

My name is Barb Reinwald and I live at 94 Thamesview Cres. in St. Marys, Ontario. I have lived here for six years. We, my husband and myself, chose and moved to St. Marys to spend our retirement here and to be actively involved with our children and grandchildren. We had the privilege to design and build a house that reflected a dream home and that would also meet our needs as we enter our senior years. We chose the outside of town to avoid conflict with industrial noise as I am very sensitive to all sounds, a condition that has been coined as misophonia, and a condition I was born with.

In July 2020, from the beginning of that month, I began experiencing a vibration/reverberation in my house and therefore in my body. It is a 1800 sq ft house that is totally vibrating, both floors – main and basement. The vibration is a 24/7 condition that never goes away but does change in intensity. When it is at its greatest level, which I record as ridiculous, not only do I feel it in the floors, but also in the air space, bouncing ricocheting from the walls like a fluttering. I feel the vibration in the chair that I sit on, on the couch, I feel it sitting on my toilet!, I go to bed and I am vibrating, I wake up and I am vibrating. My chest/heart vibrates, my abdomen vibrates, it vibrates up my legs, my throat vibrates. I now have constant ringing in my ears. I have a constant headache. My sleep has been jeopardized I haven't felt rested in the over two months that this all started. I can't stress enough that it is affecting the entire house, even the patio and front porch! There is not one room that I can go to to get a break. I have to leave my house to do so.

When I first began experiencing the vibration, my first thought was that there was some construction going on, a temporary condition. Cope with it. It'll pass. It did not. On Wed. July 8 I brought it to my husbands attention how difficult it has been for me to deal with this new vibration. The question became who or what could be the source of such a vibration to affect our whole house. For me, I always look to what has changed or what is new. For me, the new kid on the block was the new 35-tonne, 30 metre higher than ever stack extension added to the already 80 metre in the air existing stack. I am not a scientist or an engineer, but I know that sound/vibration travels until it peters out or hits something and although we are 3 km away from the plant, we are right in line with the stack.

On the weekend of July 11/12, in desperation to just get the vibration to stop and figure it out later, I began to call the ministry, both environment and health for assistance. At the beginning of the following week Bob Slivar called and suggested I investigate my house and the neighbourhood. To that I can first answer that I have lived here for six years with all the air conditioners in the neighbourhood and all the appliances in our house and none up to this date have caused our house to vibrate. Secondly, and more affirmative, on Tuesday, August 4, there was a power failure in our neighbourhood, so no electrical sounds possible and yet the vibration persisted in my house.

I did call the Cement Plant and talked to Kara Terpstra. The Plant did do some testing. They used the equipment that they use during their explosions to see if they could record the vibration and they did a sound test for noise in the air. Both were conducted during the day and came back as not enough to help out my situation.

I have asked if they, both the Ministry and the Plant, could set up some kind of a monitor inside the house as it is worse in the house than outside, but to no avail. Our neighbour, Kelly Schiedel, on July 16 came into our house and stood in our dining room and felt the vibration and taking her to the

basement also felt the vibration there and agreed it was worse in basement.

On Tuesday, August 25, after a full day of dealing and avoiding my house from a ridiculous level of vibration, at around 11:00 pm the vibration level bumped up again... so, ridiculous plus! At 1:00 am, not being able to get to sleep, we set out around town. We began with Tracy St., at the end in the col-de-sac. We were not looking for noise (although very loud), but vibration. My husband would stop the car(engine) and I would get out and stand still. An absolute YES. We drove to the baseball diamonds. Same protocol. An absolute YES. We drove to the entrance of the Cement Plant. Same protocol. An absolute YES. We drove to the other side of the river opposite the Cement Plant entrance way. Same protocol. An absolute YES. We went to the Maple Leaf plant and I got out at the bottom of their plant and also in their parking lot. Same protocol. An absolute YES. On our way home, my husband suggested we go past our crescent along Emily St. to see if I could feel it there. We stopped numerous places. Same protocol. Absolute YES every time. We went 3 km past our house, so 6 km from the plant.

In the two months that I have been physically affected by these vibrations, and because Covid restricts travel, I look for places in town where I can be away from my house and from the vibrations. In doing so, I have come to realize, the vibration is town wide. Meaning, there is something that, in my opinion, is vibrating the ancient limestone sea bed.

On July 24, Kara and the plant manager called to see if I was experiencing the vibrations. I paused to feel and said yes. They said that their plant was shut down for maintenance. After the phone call, I went around the house and yes, with the plant shut down I could feel the vibration in the floors, both on the main and in the basement. I called Kara back to confirm that yes, the vibration is here. It was after the phone call that I realized, yes but the walls and air space were not vibrating. This supports my strong conviction that the new stack is like a flag in the wind and is on some level responsible for the new felt vibration. My analogy would be... like putting new wine into old wine skins. The two together do not work. Meaning, the old plant was not designed to support such an extension? With regards to the vibrations in the air, my thought still is that the noise going up from the kiln/fan at the bottom of the stack is now being sent out further and with more intensity due to its' unincumbered air travel capabilities compounded with wind speed, wind direction, barometric pressure I am not a scientist or an engineer, I'm just some one who knows that her house was not vibrating and now it is and that it should not be acceptable to expect someone to live in a state of illness as I have been the last two months.

I do have more notes and I have been open from the beginning to having my house tested. I have been asked to record times, etc. It is very difficult for me to sit here and time things as I leave continuously to get away from the side effects of these vibrations. Maybe it's not the plant, but then why is the ground around the plant vibrating? We feel the vibrations from the noon time explosions go right through our house, (as do many) and I was told that limestone was a good conductor of vibrations.

These two months have been very long, but I have had good weather on my side, I do not know how I'm going to survive once cold weather arrives and I can't escape this situation.

Very Sincerely, I just want my house and me to stop vibrating
Barb Reinwald

September 9, 2020

Re: 329 Jones St. West and 270 Queen St. West, St. Marys

Dear Councillors,

Further to our presentation at the St. Marys' Council meeting on February 11, 2020, we are writing to provide you with an update on the community engagement activities that the staff of the Perth & Stratford Housing Corporation (PSHC) have undertaken in order to address community concerns and improve tenant relations at 329 Jones St. West and 270 Queen St. West, which collectively provide homes to 65 households.

We continue to strive to provide safe, secure, clean, and well-maintained affordable housing, and ensure that residents are connected with available services and supports. We are committed to improving communications and relations with our residents and the neighbours and have established numerous collaborative partnerships with local health and social service organizations to foster opportunities that can improve the well-being and quality of life in our communities. For example:

- **Return to Full-Time Staffing** - In the fall of 2020, the PSHC was able to assign a Public Housing Review Officer once again on a full-time basis to look after resident matters at the buildings in St. Marys. In addition, one of our maintenance repairpersons is scheduled to be on site a minimum of one day week, if not more, depending on maintenance requests/needs.
- **NEW Drop-In Hours** – In February 2020, the PSHC piloted a weekly Tenant Drop-in Hour in the common rooms of each building on Thursday mornings. During this time, representatives from Housing management and staff are available in person to respond to tenant questions, address issues and concerns, and assist tenants with rent geared to income related matters, such as Annual Review paperwork (see tables below for a summary of number of participants and issues raised). Due to COVID-19, the drop-in-hour pilot has been paused for the time being, and the common rooms have been temporarily closed. We plan to resume this pilot project once the social distancing restrictions due to the pandemic have been lifted.

Number of Participants who Attended Drop-In Hour Pilot

<i>Date</i>	<i>270 Queen St. W.</i>	<i>329 Jones St. W.</i>
February 27, 2020	10	6
March 5, 2020	4	6
March 12, 2020	9	5

In addition to providing education and clarification to tenants about the PSHC's rights and responsibilities as a landlord under the *Housing Services Act, 2011* and *Residential Tenancies Act, 2006* (e.g. eviction process, rent geared to income eligibility and screening process, etc.), the following is a list of issues, concerns and questions that were raised by tenants during the Drop-In Hour Pilot to date.

<i>Issue/Question</i>	<i>Number of Tenants</i>
Noise complaints (e.g. domestic dispute, doors slamming, running in hallways, etc.)	9
Maintenance requests	7
Smoking ⁱ (e.g. by-law infractions)	2
Guest management	2
Rent Geared to Income paperwork	4
Other (e.g. St. Marys mobility bus, Canada Post mailboxes, dog walkers, missing items left in common areas, etc.)	5

- **Housing Assistance and Outreach Supports** – The PSHC is not mandated or funded to provide support services, however due to community need, the Social Services Department established a Social Services Support and Outreach Team to serve the communities of Stratford, St. Marys and Perth County. With COVID-19, we are enhancing the number of staff in this program from two to three. As appropriate, the Public Housing Review Officer will provide warm referrals to available community services for tenants who require housing stability supports (e.g. financial assistance, credit and debt counselling, homemaking, decluttering, family counselling, mental health and addiction services, etc.).
- **Partnerships with Local Health and Social Services** – Housing staff work closely with local health and social service providers on issues related to housing stability, mental health and addictions, and domestic violence. Our local partners

include, but are not limited to: Family Services Perth-Huron, Huron-Perth ACTT (Assertive Community Treatment Team), Choices for Change, Optimism Place, Emily Murphy Centre, Canadian Mental Health Association (CMHA), Community Living, John Howard Society, and One Care. On any given day, workers from these agencies can be seen providing direct services in client's homes in the social housing properties.

- **Proactive community policing** – The Social Services Department has established a collaborative partnership with the Stratford Police to proactively address the immediate conditions that are giving rise to community safety concerns and fears of crime. As a result, local residents may have noticed an increased presence in the number of times police have been to the Jones St. and Queen St. locations. This presence should be viewed in context of the additional and proactive community policing services being provided by Stratford Police.
- **NEW Complaints Resolution System** – A new complaints resolution system – consisting of an updated complaints form, policy, process, and acknowledgement letters - has been developed to improve the process for acknowledging, investigating, and resolving complaints in a fair and consistent manner. The new policy will be presented to the PSHC Board of Directors for approval at their next meeting. A copy of the new complaint form is attached for your information.
- **NEW Tenant Handbook** – We have created a new guidebook for tenants which contains lots of useful information about living in a PSHC home, including key contact information and tenant rights and responsibilities. All new tenants will be provided with a copy of this guidebook upon lease signing. Copies will also be available in the common areas of the building (e.g. laundry rooms, community bulletin boards) and can be downloaded from the City of Stratford's website. A copy of the new tenant handbooks is attached for your information.
- **Tenant Education about New Policies** – Housing staff have diligently been updating local social housing directives, policies and procedures to ensure that they are reflective of new provincial policy guidelines and best practices (e.g. smoking, cannabis use, guests, pets, etc.). Ongoing education and communications about tenant rights and responsibilities is taking place (e.g. tenant letters, FAQs, posters, updated website, etc.).

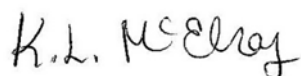
- **Cleaning** – We have replaced the cleaner of the two properties and are currently providing enhanced cleaning services due to COVID-19.
- **Cameras and Security Systems** – A new video surveillance system was installed at 270 Queen St. in 2019, and the footage has been utilized to support efforts to curtail inappropriate behaviour by tenants and their visitors/guests. The Housing Division recently contracted the services of a consulting firm (Synnapex) to conduct a thorough review of the connectivity options for installing/upgrading video surveillance and electronic door locking systems throughout the entire PSHC portfolio. The consultant's report which will detail connectivity feasibility, security options, recommended camera placements, and the associated costs is expected to be completed this fall.
- **Community Safety and Well-being Plan consultations** - The communities of Stratford, St. Marys, and Perth County are working together to develop a collaborative Community Safety and Well-Being (CSWB) Plan. The goal of the CSWB plan is to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. As part of the consultation process, tenants of the two social housing properties in St. Marys have been asked to participate in a community survey and will be invited to an upcoming focus group this fall.
- **Tenant Appreciation BBQs** – In the summer of 2019, the PSHC staff hosted tenant appreciation BBQs at each of the properties, in parallel with annual unit inspections. These events were attended by over 40 residents, as well as representatives of PSHC management, community agencies, and the local Fire and Police departments. Due to COVID-19 pandemic, the annual unit inspections and BBQs for 2020 have been postponed.
- **Evictions** – As previously reported, the PSHC (landlord) does not have the authority to evict a tenant; only the Landlord Tenant Board (LTB) can issue an eviction order.ⁱⁱ Due to the COVID-19 pandemic, the Government of Ontario placed a temporary moratorium on evictions. Only urgent matters involving a serious and ongoing health

or safety issue (e.g. illegal act) that occurred at the residential complex were being heard by the LTB during this time, and none of the residential issues at the St. Marys social housing properties met this threshold. Housing staff, however, did continue to file eviction notices and paperwork with the LTB as appropriate. This eviction moratorium has since been lifted, and there is currently a backlog of cases being presented to the LTB. Housing staff are currently awaiting information on hearing dates.

Finally, an ad hoc committee of St. Marys Town Council, which is Chaired by Ryan Erb of the United Way Perth-Huron and is comprised of members of St. Marys Council and staff, City of Stratford Social Services – Housing Division and Stratford Police, has been established to address social housing concerns. This committee has met three times since February and is currently exploring opportunities to connect residents to local services and supports and to reduce social isolation.

We wish to thank the Town of St. Marys staff and Council for their interest and collaboration with the City of Stratford Social Services department on these efforts as we continue to support the most vulnerable in our communities.

Sincerely,



Kim McElroy
Director of Social Services



Eden Grodzinski
Manager of Housing

ⁱ The PSHC introduced a new smoke-free policy in 2018. All common areas of the buildings are smoke free (e.g. hallways, elevators, etc.). Any leases signed after September 2018 are for smoke-free units. All pre-existing tenants were grandfathered and may continue to smoke in their units. Exceptions are made for medical cannabis use with appropriate medical documentation, as necessary.

ii Evictions entail a legal process that can take several months, as follows:

- a) The landlord must serve the tenant the appropriate notice of termination application that tells the tenant the reason for the eviction.
- b) The landlord must wait a certain number of days to provide the tenant with an opportunity to correct the problem.
- c) If the behaviour is not corrected, the landlord can apply to the LTB for a hearing.
- d) Both the landlord and the tenant have the right to come to the hearing with legal representation and explain their side to a member of the Board.
- e) The LTB will make a decision pursuant to the provisions of the Residential Tenancies Act and the Ontario Human Rights Code.
- f) If the Board does issue an Order for eviction, it will tell the tenant when they must leave the unit.
- g) If the tenant does not move out, then the landlord can file the Board's Order with the Court Enforcement Office (Sheriff) who authorizes the changing of the locks and issues the landlord a writ of possession for the unit.

Tenant HANDBOOK





Welcome to your new home!

The **Perth & Stratford Housing Corporation (PSHC)** is a part of the City of Stratford Housing Division. The PSHC is the largest provider of rent-geared-to-income (RGI) housing locally and owns and manages 662 adult and family units in the communities of Atwood, Listowel, Milverton, Mitchell, St. Marys, and Stratford, providing homes to approximately 3,200 people.

We strive to provide clean, safe, well-maintained and affordable housing, and connect residents to services and supports. We work with local partners to foster opportunities that can improve the well-being and quality of life in our communities.

This is your guide to living in your PSHC home. It has details about your rights and responsibilities as a tenant. It also has information about how to make your home a great place to live.

.....

Important: This Tenant Handbook is intended to be a quick source of information for you. The information in this guide may change over time or become out of date. The information in this guide should not be taken as legal advice. If there is any conflict between what is written in this guide and any law of Canada (federal, provincial, or otherwise), or any PSHC policy, procedure, or guideline, then the law, policy, procedure, or guideline prevails. Nothing in this handbook should be seen as a promise that the PSHC will do something or will not do something, an offer, or an agreement.

.....

If this handbook is lost, please return to:

Name: _____

Address: _____

Contact Us



Main Office: City Hall Annex Building
82 Erie Street
Stratford, Ontario N5A 2M4

Office Hours: 8:30 am - 4:30 pm (Monday to Friday)
Closed (Saturday & Sunday)

Phone: 519-271-3773
1-800-669-2948

Important Extensions:

Maintenance Ext. 241

Resident Services Ext. 240 or 244

Rent Receipts Ext. 245

Annual Reviews or Interim
Reviews Ext. 242

Supervisor of Housing Ext. 291

Manager of Housing Ext. 265

For **after hours maintenance emergencies** call **1-866-906-0152**

Monday to Friday 4:30 pm - 8:30 am

Saturday, Sunday, and Statutory Holidays

If you smell or see smoke and/or there is danger to your physical safety, please call 911 immediately.

Public Housing Review Officers (PHROs) provide resident services to everyone who lives in PSHC buildings. They can answer questions about your home and your tenancy.

Your PHRO is:

Name: _____

Phone: _____

Email: _____

Building Monitors provide general access to apartment buildings for contractors and emergency personnel and report maintenance concerns to staff. They do not oversee the cleaning or landscaping of the property and are not responsible for resolving tenant disputes and/or complaints.

Your Building Monitor is (if applicable):

Name: _____

Phone: _____

Apt. No.: _____

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Your HOME

Before Moving In



Insurance

As a tenant, you are responsible, under your lease, for getting insurance for your unit. This type of insurance is usually called tenants' or renters' insurance and covers liability and personal property in case of an emergency such as a fire or flood. Depending on the policy, you may also get coverage for expenses such as hotel bills, meals and claims made for accidental injury and/or damage to other tenant's property.

It is important to get this insurance because PSHC insurance will not pay to replace your belongings in emergency circumstances.

If you are in receipt of Ontario Works or ODSP, these programs may cover the cost of insurance. Contact your caseworker directly for more information.

Please note that you will need to provide proof that your insurance has been renewed each year.



Utilities

Your lease will state what, if any, utilities are covered by the PSHC. Utilities that are not included in the lease are your responsibility to pay and you must set them up before your move-in date. Utilities may include hydro, water, heat and/or hot water tank rental.



Consent to Share Information

If you would like the PSHC to be able to share your information with others, you need to sign a consent form that gives us permission to do so. This includes speaking with Ontario Works, ODSP, other community agencies that may be supporting you, family members, and/or friends. If no consent is given, any information we collect will be kept strictly confidential and we will not share it.



Zero Tolerance Policy

As a new tenant, you are asked to sign a Zero Tolerance Policy form which is your commitment to playing your part in maintaining a safe space for you and your fellow tenants.

The PSHC will not tolerate any harassment, threats of violence and/or acts of violence against other tenants, staff, contractors, or any other members of our community.



Receiving Keys

Before you receive the keys to your unit, you need to:

- Provide proof of insurance;
- Provide verification of utilities; and
- Pay your first month's rent by certified means (e.g. cash, debit, money order, or certified bank draft).

Moving In



Move-In Record Form

Staff inspect all units before a tenant moves in and record any repairs and/or deficiencies, however it is possible that something may have been overlooked.

A Move-In Record Form is included in this handbook on page 25. Please complete this form if you notice anything you would like to report. This could include marks on the counter, scratches on the floor, loose railings, etc.

The form needs to be returned directly to the our office (82 Erie Street, Stratford) within 7 days of moving in.

If you don't submit a Move-In Record Form, we consider the unit to be in good condition and the cost of any repairs and/or damages when you move out will be your responsibility.



Keys & Locks

You will be given keys to your unit door and, if applicable, your mailbox and building when you move in. **You may not change your own lock** because staff need access to your unit in case of emergencies, and for maintenance or inspection purposes.

If you misplace your keys, your key breaks off in the lock, or you need your lock changed for other reasons, please contact the maintenance team and they will arrange a lock change. You may be charged for the new lock and keys as well as for staff time.

We recommend that you leave a spare key with a trusted friend or family member in case you lose your key. **Your Building Monitor is not required to let you into your unit.**

You must return all of your keys when you move out of your unit.



Phone, Cable, & Internet

Phone, cable and internet are not included in your rent. You can choose any companies that provide services in your area.

Settling In



Decorating

This is your home so enjoy making your unit comfortable. Before personalizing your home with paint, wallpaper, or wall stickers, for example, please keep in mind the following:

- Any changes (on the inside and outside of your unit) need to be approved by the PSHC in writing.
- Your unit needs to be returned to its original condition before you move out; if this is not done, you will be charged for the cost of reversing the alterations.
- Installing carpets is not permitted and we recommend using area rugs.
- You need to get permission from the PSHC in writing before building any items such as fences, decks, or sheds.



Heating & Electricity

Whether or not you are responsible for paying utilities, please keep the following things in mind:

- Maintain heat at a comfortable but reasonable level.
- Be efficient with conserving energy at all times and practice turning off lights, computers, televisions, radios, appliances, etc. when not in use.
- If your heating or electricity bills become noticeably higher than your neighbours, we may request an explanation.



Air Conditioners

Air conditioners must be installed and removed by the maintenance team. They must be in good working order (e.g. quiet, no dripping water, not appear unsightly such as using plywood panels). There is a charge for this maintenance request.

If we are paying the heating costs of your unit, air conditioners must be removed from the

windows or covered during the winter months to prevent heat escaping from your unit. If the air conditioner has not been removed, you may incur a monthly surcharge.

Only one air conditioner is permitted per apartment unit.



Satellite Dishes & Antennas

Satellite dishes are not permitted and should not be attached to the building, balconies or fences.

In the interest of safety, non-interference with other residents' reception and building damage, CB/scanner antennas and cable antennas are also not permitted.



Balconies & Patios

Balconies and patios are part of your outdoor living space. For your enjoyment and safety:

- Do not use balconies or patios as storage areas or for hanging laundry.
- Always lock your balcony or patio doors and do not let your children play on them unsupervised.
- Only electric barbeques are allowed in apartment complexes, regardless of floor.
- Keep your patio or balcony clear of snow during the winter season.
- Garbage and other items that need to be disposed of should not be stored on your patio; you will incur a charge if the PSHC is required to remove these items.
- Do not throw items over the side of balconies.
- Be considerate of tenants below your balcony when you are watering plants.



Garbage & Recycling

You are responsible for disposing of your garbage and recycling appropriately to ensure a healthy and safe living environment.

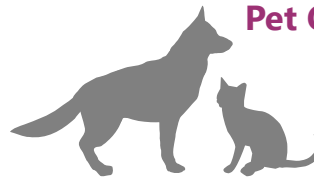
If you live in an apartment building, make sure garbage is securely wrapped to reduce

the possibility of spillage and place it in the appropriate containers. If you are in a building with garbage chutes, avoid jamming them with overly large bags and do not leave garbage on the garbage chute room floor.

If you live in a family unit, familiarize yourself with curbside pick up times and costs in your municipality. We recommend putting your garbage and recycling out the morning of pick-up day to avoid the possibility of broken bags and strewn garbage. This also avoids attracting animals such as skunks and raccoons.

Please familiarize yourself with bulk item removal rules in your municipality. Bulk, or large, items, include things like beds and couches. Do not place these items in dumpsters or curbside.

If staff or contractors need to dispose of your garbage, recycling or large items, you will be charged a service fee.



Pet Care

We know pets are a part of your family. The PSHC has a policy that allows for 2 pets per unit.

As a pet owner, you are responsible for:

- Making sure dogs have proper tags, vaccinations, and rabies shots.
- Making sure cats have vaccinations and are spayed or neutered.
- Leashing your dogs and/or cats at all times outside your unit.
- Keeping your pets out of common areas.
- Cleaning up immediately after your pets and practicing "stoop & scoop".
- Disposing of dog waste and cat litter properly by making sure it is double bagged and placed in the garbage; **never** flush it down toilets or put in garbage chutes.
- Being considerate of others regarding noise.
- Crating, caging, or removing your pets from the unit when maintenance or inspections are scheduled.
- Covering the cost of any damage to PSHC

property caused by your pets, including pest control services.

- Understanding that violent behaviour by your pet is unacceptable and could lead to legal action.

Remember that this also applies to your guests' and visitors' pets.

Please see our Pet Policy (PSHC-006A) on our website for more information.



Pest Control

It is extremely important to act immediately when you see any evidence of pests (e.g. fleas, bed bugs, ants, cockroaches, etc.) as they can spread quickly from unit to unit. Please report pests to the maintenance team who will schedule a licensed pest control company to treat your unit. If you live in an apartment, infected furniture and other items should not be moved into hallways; they can be treated properly in your unit.

To help discourage pests:

- Be sure that all food is stored properly and waste is promptly disposed of.
- Do not feed birds, squirrels, stray animals, or wildlife as this could attract mice, rats or other pests.
- Do not bring questionable used furniture or other items into the building.



Annual Unit Inspections

Staff perform annual unit inspections to ensure they are kept tidy, free from clutter and garbage, and to address any safety or maintenance issues.

There is also an annual smoke detector inspection.

We will give you twenty-four (24) hours notice before staff perform these inspections.



Access to Your Unit

Except in emergencies, staff will only enter your unit with your permission or after giving you twenty-four (24) hours written notice.

Maintenance & Repairs



Regular Cleaning & Maintenance

You are responsible for keeping your home tidy, clean, and free from clutter and garbage. This includes the following activities:

- Cleaning your unit (including countertops, cupboards, floors, walls and appliances).
- Keeping the top of the stove clear of any combustibles.
- Changing your lightbulbs as needed.
- Replacing furnace filters 4 times a year.
- Replacing smoke alarm batteries at least once a year.
- Keeping furniture, curtains, and other items at least 30 centimetres away from the heater registers.
- Using only power bars with a surge protector; electrical cords are for temporary use only. Multi-plugs and wall plugs should not be used.
- Ensuring there is a one (1) metre clear path to all exits in case there is a fire and you need to escape through that exit.
- Do not stack boxes or other items more than 60 centimetres from the floor; too much clutter can be a fire safety risk.
- Ensure there is a clearance of one metre around the electrical panel, water heater, and furnace; there is a fire risk from the flame on these appliances.



Outdoor Maintenance

If you live in an apartment building, please make sure you are not storing items on the lawn areas so regular outdoor maintenance and landscaping can be completed easily by our hired contractors.

If you live in a family unit, you are responsible for outdoor maintenance such as trimming weeds and cutting grass unless we advise you otherwise.



Snow & Ice Removal

If you live in an apartment building, you are responsible for clearing snow from your balcony or patio area and for moving your vehicle when necessary for snow removal in parking lots.

If you live in a family unit, you are responsible for clearing snow from your own driveway, sidewalk and public sidewalks in front of your unit. Outside furnace vents and hot water tanks and vents must always be clear from snow and ice as well.

If the maintenance team or contractors have to do any outdoor maintenance work in order to comply with municipal by-laws, you will be charged back.

For safety reasons, please use designated exits when it is icy and report any slip and falls to the PSHC immediately.



Wiring & Plumbing

For safety reasons do not:

- Install any additional heating units;
- Complete any electrical work on your own;
- Overload the electrical circuits or use fuses in excess of fifteen (15) amperes in the fuse panel; or
- Use electrical, plumbing or gas equipment for any purpose other than those for which they were constructed.

Please report electrical or plumbing issues to the maintenance team. Any work will be completed by a professional contractor.



Maintenance Requests

It is important to report any maintenance issues to the PSHC immediately.

If you do not give permission for the maintenance team to enter your unit when you are not there, please make sure you are home when staff arrives so you can let them in. And please treat the maintenance team and contractors with respect.

For maintenance or repair requests during regular office hours call 519-271-3773 ext. 241 or email publichousingmaintenance@stratford.ca.

Due to the high volume of calls, staff will not return calls left on the maintenance line. We handle orders based on when the request is made and how urgent it is.



After-Hours Maintenance Emergencies

Maintenance emergencies include:

- Water leaks or flooding;
- No heat;
- Blocked toilet;
- Electrical failures or short circuits; and
- Damage caused by wind or storms and fire damage.

For after hours maintenance emergencies call 1-866-906-0152 (Mon. to Fri. 4:30 pm - 8:30 am, Sat., Sun., and statutory holidays).

If someone is sent to your unit to correct a problem after-hours, please must make sure you are home to answer the door.

If you smell or see smoke and/or there is danger to your physical safety, please call 911 immediately.



Chargebacks for Repairs

As a tenant, you must pay for the repair of any damage (beyond normal wear and tear) caused by you, other people living in your unit, your guests, or anyone you allow onto the residential complex. This includes damage in your unit and in hallways, elevators, stairways, driveways or parking areas. It does not matter whether the damage was done on purpose or by not being careful enough - you are responsible.

If a contractor is sent to your unit and you are not home or do not open the door, you will be charged for the service call if there are any resulting trip charges.

If you do not agree with a bill for a repair, you may request a review of the cost in writing.



Common AREAS

No Smoking



The PSHC is transitioning all buildings to smoke free. This means that **no** forms of smoking are allowed in and on all of our properties including:

- Within nine (9) metres of any apartment building, single-family home, duplex, or townhouse dwelling; and
- Inside any entrance, lobby, hallway, stairwell, lounge, public washroom, laundry room, garbage room or other common areas.

If you signed a lease **on or after August 1, 2018**, this also means that **you cannot smoke inside your rental unit**, including your balcony or patio.

If your tenancy began **before August 1, 2018**, you **may keep smoking in your unit as long as you continue to live in the same unit**. If you transfer to another unit, you will sign a new lease and the Smoke-Free Policy will apply.

Please note that you will be charged for stain blocking nicotine stains on your walls and any extra cleaning fees when you move out.

Remember that these rules also apply to your visitors and guests.

For more information, our Smoke-Free Policy (PSHC-002A) can be found on our website.

Parking

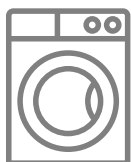


If you have a vehicle, you need to provide your license plate number as well as the vehicle's make, model, and colour.

Please keep the following in mind:

- Your vehicle must be properly licensed, insured and roadworthy.
- For the safety of all tenants and neighbours, vehicle maintenance and repairs are not permitted in parking lots or driveways.
- Any abandoned or unlicensed vehicles will be towed at the owner's expense.
- Trailers and boats are not permitted in PSHC parking lots.
- Refrain from parking in accessible parking spaces and observe all 'no parking' areas such as fire routes and wheelchair access.
- Be prepared to move your vehicle when necessary for snow removal in parking lots. We will post dates and times for this.

Laundry Rooms



All PSHC apartment buildings have pay for use laundry machines. These are for tenant use only - your friends and family should not be using these machines. If you are not able to stay while you are doing your laundry, please be considerate of others and keep track of when the machines are finished.

Keep in mind that some laundry rooms are locked at night. If you are starting laundry later in the evening you may not be able to pick it up until the next day.

Important: the PSHC is not responsible for lost or stolen items in the common areas (e.g. laundry rooms) of our buildings and properties. Please take care of your possessions and if someone has stolen from you, report it to the police.

Please make sure that all washers and dryers are in good working order. **Lint should be cleaned out of the lint tray after each load for fire safety reasons.** If you see that a machine is not properly connected or vented, call maintenance.

Lounges



Lounges are for the enjoyment of all tenants living in the building. Smoking and alcohol consumption are not allowed in these areas. Pets are also not allowed at any time, even if they are leashed. Service animals are exempt from this rule.

Your guests should only be using the lounge if you are with them.

If the lounge has not been reserved for a specific function, you may use this room provided you do not disturb or interfere with other tenants. It is your responsibility to clean up after you are finished and ensure that all furniture is returned to its proper place.

Hallways & Walkways



For safety reasons, hallways, stairways, entrances and sidewalks should not be obstructed. If you live in an apartment building, please do not place mats, bikes, strollers, or scooters outside your door in the hallway.

Elevators



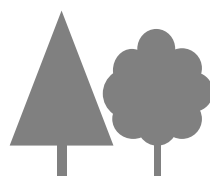
Never use an elevator in a situation where there may be a fire.

Elevators are an essential part of apartment living. Unfortunately they are easy to break, expensive to fix and they can be dangerous if tampered with.

Here are a few ways you can help to keep elevators in working order:

- Do not hold doors open for long periods.
- Do not force the doors open.
- If the elevator stalls between floors press the emergency button and wait for help. Stay calm and do not try to leave the elevator.
- If the elevator is damaged or some defect is noted please report it to the maintenance team immediately.

Outdoor Spaces



Please be mindful of your local municipality's by-laws related to outdoor spaces (e.g. smoking, drinking, fires, noise restrictions).

Be considerate, stay within the designated space, and clean up after you are finished. Doing so helps to maintain safety and allows everyone to enjoy the outdoors in their community.

Your TENANCY



Tenant Rights and Responsibilities

As a tenant, you have the right to:

Security of Tenancy

You may live in your unit until:

- You give proper written notice to the landlord (PSHC); or
- The landlord ends your tenancy for breaking rules of the *Residential Tenancies Act, 2006*.

Notice before Entry

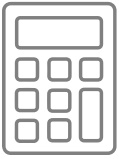
- A landlord (PSHC) must provide 24 hours written notice before entering your unit, unless there is an emergency or the tenant has provided permission.
- A PSHC staff or contractor who enters your unit must have a reason for entering that complies with the *Residential Tenancies Act, 2006* or your lease.

As a tenant, you and anyone living with you are responsible for:

- Paying your rent on time, every month.
- Keeping your unit clean and in good condition.
- Paying to repair damages that you or your visitors or your guests cause. (This does not include repairs for regular wear and tear).
- Being responsible for your actions and the actions of the other members of your household, your visitors/guests and pets.
- Respecting your neighbours by being considerate (e.g. not making too much noise, controlling and cleaning up after your pets, etc.).
- Respecting all spaces in PSHC properties (e.g. rental units, personal property, common spaces, and offices) by keeping these areas clean and free from garbage.
- Following PSHC policies and all applicable legislation (including not subletting your unit).

Your Rent

Rent is due on the first day of the month, every month.



Rent Calculations

RGI tenants in the PSHC pay rent based on the combined gross incomes of all family members. Rent is calculated based on 30% of your household's income to a maximum of the established market rent.

If you are in receipt of social assistance - Ontario Works (OW) or Ontario Disability Support Program (ODSP) - your rent is calculated in accordance with a scale established in the *Housing Services Act, 2011, Ontario Regulation 298/01*. This amount may be changed periodically.

In addition to the combined income, other charges for services such as utilities, garbage, and air conditioning may also be included in the calculation of rent.



Payment Options

When you move in, we ask that your first rent payment be made through certified means (e.g. cash, debit, money order, or certified bank draft). However, moving forward you have a number of options to pay your rent. This is something you should decide before you move in. However, if there are changes to your circumstances and you would like to choose a different payment method at a later date, please contact the PSHC.

We accept the following methods of rent payment:

1. Pre-authorized Payments

Pre-authorized payments allow the rent to be deducted directly from a bank account on the first day of each month. This method ensures the rent is paid on time in the event of bad weather, poor health, hospitalization, etc. To set this up, you need to fill out a form which can be picked up at our office.

2. Direct Payment through Social Assistance

If you are in receipt of OW or ODSP, your caseworker can set up a direct payment for you. This means that your rent is sent directly to the PSHC and is deducted from your monthly benefit cheque.

3. Cash or Debit

If you are paying your rent by cash or with a debit card, you will need to come to our office no later than the first of the month. Please do not send cash in the mail.

4. Cheque, Money Order, or Bank Draft

These methods of payment can be provided in person, dropped off, or mailed in before the first of the month. We do accept post-dated cheques.



Non-Payment of Rent

If you have difficulty paying your rent on time, please call your Public Housing Review Officer (PHRO) before the first of the month. It is our policy to work with tenants who fall behind in their rent payments to help them meet their responsibilities and, when possible, to keep their housing.

If rent isn't received on the first day of the month, we will take the following steps:

1. Issue an **N4 - Notice to Terminate a Tenancy for Non-Payment of Rent**. This form includes a date by which you are expected to pay the rent that you owe.
2. Set up a repayment agreement - if you cannot pay the full amount owing, please contact your PHRO.
3. Issue an **L1 - Application to Terminate Tenancy** if a repayment agreement is not arranged. There is an LTB filing fee that will be charged back to you. This application includes a hearing date with the Landlord and Tenant Board (LTB). At this point, you can still void the eviction process by paying the money that you owe.
4. Attend an LTB Hearing. At this hearing, we will try and mediate an agreement with you so you can keep your tenancy. Eviction is always a last resort.

Your Lease

A lease is a legal document which outlines important information and covers your rights and responsibilities as a tenant. The lease should be read carefully and kept in a convenient location for reference. Staff will review the lease with you before it is signed.

If you do not follow the terms of your lease, you could face eviction.



Reporting Changes in Your Income

The rules of rent-geared-to-income (RGI) assistance are prescribed in the *Housing Services Act, 2011*. If your income, assets or your household composition changes, please notify us within 30 days.

If you do not notify us of these changes, you could be charged for back rent and/or lose your RGI subsidy. Your rent will then be raised to market rent. You could also be convicted of misrepresentation which could bar you from applying for RGI assistance for 2 years.

If you have questions about reporting income, asset, or household composition changes, please contact our office.



Annual Income Review

We will send you an income review package once a year. This is required by the *Housing Services Act, 2011* and helps to determine whether the amount of rent you are paying is appropriate or if it needs to be reduced or increased. The package includes forms that you must fill out to report the income of everyone in your household. You must complete and return these forms within 30 days. If you do not, you could lose your RGI subsidy.



Adding or Removing Someone in Your Household

If someone moves in or moves out of your unit, you must let the PSHC know within 30 days by filling out a Family Composition Form and providing any supporting documentation; the amount of rent you pay is determined by the combined income of

everyone in your household.

Anyone who joins your household must also be eligible for RGI assistance as set out in the *Housing Services Act, 2011*. In order to determine eligibility, they must submit an application and any supporting documents to the Housing Access Centre (HAC).

If eligible, your rent will be recalculated and your household may have to sign a new lease.

Even if they are eligible for RGI assistance, the PSHC reserves the right to refuse an addition to your household if there is a history of damage, arrears, or disturbance to others, or the household size does not meet the by-law property standards of your municipality.

If that person is ineligible but continues to live with you, you could lose your RGI subsidy and be charged market rent.

If someone moves out of your unit, a letter should be submitted in writing to our office stating the date of the change. If necessary, the rent will be re-calculated. For those remaining in the unit, a new lease may need to be signed.



Downsizing (Overhoused) Procedures

The size of a unit for which a household is eligible is determined by local occupancy standards. These standards are laid out in the Service Manager Directives.

If you are living in a unit that is too large for your household based on these occupancy standards, the PSHC will let you know in writing and add you to our Internal Transfer List.



Transferring to Another PSHC Unit

If you would like to transfer to another PSHC unit, you need to complete a *Transfer Request Form* and you must meet the following criteria:

- You have lived in a PSHC unit for at least twenty-four (24) months;
- You continue to be eligible for rent-geared-to-income assistance;

- You have not been given an eviction notice within the previous twelve (12) months;
- You do not owe arrears or any other money to the PSHC (e.g. subsidy overpayment, maintenance chargebacks, LTB filing fees);
- You have no history of damage to the unit, disturbing neighbours or harassing staff; and
- Your current unit is in a reasonable state of repair and cleanliness.

Please be aware that there is a waiting list for internal transfers.

If you would like to transfer to another community housing provider, you need to reapply through the Housing Access Centre (HAC) and be placed on the Centralized Waiting List.

For more information about internal transfers, please contact our office.



Visitors & Guests

Visitors may come to the rental unit as often as you invite them. Frequent visitors may be asked by the PSHC to prove they have a home address outside the unit they are visiting.

You may have guests stay in your home for no more than 60 consecutive days or 90 days in a 12-month period. This applies to anyone who stays in your home.

In extenuating circumstances guests may stay in your home longer pending approval by the PSHC. To request an extended stay for your guest, please provide the following information in writing:

- The full name of your guest
- Your relationship to the guest
- Your guest's home address
- The reason for the request

Important: Please remember that the negative behaviours and actions of your visitors and guests may have significant consequences for your tenancy.

Fraud



Suspected rent or income fraud will be referred to an Eligibility Review Officer (ERO) and could result in police involvement.

Police charges of fraud that lead to a conviction fall under the *Criminal Code of Canada* and may result in a fine, a period of probation, incarceration, and a criminal record. The two most common instances of rent fraud are:

- Failure to report changes in earnings; and
- Failure to report income for all persons residing in an RGI unit.

Eviction



Eviction is always a last resort. Your unit is your home and we want to help you keep it by working together.

However, tenants can be evicted for the following issues/reasons, under the *Residential Tenancies Act, 2006*.

- You do not pay your rent.
- You knowingly misrepresent the income for any person residing in your unit.
- You threaten the safety of other tenants and neighbours.
- You break the law in or on PSHC properties.
- You cause serious damages to your unit or to the building either willfully or through negligence.
- You act in a way that interferes with the reasonable enjoyment other tenants, neighbours, or the landlord.
- You violate any other terms of your lease.

Moving Out



Giving Proper Notice

When you are planning to move out you must give the PSHC notice in writing 60 days before you plan to move. The

notice is effective from the beginning of the following month:

- For example if you give notice on October 13th it means you are responsible for 60 days starting November 1st with a move out date of December 31st.

You are legally responsible for 60 days notice, however if there are extenuating circumstances we will try to accommodate your request.

An exception to this is a move to a nursing home or long-term care facility. In this case, notice would be accepted on the last day of the month (e.g. if you let us know on July 7th, we will accept your notice of July 31st.)



Preparing your Unit for Move-Out

After submitting your notice, we will send you an acknowledgement letter with move out requirements. Please follow these steps to avoid any charge backs after you move out.

Step1 - Undo Alterations

Undo any alterations you made to the unit and make sure it is returned to its original condition (e.g. paint walls back to original colour, remove wallpaper, etc.).

Step 2 - Remove Belongings

Remove all personal belongings including but not limited to:

- Paintings & pictures
- Area rugs
- Furniture
- Curtain rods, curtains, and/or blinds (if not supplied by us at move-in)

Step 3 - Clean

Thoroughly clean the entire unit.

- Clean all appliances inside and out; make sure to pull appliances out and clean behind them. Leave the fridge running and keep the door closed.
- Wash walls (including those in closets); make sure they are free of dirt, grease, markings, stains, etc.

- Wash floors and windows.
- Clean bathroom fixtures, cabinets, and tiles.
- Vacuum out heat registers.
- Clean light fixtures and make sure light bulbs are working.
- Clean out basements (where applicable).

Step 4 - Remove Garbage, Recycling, Debris

Remove garbage and debris from the property; do not leave items, big or small, by the garbage bin or road.

Step 5 - Return Keys

Hand in all your keys at our offices.

Step 6 - Provide Forwarding Address

Provide the PSHC with a forwarding address so we can reach you if necessary.

Important: Please remember that you are responsible for the cost of any repairs needed (beyond normal wear and tear) in your unit on move out. If additional maintenance work is required after you move out (e.g. extra coats of paint and/or block-painting for nicotine stains) you will be responsible for the payment of this extra work.



Arrears at Move-Out

It is important to make sure you do not owe the PSHC any money (i.e. arrears) at the time of move out. This includes items such as unpaid rent, LTB filing fees, or maintenance charges. Arrears should be paid immediately or you can arrange a repayment agreement.

If you have arrears, your name will be added to the province-wide arrears database and you will not be on the Centralized Waiting List for RGI housing until they are paid or you have arranged for a repayment agreement.

Former tenant accounts for unpaid arrears are sent to Small Claims Court and/or a Collections Agency.



Your SAFETY

Fire Safety

Some common causes of fires include:

- Careless smoking;
- Playing with matches or lighters;
- Unattended cooking pots or deep fryers on stoves;
- Improper use of electrical appliances such as space heaters;
- Overuse of extension cord wiring;
- Barbecuing too close to open windows on balconies and backyards; and
- Burning candles and incense.

When a fire starts in your home, your primary responsibility is to get you and your family to safety. Always remember in a fire situation, do not panic.



Fire Safety Plans

Advanced planning is the best way to reduce the risk of fire and assure the safety of all tenants. Please take note of where all exits are and plan an escape route with everyone living with you. If you have any accessibility or mobility issues, please notify your PHRO.

If a fire starts in your apartment unit:

1. Call 911 and leave the unit, closing the door.
2. Sound the building alarm by activating the nearest pull station thereby alerting others.

3. Go to the designated gathering spot and wait for further instructions.

If the alarm is sounded while you are in your apartment unit:

4. Check the unit door for temperature. If cool, open slightly and check for fire or smoke.
5. If all is clear, follow instructions 1-3 above.
6. If heat, fire or smoke is detected, close the door and remain in the unit.
7. Place towels or blankets at the base of the door and wait for firefighters.
8. If a balcony is attached, go out in the open air and wait for the firefighters.

If you live in a family unit, create and review a fire escape plan with all members of your family including possible exits and a meeting place outdoors. If a fire starts, leave your home, call 911, and wait for firefighters to arrive.



Smoke Alarms

Every unit has at least one hardwired and battery operated smoke detector located on the ceiling. This is a requirement of the *Ontario Fire Code*.

Smoke alarms save lives, prevent injuries, and minimize property damage by enabling residents to detect fires early in their homes. The risk of dying from fires in homes without smoke alarms is twice as high as in homes that have working smoke alarms.

Properly installed and maintained smoke alarms

in the home are considered one of the best and least expensive means of providing an early warning of a potentially deadly fire.

As a tenant you are responsible for:

- Testing your smoke alarms once a month to make sure they operate properly.
- Replacing the batteries in your smoke alarms at least once a year.
- Notifying the PSHC if the "power on" indicator goes out (on electrically wired smoke alarms only) and arrange for appropriate repairs.
- Notifying us if the smoke alarm is damaged and make arrangements for its repair or replacement.
- Notifying us of any electrical problems that may affect the operability of electrically wired smoke alarms.
- Contacting your local fire department if you have serious concerns about the operability of your smoke alarm or any other fire safety matters in your building.
- Providing verification if you are hearing impaired so proper strobe-lighting equipment can be installed.

False Alarms (Apartment buildings)

False alarms are a serious nuisance and a safety hazard. The Fire Department responds to every fire alarm that goes off. While responding to a false alarm they may not be able to respond to a real fire situation in time.

If you witness anyone falsely setting off fire alarms in your building, please report what you see to the police and the PSHC.

Important: it is vital that you do not tamper with the smoke alarms in your unit even if you experience "nuisance" alarms while cooking or showering. If you intentionally disable a smoke alarm or falsely set off a fire alarm in your building, you are guilty, under the *Ontario Fire Code*, of a provincial offence and may be subject to a fine. It is also cause for an immediate eviction as it puts the safety of you, your neighbours, and other tenants at risk.



Fire Extinguishers

Fire Extinguishers are an important safety device and should be accessible at all times. Any tenant or guest who removes a fire extinguisher, other than for the reason of a fire emergency, is guilty of a provincial offense under the *Ontario Fire Code*, and may be subject to a fine.

If you live in a family unit, we recommend that you have at least one fire extinguisher in your home.



Outdoor Recreational Fires

Please read and follow your municipality's by-law on open fire burning before starting a recreational backyard fire.

The by-law will tell you:

- When you are allowed to have a fire;
- What type of materials you are allowed to burn;
- How far away a fire must be from buildings or other burnable structures;
- The type of container the fire should be in; and
- The safety measures you must have in place before having a fire.

Building Safety



Lobby Entrances & Fire Exits

For security reasons, **please do not prop open any doors or buzz in anyone who is not your personal guest or visitor.**

If you misplace your building key or swipe card, contact the maintenance team for a replacement.



Door Closures (Apartment Buildings)

Door closures are installed on every apartment door to meet fire regulations.

They act as a barrier to limit the spread of fire and to restrict the movement of smoke. Please do not prop open your unit door or tamper with your door closure for any reason.

You are responsible for making sure the door closure works properly and latches correctly at all times. If there are any problems with your door closure, please contact the maintenance team.



Basements (Family units)

Basements are only suitable for personal recreation and storage areas.

Due to fire regulations, basements cannot be used as bedrooms; the windows are not big enough for someone to exit the unit in case of an emergency.

Keep in mind that many fires start in basements. You are required to keep a one (1) metre area around your hot water heater and the furnace must be kept free of all materials to prevent a fire. Remember that there is a live flame under your hot water heater and your furnace.

Propane tanks and car tires should never be stored in a basement.



Vandalism

The PSHC does not tolerate vandalism of any kind in or on its properties including rental units, common areas, or outside of the building. Anyone

who defaces or destroys property, or interferes with elevators or safety equipment on site is jeopardizing their lease and may be liable for prosecution.

Any incidents of vandalism should be reported immediately to the PSHC and the police.

Complaint Process

We care about your concerns and complaints. Our goal is to provide good service for our tenants. However, we cannot address concerns if you don't tell us. If you do have a complaint about another tenant, neighbours, PSHC staff or contractors, please provide detailed information in writing using our *Complaint Form*.

The PSHC **will**:

- Take all complaints filed at our office seriously;
- Review complaints with impartiality and respect to all parties involved;
- Investigate all genuine complaints in a timely and confidential manner; and
- Make every reasonable effort to help resolve complaints.

The PSHC **will not**:

- Get involved in rumours;
- Get involved in minor disputes;
- Act on a complaint if the complaint is discriminatory; or
- Get involved in issues where the PSHC, as the landlord, has no authority to deal with the complaint.

Contact our office to get a copy of our *Complaint Form* or visit our website.

When to call the police:

- Any type of violence either threatened or real;
- Suspected or known drug trafficking; and
- Suspected or known sexual or physical abuse.

Community SUPPORTS

211 Ontario



Connects people to community, social, health, and governmental services. You can visit their website to search for information or contact them by email or phone.

Contact Information

Phone: 2-1-1

Website: www.211ontario.ca

Huron Perth Community Legal Clinic



Provides free legal services to residents of Huron and Perth Counties living on a low income. The clinic assists with matters related to Ontario Works (OW), ODSP, Canada Pension Plan, employment and work, landlord and tenant relations, and power of attorney. The clinic does not provide advice or representation in family, criminal, or refugee law matters.

Contact Information

305 Romeo Street South

Stratford, Ontario N5A 4T8

Phone: 519-271-4556

Toll Free: 1-866-867-1027

Website: www.huronperthlegalclinic.ca

Landlord and Tenant Board (LTB)



Call for information about the *Residential Tenancies Act, 2006* and the LTB's processes. Customer service officers cannot provide legal advice.

Contact Information

Phone: 1-888-332-3234

Website: www.sjto.gov.on.ca/ltb/

Family Services Perth Huron



Provides one-on-one counseling, support, advocacy and educational services. The PSHC has an agreement with Family Services so that all tenants are able to access services in a confidential manner at no cost.

Contact Information

142 Waterloo Street South

Stratford, Ontario N5A 4B4

Phone: 519-273-1020

Toll Free: 1-800-268-0903

Website: www.familyservicesperth-huron.ca



Community Homelessness Prevention Initiative (CHPI)



Provides financial assistance to eligible households for moving costs, last month's rent deposit, rent arrears, and utility arrears. Funding is administered through the City of Stratford Social Services Department.

Contact Information

82 Erie Street
Stratford, Ontario N5A 2M4
Phone: 519-271-3773 ext. 200
Website: www.stratford.ca

Optimism Place Women's Shelter & Support Services



Emergency shelter, housing support, counselling and support to women and their children who are experiencing domestic violence.

Contact Information

270 Freeland Drive
Stratford, Ontario N4Z 1G8
Phone: 519-271-5310
24/7 Crisis Line: 519-271-5550
Website: www.optimismplace.com

Huron Perth Helpline & Crisis Response



A 24 hour crisis phone service, with crisis assessments, brief crisis therapy and crisis education available to all residents of Huron and Perth Counties.

Contact Information

Phone: 1-888-829-7484

Local Police



For **emergencies**, please call 9-1-1.
For **non-emergencies**, please call your local police department.

Contact Information

Stratford Police Services

17 George Street West
Stratford, Ontario N5A 7V4
Phone: 519-271-4147

OPP - Perth County Detachment

380 Huron Road
Sebringville, Ontario N0K 1X0
Phone: 519-393-6123

Glossary of Terms

Eviction

When a household receives a legal order from the Landlord and Tenant Board (LTB) under the authority of the *Residential Tenancies Act, 2006* (RTA) terminating their tenancy.

Household

All the people who live in your unit and are listed as tenants or occupants on your lease.

Housing Services Act, 2011 (HSA)

The legislation that governs rent-geared-to-income (RGI) housing in Ontario. It replaced the *Social Housing Reform Act, 2000*.

Landlord

In this handbook, the landlord is the Perth & Stratford Housing Corporation (PSHC).

Lease

A contract between the landlord and one or more tenants. It tells you what unit you are renting from the landlord, the original rent for the unit, and sets out the landlord's and the tenant's rights and responsibilities. If you are a tenant, you should have met with staff and signed the lease. You should also have been given a copy of the lease when you started your tenancy.

Market Rent Tenant

A tenant in the PSHC who is no longer eligible for an RGI subsidy and who pays the market rent established for that unit.

Rent-Geared-to-Income (RGI) Assistance

A form of subsidized housing where a tenant household pays rent based on their level of income. The calculation is 30% of a household's income to a maximum of the established market rent for the unit.

Residential Tenancies Act, 2006 (RTA)

The law that sets out the rights and responsibilities of landlords and tenants who rent residential properties.

Tenant

A person (or a group of people) who has signed a lease for a unit and continues to live in the unit. You may have people living in your unit who are part of your household but who are not tenants. For example, children under 16 years old are not tenants as they are not allowed by law to sign the lease.

Tenancy

An ongoing relationship between a landlord and a tenant (or tenants if more than one person has signed the lease). A tenancy is governed by the lease, the *Residential Tenancies Act, 2006* and, if your tenancy is subsidized, the *Housing Services Act, 2011*.

Unit

In this handbook, a unit is the home you are renting from the PSHC (whether that is an apartment, a townhouse, a house, etc.).

Short Forms (Acronyms)

HSA	<i>Housing Services Act, 2011</i>
LTB	Landlord and Tenant Board
ODSP	Ontario Disability Support Program
OW	Ontario Works
PSHC	Perth & Stratford Housing Corporation
PHRO	Public Housing Review Officer
RGI	Rent-Geared-to-Income
RTA	<i>Residential Tenancies Act, 2006</i>

[illegible]

Notes

Move-In Record Form

This form **MUST** be completed and returned to the Perth & Stratford Housing Corporation (PSHC) office **within seven (7) days of moving in**. If you note any damages and/or repairs, you will not be charged for these. Repairs required while you are a tenant may be charged to you, if caused by neglect or carelessness on your part. This applies to your move-out as well.

Tenant Name: _____ Move-In Date: _____
Address: _____ Phone Number: _____

GENERAL	OK	To Be Repaired	LOCATION(S)
Windows			
Screens			
Doors			
Door Closure (apartment)			
Walls/Ceilings			
Flooring			
Light Shades (inside)			
Smoke Alarms			
Railing on Stairs (family unit)			
Exhaust Fans			

BATHROOM	OK	To Be Repaired	KITCHEN	OK	To Be Repaired
Vanity/Countertop			Cupboards		
Plug for Sink/Bathtub			Countertops		
Toilet Seat			Plug for Kitchen Sink		
Towel Bar			Stove (if supplied)		
Toilet Paper Holder			Fridge (if supplied)		

1. I acknowledge that other than the items checked off above the unit is in good condition.
2. I accept any **wallpaper/border** currently in this unit and I understand it will be my responsibility to remove it upon move-out. Otherwise, I will contact the PSHC within 7 days of moving in to have it removed from my unit.
3. I accept any **wall paint colour other than the standard PSHC colour** currently in this unit and I understand it will be my responsibility to change it back to the standard PSHC colour upon move-out. Otherwise, I will contact the PSHC within 7 days of moving in to have this changed to the original colour.
4. I accept any **carpeting** currently in this unit and I understand it will be my responsibility to remove it upon move-out. Otherwise, I will contact the PSHC within 7 days of moving in to have it removed from my unit.
5. I understand that I will not be charged for the removal of the wallpaper/border, wall paint, or carpeting left by the previous tenant so long as I contact the PSHC within 7 days of moving in.

Signed: _____ Date: _____



Please remove and complete the **Move-In Record Form** on the previous page if you notice any damage or repairs to your unit when you move in.

You can submit the form in the following ways:

In-person: City Hall Annex Building
82 Erie Street, Stratford
First Floor Reception

By mail: City Hall Annex Building
82 Erie Street, Stratford, Ontario
N5A 2M4

By email: To your PHRO (their email address
should be written on page 3)

By fax: 519-273-7191

Regardless of how you choose to provide us with your form, please include the name of your Public Housing Review Officer (PHRO) in your submission.



Perth & Stratford Housing Corporation

82 Erie Street • Stratford, Ontario • N5A 2M4
Phone: 519-271-3773 • Toll Free: 1-800-669-2948
Fax: 519-273-7191 • Website: www.stratford.ca

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MONTHLY REPORT

To:	Mayor Stratthdee and Members of Council
From:	Building and Development
Date of Meeting:	22 September 2020
Subject:	DEV 62-2020 September Monthly Report (Building and Development)

RECOMMENDATION

THAT DEV 62-2020 September Monthly Report (Building and Development) be received for information.

DEPARTMENTAL HIGHLIGHTS

Building Department

- A total of 19 permits were issued in August 2020 compared to 12 the previous year.
- There were 7 new dwelling units issued this month compared to 3 the previous year.
- The total construction values were \$3,955,499.00 compared to \$1,364,600.00 the previous year.
- The total permit fees were \$15,787.33 to \$6,384.00 the previous year.
- A total of 38 appointments were provided in this period.
- There were three Heritage Permits issued this period.
- We had one accessory unit issued this period.

Planning

- At the September 2nd online/virtual Committee of Adjustment approved a Minor Variance Application for 485 Queen Street West to reduce setback requirements to allow for the installation of HVAC units
- September 8th Public Meeting held for:
 - Official Plan and Zoning By-law Amendments for 465 and 481 Water Street South (McDonald House) to permit highway commercial uses
- September 15th Public meeting held for:
 - Official Plan and Zoning By-law Amendment Applications for 323 Queen Street West to replace current highway commercial permissions with medium density residential
 - Draft Plan of Subdivision and Zoning By-law Amendment Applications for 187 Wellington Street North to permit 8 semi-detached units, 36 townhouse units and 8 fourplex units
- Approval for Official Plan and Zoning By-law Amendments for 665 James Street North approved on September 8, 2020
 - Notice of Decision to be issued and appeal period to begin

- Various site plan applications in process and are being reviewed by the Town's Development Team, most applications are nearing completion and will be presented to Council in October/November
 - 752 Queen Street East, 485 Queen Street West, 481 and 465 Queen Street West
- In response to concerns raised by Council on recent applications staff are discussing a comprehensive parking review as it relates to planning matters and what the next step should be.
 - Staff have developed a scope of work to complete a review of Council's current concern as well as legacy concerns that have materialized from other developments.
 - A report will be presented to Council to outline the proposed scope of work, the likely budget, and to ask Council if they wish to proceed with the project.

Facilities – Operational

- COVID 19 – cleaning and sanitizing MOC, Via, Library & Town Hall daily, fogging weekly
- Quarry – closed for the season, winterizing facility
- Re-integration of Facilities documents written as facilities and programs are preparing to open
- Swan Dust Control –mat service at Town facilities has been reinstated
- Parks Washrooms – Cadzow, lawn bowling and Town Hall washrooms opened for season. Kinsmen Pavilion Washroom has been closed for the winter.
- Old Quarry – staff cleaned out garbage from the water area
- Budget completed and submitted with 3 options regarding COVID 19

Facilities – Capital

- 20 Year Capital Plan – working on document
- Cadzow walkways – started installation, work to be completed in September
- Town Hall Stairs – work to commence on September 14
- Lind Retaining Wall – work has been delayed until 2021 due to project being over budget
- Cemetery Washroom Project – drawings of layout have been acquired, Town Staff to review
- Museum walkway – waiting on contractor, installation to occur in September
- Lind Sportsplex retaining wall & balcony paving – work to commence on September 14
- Fire Hall Renovation Project – roof deck installation has begun
- MOC Shop Carbon Monoxide Detector Replacement – installation date to be scheduled
- Energy Efficient Projects – MOC & Library Light Upgrade RFQ written
- Lind Sportsplex Foyer Ceramic Tile Replacement – installation to occur in September

PRC Operations


- Reopening preparation ongoing as multiple programs are looking to recommence in all locations of the facility within the next 2 months
- All remaining part time PRC operations staff are being called back in preparation for reopening and will continue to clean and sanitize the facility to support programming
- COVID 19 – cleaning and sanitizing of the facility continues in order to support programs and Community Services staff utilizing various areas of the building

SPENDING AND VARIANCE ANALYSIS

None at this time.


REVIEWED BY

Recommended by the Department



Grant Brouwer
Director of Building and Development

Recommended by the CAO



Brent Kittmer
CAO

As of August 31, 2020													
Permit value (PV), Permit (PN), Dwelling unit (DU)	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
2020	PV \$950,000 PN (DU) 7	\$624,000 7	\$10,678,320 17	2,829,500.00 13	\$287,000 11	\$3,733,000 26	\$1,391,200 14	\$3,955,499 19					\$24,448,519 114
2019	PV \$110,000 PN (DU) 7	\$442,100 7	\$1,259,500 9	2,313,500.00 14	\$2,374,500 13	\$2,178,800 17	\$954,000 11	\$1,364,600 12	\$1,151,050 15	\$2,367,950 15	\$1,485,000 12	\$750,000 4	\$16,751,000 136
2018	PV \$700,000 PN (DU) 7	\$233,500 4	\$1,332,500 15	4,721,000.00 15	\$4,461,001 23	\$1,887,100 23	\$1,984,300 22	\$644,100 13	\$2,737,450 21	\$2,220,500 14	\$1,561,200 11	\$393,000 4	\$22,875,651 172
2017	PV \$2,370,100 PN (DU) 11	\$128,350 7	\$95,380 4	\$1,204,050 18	\$1,898,500 29	\$2,925,138 22	\$4,725,400 21	\$1,900,600 21	\$1,365,800 16	\$775,000 8	\$1,377,401 7	\$60,000 4	\$18,825,719 168
2016	PV \$161,000 PN (DU) 4	\$336,000 3	\$867,600 8	\$760,201 13	\$1,809,000 12	\$1,511,000 11	\$1,227,000 13	\$644,501 15	\$764,400 15	\$1,453,300 15	\$2,215,000 7	\$2,515,000 4	\$14,244,002 120
2015	PV \$10,500 PN (DU) 2	\$105,502 8	\$1,741,100 8	\$784,660 11	\$1,581,261 21	\$1,263,000 18	\$1,518,000 8	\$807,168 10	\$997,301 10	\$592,900 13	\$597,000 6	\$597,100 2	\$10,595,492 120
2014	PV \$475,000 PN (DU) 5	\$44,500 6	\$895,000 4	\$1,792,000 9	\$1,544,500 13	\$2,053,650 13	\$1,049,500 12	\$1,004,900 14	\$1,226,750 13	\$1,199,001 11	\$534,200 5	\$1,449,000 10	\$13,268,001 115
2013	PV \$18,000 PN (DU) 2	\$48,500 2	\$936,500 5	\$1,072,500 10	\$749,220 11	\$2,223,500 13	\$964,200 10	\$663,500 9	\$804,200 8	\$1,158,000 11	\$426,500 4	\$1,697,500 8	\$10,762,120 93
2012	PV \$518,300 PN (DU) 8	\$25,000 1	\$610,000 5	\$522,802 13	\$784,150 9	\$3,288,988 15	\$1,523,500 11	\$2,586,000 19	\$659,500 7	\$736,000 6	\$700,300 9	\$477,900 4	\$12,432,440 107
2011	PV \$127,400 PN (DU) 5	\$0 0	\$1,020,300 9	\$1,800,000 14	\$1,171,150 13	\$2,662,200 19	\$2,517,490 18	\$446,500 6	\$62,500 3	\$1,359,000 11	\$805,600 9	\$25,801 4	\$11,997,941 111
2010	PV \$65,000 PN (DU) 3	\$75,000 5	\$1,582,000 7	\$603,800 11	\$323,700 7	\$302,300 16	\$1,570,000 12	\$4,069,000 12	\$1,014,300 10	\$2,226,260 14	\$1,085,200 11	\$553,500 3	\$13,470,060 111
2009	PV \$232,500 PN (DU) 7	\$113,450 6	\$25,100 3	\$339,500 7	\$6,197,200 12	\$792,900 17	\$611,900 21	\$7,790,250 14	\$705,160 16	\$932,539 14	\$409,000 7	\$399,600 9	\$18,549,099 124
Monthly average	PV \$478,150 PN (DU) 5.7	\$181,325 4.7	\$1,753,608 7.8	\$1,561,959 12.3	\$1,931,765 14.5	\$2,068,465 17.5	\$1,669,708 14.4	\$2,156,385 13.7	\$1,044,401 12.2	\$1,363,677 12.0	\$1,017,855 8.0	\$810,764 5.4	\$15,685,004 124.3
													42.2

MONTHLY REPORT

To: Mayor Stratthdee and Members of Council

From: Community Services

Date of Meeting: 22 September 2020

Subject: DCS 23-2020 September Monthly Report (Community Services)

RECOMMENDATION

THAT DCS 23-2020 September Monthly Report (Community Services) be received for information.

DEPARTMENTAL HIGHLIGHTS

Community Wellness:

- Staff is working on the Community Dining delivery to home program. Funding from the United Way was received to offer a subsidized hot meal for seniors in the community. This program would be an adaptation to the Community Dining program utilizing local business as providers.

Aquatics:

- 8028 swimmers through the Quarry this summer (July 6-August 23)
- Overall, there was 80% attendance at the Quarry this summer
- Paddleboard rentals were a popular addition
- Communicating with the Middlesex Swim Club and the Synchro Club for their pool needs
- Assessing the schedule to ensure there is a fair and appropriate representation of day/nights and weekend during phase one, once confirmed the schedule will be posted by the first week in October ready for registration mid-October for the November start.
- Recalling lifeguards for the indoor pool, setting up National Lifeguard recertifications, Water Safety Instructors and Standard First Aid.

Ice:

- Working with the minor ice users to determine their ice needs.
- Updating ice contracts, these will be signed each time there is a change in the ice situation.

Child Care:

- Things are very busy at the childcare centre. We have invited more pre-COVID families back into the centre and have re-opened the infant program
- Staff are working extremely hard to get our before and after school programs up and running this fall.
- Staff, parents and children are adjusting to all the policies and procedures and the team is working with IT department to start a communication tool for parents and educators to share information electronically.

- The staff have done an excellent job and are working hard to provide the same level of quality care our families were accustomed to pre-COVID.
- Since opening the centre our new normal has changed the way staff operate. If a child/staff or family member living in same household exhibits any symptoms of COVID-19 they are not permitted into the centre. If a child or staff exhibit a symptom during the day they are removed from their classroom and sent home.
- In both situations we are required to contact the Huron Perth Public Health, CMSM Jeff Wilson, all parents in the child/staff cohort as well as file a serious occurrence with the Ministry. We are also required to do a deep clean of the space they were in. This is a regular occurrence and something we anticipate will grow into the fall/winter seasons.

Friendship Centre:

- Staff are working with different programming groups to identify programming needs.
- Staff continue to support the PRC facility with customer services and refunds related to the Quarry closure.
- The Friendship Centre has offered many outside programs throughout August and September all of which have been well attended. Programs include; Ballroom Dancing, Zumba, Carpet Bowling and Bocce Ball.
- The Friendship Centre will not be hosting a Fall Craft Show due to constraints put in place because of COVID 19.
- Staff is working through office relocations. St. Marys Mobility Service will move outside of the communal workspace located in the Main Hall of the Friendship Centre and into a private office space within the PRC facility. Cubicles will be changed to promote further distancing and better traffic flow within the space.

Home Support Services:

- The Hot Meals on Wheels on Wheels program is seeing an increase in referrals.
- Home Support Services received funding from the Ontario Community Support Association to support increase needs for meal delivery. Funding was utilized to support the Rotary Club meals for the month of August.
- Home Support Services annual year-end report have been completed and submitted to the Ministry.
- Staff completed a preparedness assessment survey for the LHIN to outline what programs have changed or stopped during COVID 19 as well as any future resources required to continue through a second wave.
- Home Support Services has hosted two in person group fitness classes outside. Both classes were live streamed for those wanting to participate from home.

Museum and Archives:

- Archives reopened on August 17 for research appointments. Reopening has gone smoothly.
- Weekly telephone and video programs in partnership with the Friendship Centre will continue to the end of 2020, supported by Stratford-Perth Community Foundation grant.
- Staff working on accessioning 2019 artifact donations.
- Working with Communications staff to better promote the Museum lobby as tourism information centre.

Traffic Statistics for "Picture St. Marys" on Our Ontario website
(Location of 2,500 digitized photographs from Museum's collection)

Month/Year	# Visitors to Site	New Users	# Visits to Site
August 2020	1445	1371	1620
August 2019	724	681	894

Heritage and Culture:

- Filming application received for one day of filming on the VIA station platform in October.
- Two sign permits for new businesses and two heritage permits for commercial and residential properties approved at the August Heritage Advisory Committee meeting.

Recreation:

- Staff are working towards offering a before and after school program to assist the Child Care Centre.
- Currently in discussion with a yoga instructor to offer outside classes.
- Staff are starting to receive Return to Play documents from sports groups. As these are received staff will be assisting the groups to work through their return to play plan.
- Outside Pickleball lines are going to be painted at the courts after a report is presented to the Accessibility Committee.
- Staff are beginning to check in on all external recreation groups to see how COVID affected them and if there is a way we can start planning now for their next season.
- If ice does not go in on the Blue rink, staff are looking to paint lines for Pickleball, Badminton and Shuffleboard. The Lind Sportsplex is also being evaluated.

Youth Services:

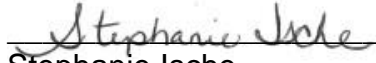
- Working on plans for reopening the Youth Centre.
- The Red Cross Babysitting course and Stay safe course will be offered online to Youth Centre members.
- We will be applying for new Jumpstart funding in order to obtain new equipment in the centre

Virtual Facebook analytics:

Date	Program Name	Total View Count	Post Engagemen	No. People Reached	Average watch time
10-Aug	Group Fitness (Live)	315	75	910	1:10/59:34
10-Aug	Child Programming Video (Live)	306	10	621	0:20/17:03
11-Aug	Child Programming Video	265	2	588	0:07/3:49
12-Aug	Group Fitness (Live)	380	60	1,000	1:27/57:15
13-Aug	Child Programming Video	235	3	663	0:09/7:32
14-Aug	Muesum Tour (video)	464	31	1,100	0:13/4:44
14-Aug	Group Fitness (Live)	397	102	956	1:29/55:12
	TOTAL OF EVERYTHING	2,362	283	5,838	
Date	Program Name	Total View Count	Post Engagemen	No. People Reached	Average watch time
17-Aug	Group Fitness Live	547	105	1,300	1:32/59:26
17-Aug	Child Programming Video	686	18	1,143	0:20/10:20
18-Aug	Child Programming Video	271	5	797	0:09/2:21
19-Aug	Group Fitness Live	306	65	918	1:36/59:32
19-Aug	Bingo	429	33	875	0:46/50:49
20-Aug	Child Programming Video	296	6	845	0:12/9:17
21-Aug	Museum Tour	1,600	107	3,200	0:16/5:30
21-Aug	Group Live	330	75	895	1:11/56:42
	TOTAL OF EVERYTHING	4,465	414	9,973	
Date	Program Name	Total View Count	Post Engagemen	No. People Reached	Average watch time
24-Aug	Group Fitness (outdoor Live)	603	37	1,000	0:49/55:03
24-Aug	Child Programming Video (Live)	422	7	909	0:09/11:49
25-Aug	Child Programming Video (video)	203	5	697	0:10/2:34
26-Aug	Group Fitness (Live)	307	38	811	1:12/51:37
27-Aug	Child Programming Video (video)	243	7	691	0:08/5:38
28-Aug	Group Fitness (Live)	371	77	1,000	1:28/1:00:06
28-Aug	Muesum Tour	3,200	215	6,300	0:19/5:53
	TOTAL OF EVERYTHING	5,349	386	11,408	
Date	Program Name	Total View Count	Post Engagement	No. People Reached	Average watch time
31-Aug	Group Fitness Live	342	126	995	2:01/59:09
31-Aug	Child Programming Video (Live)	420	13	847	0:08/14:15
1-Sep	Child Programming Video	198	5	655	0:06/2:22
2-Sep	Group Fitness Outside	415	56	1,000	1:39/50:01
3-Sep	Child Programming Video	164	1	570	0:08/2:59
4-Sep	Group Fitness (Live)	314	75	814	1:50/01:01:30
4-Sep	Museum Tour	910	52	2,100	0:16/6:08
	TOTAL OF EVERYTHING	2,763	328	6,981	

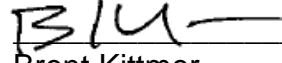
REVIEWED BY

Recommended by the Department



Stephanie Ische
Director of Community Services

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

MONTHLY REPORT

To: Mayor Stratthdee and Members of Council

From: Finance

Date of Meeting: 22 September 2020

Subject: FIN 30-2020 September Monthly Report (Finance)

RECOMMENDATION

THAT FIN 30-2020 September Monthly Report (Finance) be received for information.

DEPARTMENTAL HIGHLIGHTS

Finance projects delayed:

- 2019 Year End Audited Financial Statements – targeting to be completed in September
- Asset Management Financial Plan
- Procurement Policy update

Finance Activities:

COVID-19

- MOC opened to the public on August 5th – reopening is operating well averaging approximately 10 in person visits per day.
- Switchboard being monitored by Finance team (call volume has picked up recently)
- Commissions and Marriage License applications being conducted
- Assisting with financial payment components for online forms and payment software upgrades (Recreation and eSolutions)
- All *Provincial Offences Act* (traffic tickets) have been delayed and courts are closed – scheduled to re-open on September 11th.

Budget:

- 2021 Budget direction provided to staff
- 2021 Operating and Capital budgets due August 31st
- Department/Finance/CAO Budget meetings being conducted 3rd week of September

Finance:

- Payment vouchers (140 Cheques & EFTs)
- Continued with COVID-19 related refunds for PRC
- Finance staff assisting with implementation of new software at PRC and daycare

Property Tax:

- Third supplementary billing run produced, municipal total \$1,915.00. Two further potential runs to come from MPAC, who will be coming to the MOC to review property files on September 10, 2020.
- Participated in MPAC Planning Webinar, and MFOA property tax re-orientation; “a look forward throughout the pandemic”.
- Sign-ups for emailing of tax bills steady (37 to date). This has also become a convenient way to send property owners statement updates for one-off purposes.
- Three out of four properties that cancelled pre-authorized tax payments due to Covid-19 have reinstated themselves.
- Property sales remained brisk during the month of August
- August final billing due date was August 31, 2020. As of August 31, 2020, there were 102 properties in arrears; with total outstanding taxes of \$858,310. As of August 31, 2019, there were 98 properties in arrears; with total outstanding taxes of \$878,575. Our collections to date in 2020 do not appear to be impacted by COVID-19.

2020 Property Tax Adjustments		
Month 2020	Supplementary Taxes *	Write-Offs *
January 2020		-36,336
February		-261
March		-5,840
April		0
May		0
June		0
July	36,511	-44,653
August	1,915	
September		
October		
November		
December		
TOTAL	38,426	-87,090
2020 Annual Budget	205,000	-120,000

* Supplementary taxes: municipal portion only. Severances and Apportionments may impact this value.

* Write-Offs may include Minutes of Settlement (ARB), Requests for Reconsideration, Section 357 applications, Charity Rebates, Severances and Apportionments. Education amounts not included.

Economic Development / Tourism

- The 8 hand sanitizer units arrived for downtown. Staff have worked with local businesses to help by setting them out on the sidewalk and bring them in at the end of the day.
- Each business was provided extra sanitizer and a funnel to refill when necessary.
- The sidewalk stickers encouraging safety measures have been installed.
- The entry way sticker for businesses has been installed at some locations with others now interested and more have been ordered.
- The Strong as Stone banners are printed and being installed in early September.

- Met with the St. Marys Independent Newspaper to review the Visitors Guide and determine a plan for the 2021 issue. The printing deadline is end of November and the plan is to distribute the guides broadly in early December to highlight St. Marys prior to the holiday season.
- Collaborated with Perth County, City of Stratford and the United Way on the distribution of a survey developed by the University of Guelph to help inform research on the impact of COVID-19 on rural communities. The data will be shared with each community.

VIA Services

- Trains are running through St. Marys in the early morning and evening between 8-9 PM. The afternoon train is currently not in operation due to COVID-19 cutbacks with VIA and low ridership.
- For the month of August St. Marys had 56 boarding and 55 arriving.

SPENDING AND VARIANCE ANALYSIS

None.

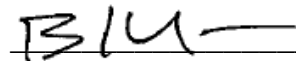
REVIEWED BY

Recommended by the Department



André Morin
Director of Finance/Treasurer

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer



MONTHLY REPORT

To:	Mayor Strathdee and Members of Council
From:	Emergency Services / Fire Department
Date of Meeting:	22 September 2020
Subject:	FD 09-2020 September Monthly Report (Emergency Services)

RECOMMENDATION

THAT FD 09-2020 September Monthly Report (Emergency Services) be received for information.

DEPARTMENTAL HIGHLIGHTS

During the month of September (12 August – 11 September 2020) the Fire Department responded to 08 emergency responses most notably:

- Automatic Alarms – 2 (St. Marys)
- Fire – 3 – 2 (St. Marys), 1 (Perth South)
- CO Alarms – 1 (St. Marys)
- Water Rescue – 1 (St. Marys)
- Mutual Aid - 1 (Uniondale)

Average attendance by firefighters 19

Fire Chief attended 0 calls alone.

St. Marys fire department has responded to 85 calls for service (01 January – 11 September 2020) compared to 98 (01 January – 11 September 2019).

Fire Prevention

Chief Fire Prevention Officer (CFPO), Brian Leverton, has completed the following:

- Complaint 2
- Follow up and ongoing 10
- Safety concerns 3
- Requests 5
- Routine 9
- Site visits 3

CFPO is planning for Fire Prevention Week October 4-10, 2020. This year's Fire Prevention Week (FPW) theme, "Serve Up Fire Safety in the Kitchen!" is aimed at educating everyone about the simple but important actions they can take to keep themselves and those around them, safe in the kitchen.

We are also planning to conduct our Annual Door to Door Campaign on October 7th, 2020, where firefighters will be visiting 1000 homes in St. Marys. To ensure physical distancing firefighters will be hanging reusable shopping bags on resident's door handles. The shopping bags were produced by MARC advertising and are free to the Town and fire department. Local businesses donated money to help produce the shopping bags and for their effort they had a space on the bags to advertise their business.

The St. Marys Fire Department was selected by Enbridge Gas Inc. to receive funding for Project Zero which is a public education campaign. This important safety initiative provides selected Ontario fire departments with free combination smoke and carbon monoxide alarms for distribution in their communities.

Project Zero was established in 2009 in an effort to help reduce residential fire and carbon monoxide deaths to zero. With a focus on reaching high-risk residents with this campaign, fire departments are encouraged to distribute these life-saving devices to those most in need. This may include the elderly and those with disabilities or financial challenges.

St. Marys Fire department will be receiving 140 combination smoke/CO alarms valued in excess of \$8,000.

Operations

Firefighters are hosting a couple of fundraising events:

- Scrap metal Pick up 3 October 2020
- Pork Chop Charity Dinner 17 October 2020

Training

Firefighters have completed the following training:

- Shore based water rescue
- Traffic control procedure
- Maintenance
- Auto extrication
- Water Search & Rescue team presentation and demonstration

William Bolton and his team of Advanced Technical Search and Rescue from Waterloo delivered a theory lesson and practical demonstration of their equipment to firefighters on Wednesday 9th of September 2020 at 7 pm.

Lt Robinson and FF Jeffrey completed a Swift Water Rescue Operations course and they are going back to complete their Technical and Instructors course.

SPENDING AND VARIANCE ANALYSIS

Swift Water Rescue Course - Access Rescue \$1,884.84

Highrise hose, strap and valve – AJ Stone \$1,107.83

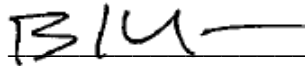
REVIEWED BY

Recommended by the Department



Richard Anderson
Director of Emergency Services/Fire Chief

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

MONTHLY REPORT

To:	Mayor Stratthdee and Members of Council
From:	Human Resources
Date of Meeting:	22 September 2020
Subject:	HR 09-2020 September Monthly Report (Human Resources)

RECOMMENDATION

THAT HR 09-2020 September Monthly Report (Human Resources) be received for information.

DEPARTMENTAL HIGHLIGHTS

Recruitment

- Currently recruiting for a Human Resources Generalist, Seasonal (school year) Early Childhood Educator, Legislative Services Assistant, Public Works and Planning Assistant, Deputy Treasurer, Casual Library Clerk, Library Page, Crossing Guard and Custodian.
- Reviewing and re-aligning workload and responsibilities within the Human Resources Department due to the ongoing Human Resource Generalist vacancy.
- Planning recognition 'events' for upcoming staff retirements.

HR Systems

- Re-called additional PRC staff back to the workplace. Twenty-nine staff still remain off on leave as a result of the pandemic.
- Working with WSIB on a long-term Return to Work plan focusing on a gradual re-entry into the workplace.
- Creating and updating various background documentation (job descriptions, job re-evaluations, letter of understanding, benefit enrollments etc.) related to recent internal staffing changes.
- Attended the online version of the Ontario Municipal Human Resources Association fall conference. Sessions were very timely with topics including diversity and inclusion, working from home ergonomics and pandemic related changes to employment law.
- Reviewing and updating relevant policies as necessary e.g. Infection Control and Workplace Accommodations.
- Providing input into the St. Marys Youth Initiative Experience Municipal Careers Program.

Staff Engagement

- Working with STEAM to re-group and start brainstorming pandemic appropriate alternatives for the Town's United Way workplace campaign and the annual Christmas party.

Health and Safety

- Rolled out a guidance document for staff related to possible COVID-19 attendance and income replacement questions.
- Health & Safety Incident reporting for month of August.
- Continue to issue Extreme Weather Alerts (4x/daily), when the humidex hits 25+

Payroll and Benefits


- Provided assistance to various departments on the 2021 Payroll Budget sheet
- Calculated and filed the Wage Enhancement Funding Grant paperwork with City of Stratford (Payment #1 of 2020)
- Conducted training and benefit enrollments for new full-time employees (IT & Museum)
- Compiled and sent vacation status reports to the management team providing them the information on outstanding balances to assist them in managing their department's vacation entitlements.

SPENDING AND VARIANCE ANALYSIS

None to report.

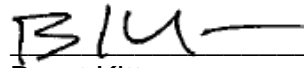
REVIEWED BY

Recommended by the Department



Lisa Lawrence
Director of Human Resources

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

MONTHLY REPORT

To: Mayor Strathdee and Members of Council

From: Public Works

Date of Meeting: 22 September 2020

Subject: PW 61-2020 September Monthly Report (Public Works)

RECOMMENDATION

THAT PW 61-2020 September Monthly Report (Public Works) be received for information.

DEPARTMENTAL HIGHLIGHTS

General Administration

- Green Committee
 - Green Committee meeting scheduled for September 23, 2020
 - Committee will be discussing the establishment of wildflower areas as a naturalization strategy, and gypsy moths
- Perth County Winter Optimization Study – Ongoing
- Traffic and Parking Law
 - Staff have been reviewing various by-law requests, and changes to the *Highway Traffic Act* that have been received since the last amendment
 - The traffic and parking survey has been delayed to optimize the number of respondents
 - A report will be presented to Council in October discussing the survey results and Vision Zero
- Active Transportation Master Plan
 - Staff are completing an inventory of existing amenities and surfaces along the trail network and determining costs to deliver the amenities (operating and capital)

Environmental Services (Water & Wastewater)

- Well No. 2A Actuator Control replacement
- Two (2) curb box replacements / repairs
- Water System Financial Assessment update (2021)
- Wastewater System Financial Assessment update (2021)
- Stormwater Monitoring Program completed for 2020
- Tender administered for Waste Activated Sludge Splitter Box Replacement
- Clean Water and Wastewater Fund grant program completed and closed off.

Solid Waste Collection, Management & Landfill

- Cover Removal from Cell 5 and 6 for ongoing waste placement
- New bulldozer received at landfill
 - Staff underwent training and is being incorporated into daily site operations

- Landfill compactor repairs due to failed temperature sensor
 - Repairs completed, back in service.
- Preparations for Waste Reduction Week in October and MHSW Depot Event Day (Oct. 31/20)
- Wood and Brush Grinding tender administered – works to be completed in October 2020

Public Works Operations (Roads & Sidewalks)

- Minimum Maintenance Standards (MMS) Annual Sidewalk Inspection completed internally by staff
 - Approximately 200 locations identified for restoration works
 - All areas are marked with orange hazard marking paint
 - Locations are compared to future capital plans and grouped by area to optimize contractor mobilization time for future capital repairs
- MMS Annual Street Light Inspections - Completed
 - Multiple issues identified – work orders created for contractor pending completion
- Surface Treatment – Completed
 - Road preparation patching completed via Town staff
 - Some float (loose stones) material removed
 - Further float materials to be removed mid to late fall

Parks, Trails, Tree Management & Cemetery

- Forestry Maintenance
 - Davey Tree and Town Staff will complete forestry maintenance on an as need basis
 - The number of tree maintenance requests is increasing
 - There have been inquiries from the public related to tree maintenance and insects – Town Staff are working with the Green Committee on these topics
- Sparling Bush
 - Trail improvements completed
 - Stone dust paths connecting cemetery laneway to Sparling Bush
- Winter Lights Program
 - Implementation plan in development
 - No new displays for 2020
- Cemetery (August 1 to 31)
 - 7 cremation burials
 - 3 traditional burials (1 with vault)
 - 1 Interment Right sold for Columbarium
 - 1 name change transfer for Section E

Capital Projects and Engineering

- Church St. Bridge – Completed
 - Deck concrete repairs & parapet walls reconstructed with native stone
- Dam Repairs – Ongoing
 - Weather & water level slowing progress
- Asphalt Mill and Pave – Queen St. West
 - Working with Vet Purchasing on Fire flow requirements for their planned expansion. Staff are concerned that watermain alterations on Queen St. might be required to facilitate Vet Purchasing's proposed expansion. This work would occur within the area on Queen Street West that was budgeted to be milled and paved in 2020.
 - As a result, staff are delaying the mill and pave start until Spring of 2021
 - Contractor will hold unit pricing

- Water St. Culvert repairs – Pending
 - Project start eta mid-fall

Information Technology

- PRC
 - Added additional phone extensions into PRC telephone queue to improve response time
 - Provided remote internet access hub for outdoor programming broadcasts
- MOC Backend Server Works
 - Moving Building and Planning files to cloud storage for easier remote access
 - Upgraded Kaseya remote connectivity and antivirus server
 - Upgraded number of concurrent phone calls lines on PBX system
 - Ongoing recommended works from security audit
- Library
 - Assisted with new Press Reader database for patrons
 - Moved upstairs computer to facilitate safer social distancing
- Other
 - Created staff accounts for new Child Care staff and classroom specific distribution lists for parental communication
 - Created new online file storage for Adult Learning staff
- Finance
 - Configured secure remote access terminals auditors

SPENDING AND VARIANCE ANALYSIS

No variances noted

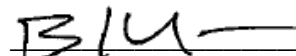
REVIEWED BY

Recommended by the Department



Jed Kelly
Director of Public Works

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

PROCUREMENT AWARD

To:	Mayor Stratthdee and Members of Council
Prepared by:	Dave Blake, Environmental Services Supervisor
Date of Meeting:	22 September 2020
Subject:	PW 60-2020 Wood and Brush Grinding

PROJECT DETAILS

This project consists of grinding the wood and brush material from the landfill site and Municipal Operations Centre (MOC) that has accumulated over the prior year. As part of the Town's waste management diversion programs, residents, contractors and businesses are able to dispose of wood waste and brush material at the landfill site, as well as brush material at the MOC. The Town uses this material as an alternative daily cover application for landfill site operations throughout the winter months to prevent freezing of material while continuing to meet our Environmental Compliance Approval requirements. This project will result in all accumulated wood and brush materials being ground in preparation for winter operations.

RECOMMENDATION

THAT Report PW 60-2020, Wood and Brush Grinding report be received; and,

THAT the procurement for Wood and Brush Grinding be awarded to Sittler Grinding Inc. for the procured price of \$24,422.69, inclusive of all taxes and contingencies; and,

THAT Council approves the budget variance of \$4,004.40 to the 2020 leaf and yard waste collection operating budget and approves a transfer from the Waste Management reserve to fund the variance; and

THAT Council consider By-Law 82-2020 and authorize the Mayor and the Clerk to sign the associated agreement.

PROCUREMENT SUMMARY

A procurement document was administered for the above noted project. The following is a summary of the procurement results, as well as a recommendation for a successful proponent:

Procurement Information	Details and Results
Procurement Title:	RFQ-PW-08-2020
Tender Closing Date:	Tuesday, September 8, 2020
Number of Bids Received:	Three (3)
Successful Proponent:	Sittler Grinding Inc.
Approved Project Budget:	\$25,000.00 (O&M Estimate)
Cost Result – Successful Bid (Inclusive of HST):	\$24,422.69
Cost Result – Successful Bid (Inc. Net of HST rebate):	\$21,993.38

The procurement document submitted by Sittler Grinding Inc. was found to be complete, contractually acceptable, and ultimately provided the best value for the municipality. As such, staff recommends award of the project to Sittler Grinding Inc.

FINANCIAL IMPLICATIONS

The funding sources for the above noted project are as follows:

Name and Number of Account (budgeted)	Landfill Contracted Services 01-4600-6990 \$16,297.99
Name and Number of Other Account (if needed)	Leaf and yard Waste Contracted Services 01-4450-6990 \$8,124.70
Total	\$24,422.69
Transfer from account (if over-budget)	Waste Management Reserve

The project will incur a variance of \$4,004.40 from the 2020 leaf and yard waste collection, contracted services operational budget. The variance will be transferred from the Waste Management Reserve.

STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
- Pillar # 1 – Infrastructure, Waste Management Plan:
 - Outcome: With anticipated proactive measures for growth (residential, commercial and industrial), there will be a need for active consideration of optimizing landfill services, but with a view to controlled costs and forward thinking environmental initiatives.
 - Tactic(s): Decide on what approaches best meet long-term community ability to meet provincial standards. Build a program and identify a budget to accommodate.

OTHERS CONSULTED

André Morin, Director of Finance / Treasurer
Jed Kelly, Director of Public Works – Town of St. Marys

ATTACHMENTS

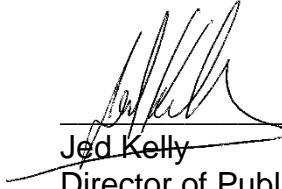
1. Bid Summary

REVIEWED BY

Recommended by the Department

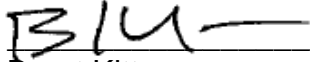


Dave Blake, C.E.T.
Environmental Services Supervisor



Jed Kelly
Director of Public Works

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer



ATTACHMENT NO. 1 – BID SUMMARY

REPORT PW 60-2020 – WOOD AND BRUSH GRINDING

PROPONENT	DATE & TIME	TOTAL (\$)
Sittler Grinding Inc.	September 8, 2020 2:20 pm	\$24,422.69
Schmidt Logging Inc.	September 8, 2020 12:37 pm	\$29,945.00
Northern Bulk Logistics	September 8, 2020 1:33 pm	\$57,927.75

PROCUREMENT AWARD

To:	Mayor Stratthdee and Members of Council
Prepared by:	Dave Blake, Environmental Services Supervisor
Date of Meeting:	22 September 2020
Subject:	PW 62-2020 Waste Activated Sludge Splitter Box Replacement

PROJECT DETAILS

This project consists of the replacement of the Waste Activated Sludge (WAS) Splitter Box at the Water Pollution Control Plant (WPCP). The WAS Splitter Box is a device at the WPCP located between the anoxic tanks and blower building. It is an above grade structure that splits flows between the aeration tanks, recycle to the anoxic tanks, effluent to the WAS equalization tanks and secondary clarifiers. The existing structure is showing corrosion, has a history of leaks and requires replacement. The replacement unit shall be manufactured to similar dimensions as the existing unit and will continue to function in the same way.

This project consists of the supply, delivery, installation and commissioning of a replacement unit along with the complete decommissioning of the existing unit.

RECOMMENDATION

THAT Report PW 62-2020, Waste Activated Sludge Splitter Box Replacement be received; and,

THAT the procurement for the Waste Activated Sludge Splitter Box replacement be awarded to BGL Contractors Corp. for the procured price of \$34,126.00, inclusive of all taxes and contingencies; and,

THAT Council approve the unbudgeted amount as identified in report PW 62-2020; and,

THAT Council consider By-Law 83-2020 and authorize the Mayor and the Clerk to sign the associated agreement.

PROCUREMENT SUMMARY

A procurement document was administered for the above noted project. The following is a summary of the procurement results, as well as a recommendation for a successful proponent:

Procurement Information	Details and Results
Procurement Title:	RFQ-PW-09-2020
Tender Closing Date:	Tuesday, September 8, 2020
Number of Bids Received:	Four (4)
Successful Proponent:	BGL Contractors Corp.
Approved Project Budget:	\$25,000.00
Cost Result – Successful Bid (Inclusive of HST):	\$34,126.00
Cost Result – Successful Bid (Inc. Net of HST rebate):	\$30,731.52
Project Over-budget (Net of HST)	\$5,731.52

The procurement document submitted by BGL Contractors Corp. was found to be complete, contractually acceptable, and ultimately provided the best value for the municipality. As such, staff recommends award of the project to BGL Contractors Corp.

FINANCIAL IMPLICATIONS

The funding sources for the above noted project are as follows:

Name and Number of Account (budgeted)	01-9388-6990 \$25,000.00 (Contracted Services Portion)
Name and Number of Other Account (if needed)	Wastewater Reserve \$5,731.52
Tender over-budget (if needed)	\$5,731.52
Total	\$30,731.52
Transfer from account (if over-budget)	\$5,731.52 Wastewater Reserve

The project will incur a variance of \$5,731.52 from the Capital Account 01-9388-6990. The variance will be transferred from Wastewater Reserves.

STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
 - Pillar # 1 – Infrastructure, Developing a Comprehensive and Progressive Infrastructure Plan:
 - Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance.
 - Tactic(s): When developing the annual capital plan, have regard for the infrastructure needs identified in the asset management plan before considering new builds or renovations that represent a significant service level improvement.

OTHERS CONSULTED

André Morin, Director of Finance / Treasurer
Jed Kelly, Director of Public Works – Town of St. Marys

ATTACHMENTS

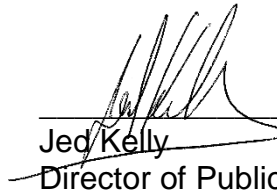
1. Bid Summary

REVIEWED BY

Recommended by the Department

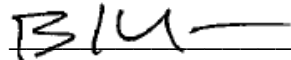


Dave Blake, C.E.T.
Environmental Services Supervisor



Jed Kelly
Director of Public Works

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer



ATTACHMENT NO. 1 – BID SUMMARY

REPORT PW 62-2020 – WASTE ACTIVATED SLUDGE SPLITTER BOX REPLACEMENT

PROPONENT	DATE & TIME	TOTAL (\$)
BGL Contractors Corp.	September 8, 2020 1:51 pm	\$34,126.00
Finnbilt General Contracting Limited	September 8, 2020 2:08 pm	\$47,152.64
Stonetown Construction Limited	September 8, 2020 1:59 pm	\$44,892.64
Xterra Construction Inc.	September 8, 2020 11:00 am	\$55,370.00

MONTHLY REPORT

To: Mayor Stratthdee and Members of Council

From: Administration

Date of Meeting: 22 September 2020

Subject: CAO 55-2020 September Monthly Report (CAO and Clerks)

RECOMMENDATION

THAT CAO 55-2020 September Monthly Report (CAO and Clerks) be received for information.

DEPARTMENTAL HIGHLIGHTS

1. CAO

COVID 19 Pandemic Response

- Within each respective monthly report department heads have provided an update on how their day to day operations have been delivered during the COVID-19 pandemic.
- The following are updates for Council as they relate to emerging trends and themes that are being monitored at the corporate level:
 - Fall Festivities - Council should consider the guidelines and recommendations below based on the current state of reopening. Given the increasing number of cases throughout the province by mid-September, there is a possibility that further restrictions for gatherings may be implemented by October.

Halloween:

- At the special meeting of Council on September 15, the question was raised about the Halloween and what provisions the Town should consider. Following the meeting, staff have consulted with Stratford Police Service and Huron Perth Public Health (HPPH) for comments on the question. The following details their response:
- Stratford Police Service – The Service will support public health measures that are currently in place or that may be in place for Halloween, will support any municipal decision, and will enforce if/when required.
- HPPH:
 - The Provincial Public Health Table is considering advice for Halloween, but has not yet made a recommendation to cancel. More information will be forthcoming.
 - Locally, the MOH provided the following comments:
 - Families are recommended to rethink their traditional approach to festivities, including parties and door to door activities.

- Recommendation that the public follow public health guidelines around large gatherings and confine their celebration to their social bubble.
- Consider alternative activities like movie nights in the home with your family; dressing up but staying home with your family/social bubble, or participating in online activities.

Festive Parades:

- In a previous email from a representative of HPPH, the following guidelines were recommended for festive parades:
 - All COVID regulations must be followed.
 - Posting of signage is a requirement.
 - No large gatherings would be allowed (or groups of people during the event only people that are from the same social bubble).
 - Names and numbers of everyone will need to be collected of everyone in attendance for contact tracing.
 - Everyone would need to be screened prior to participating.
 - No more than 100 could be allowed at the same time in the outdoor space.

Strategic Planning and Projects

- Municipal Efficiency and Modernization Review
 - Phase 1 of the staffing changes related to this project took effect on September 5, 2020. These changes were previously detailed in report CAO 52-2020.
 - On September 14 each Director and the CAO met with KPMG staff to complete a detailed design of individual departments.
 - Tentatively, a draft report is planned to be presented to Council in early fall documenting the project findings and recommendations, with implementation to follow prior to the funding deadline.
 - The Province has now extended the project deadlines due to COVID-19 delaying work, and the final project report is now due December 4, 2020.
- Community Transportation Projects:
 - When the Province lifted their declaration of emergency, that triggered a 6-month deadline to launch the project, meaning a launch January 24, 2021.
 - The Steering Committee for the project has met and has agreed to a launch for both the Stratford-led and County-led projects on November 16, 2020. This will allow for the transit systems to be operational prior to Christmas to try to capture ridership in the Christmas season.
 - The project launch has been complicated by COVID-19 delays as Voyago can only commit to filling 2 of the 5 busses that are needed for the combined project because their bus orders have been delayed. Voyago is committing to providing the remaining 3 buses for the project in early 2021.
 - This news means that only 1 bus will be available to be committed to each project at the time of launch. This has brought forward an additional concern that the Province may not fund a project launch that is not consistent with the funding application. The city has confirmed that if the full service cannot launch by January 24, 2021, they will work with us on a further project extension.
 - The next step is to determine how to best deploy 1 bus per project as there are a total 5 routes that require service.
 - Once determined, the local partnership agreements for both projects will be completed to reflect these changes. A final draft of the agreement is expected to be before Council on October 13, 2020.

- One key preliminary agreement is that service levels and hours of operation are still to be determined with an understanding that if one of the project partners needs to forgo service for a period of time they will not have to contribute to the project.
- From a financial perspective, the County led project will not be asking for an annual municipal contribution. The County plans to launch a project where the hours of operations are fully determined by the grant monies available. For the City-led project, a worst case scenario projection shows the Town contributing \$40,000 per year to the project for 2021 and 2022, with a prorated contribution in 2023 through to the project end on March 31 (unless the partners decide to extend the project through to the end of 2023).

Land Sales

- Parkland purchase
 - Town offer to purchase parkland has been accepted. A full public disclosure will be provided when the agreement of purchase and sale is presented to Council.
- 481 Water Street South (McDonald House)
 - The agreement of purchase and sale is in final form and closing of the property is set for 10 business days after the appeal period ends for the recent planning approvals.
 - Town has issued a permit for the renovations ahead of the sale so the buyer can move forward, and renovations are underway.

2. Clerks

Legislative Services

- Town Hall Reopening Plan
 - Working with multiple staff to configure the lower level for a safe return to work for staff in addition to a safe reopening for the public.
 - Anticipating that the Legislative Services Assistant will be onboarded by mid-October which aligns with reopening Town Hall by end of October once trained in customer service aspect.
- St. Marys Park Patrol
 - Attached to this report is a memo from the sergeant that oversaw the program. Some highlights include:
 - the program ran between June 25 and August 28, Wednesday to Sunday from 2:00pm to 10:00pm;
 - routine patrols of parks, green areas, riverbanks, streets, alleys, jogging trails and other areas normally inaccessible to vehicular patrol units;
 - received many positive comments and feedback from the public about the program.
 - During this period, 13 parking violations have been issued by the patrollers.
- Animal Control
 - Interim agreement forwarded to Executive Director of Humane Society for execution.
 - Dog and cat licences will be available for purchase at the Stratford site if a resident of St. Marys adopts an animal.
- Lottery Licensing
 - Local sports organizations and service clubs are slowly resuming activities that involve lottery licensing.
 - Since the declaration of the pandemic, the Town has issued the following licences:

- ChildCan – Evan’s Touch the Truck event will not take place this year however, the organizers wished to proceed with a lottery which will be drawn on September 30, 2020.
- St. Marys Lions Club – 2021 Gas Card Draw
- St. Marys Lions Club – Raffle draw on August 22, 2020. Waiting for final report to be submitted.
- St. Marys Minor Hockey Association – 2020/21 Annual Raffle with early bird draw on November 20, 2020 and final draw January 29, 2021.
- The Alcohol and Gaming Commission of Ontario (AGCO) authorized municipalities to give increased consideration to licenced authorities regarding the use of net lottery proceeds. In the past such proceeds could be utilized towards donations to other eligible organizations or expensed on approved initiatives. During the pandemic, requests were received by the Royal Canadian Legion, Branch #236, to allocate net lottery proceeds towards operating costs. In total, \$1,884.06 was utilized.

Other Projects

- Community Safety and Wellbeing Plan
 - The survey period has closed. 209 surveys from St. Marys residents were submitted.
 - Notice to focus group participants has commenced. The Community Policing Advisory Committee is scheduled for October 21.
- Social Housing Ad-Hoc Committee Update
 - A meeting is being scheduled for early October to continue with the discussions to date.
 - At the previous meeting members were informed of the number of community agencies that continue to provide specific service to individuals of both apartment buildings in St. Marys.

3. Corporate Communications

- Media Relations
 - Issued 7 press releases; topics included the COVID-19 pandemic, the incident at the quarry and changes to municipal animal control services
- Advertising:
 - Print:
 - Continued with weekly Stonetown Crier/COVID-19 column in the St. Marys Independent; considering whether this column should move to a bi-weekly schedule or to a more general municipal column
 - Online:
 - Spent \$30.70 ads on Facebook ads for recruiting in the past month, resulting in a reach of 3,722 users, 258 engagements and 163 link clicks
 - Spent \$60.00 on Facebook ads for recreation programming in the past month, resulting in a reach of 2,277 users, 1,375 engagements and 86 link clicks
- Social Media:
 - 147 new followers on the Town’s Facebook page since August 13
 - 23 new followers on the Town’s Twitter page since August 13
 - 29 new followers on the PRC’s Facebook page since August 13
- Website:
 - Top viewed pages: Quarry (20,717 views), Library (8,894) and Current Opportunities (3,727)
 - COVID-specific page views:
 - 831 views of COVID-19 page since August 13
 - 239 views of Business Resources and Directory page since August 13

- 66 views of Community Wellness page since August 13
 - Began full audit of website, with a focus on consolidating redundant pages/pages with minimal content; making pages more engaging; ensuring accuracy of information and eliminating accessibility concerns
 - Also compiling list of forms that need to be converted to online/accessible versions
- Public engagement:
 - Currently promoting Community Safety & Well-Being survey and Rural COVID-19 Response survey through website, social media and local newspaper
 - Working with Public Works Department to draft Traffic and Parking survey; will be release later this fall
- Print materials and publications:
 - Designed stickers for new sanitation stations
 - Designed information flags for general use at events, but currently to designate Museum as tourism information hub
 - Designed new information sign for lower level of Town Hall
 - Continuing to help produce It's Your Business newsletter with Economic Development
- Events
 - Planning socially distanced fall and winter events: a new "pumpkin parade" on November 1 at Milt Dunnell Field, Church Street bridge re-opening/Culture Days celebration in early October
 - Working with Kinsmen Club to reimagine Santa Claus parade and Lighting of the Lights for COVID times. Tentatively looking at a "reverse" parade with floats stationed around town, and designing a driving tour map to include exuberantly decorated homes and streets
 - Working with Legion for the veterans' recognition ceremony at cemetery plus Remembrance Day
 - Flag Day scheduled at the St. Marys Cemetery for Saturday, November 7 contingent on public health guidelines and restrictions related to pandemic. Will ensure safety protocols are in place for hand hygiene and physical distancing.

SPENDING AND VARIANCE ANALYSIS

As of August 31, 2020, \$11,776.50, exclusive of HST, has been expensed to the corporate legal account related to the code of conduct investigation.

REVIEWED BY

Recommended by the CAO



Brent Kittmer
CAO



MEMORANDUM

DATE: 2020-08-31

TO: Deputy Chief Foster

FROM: Sergeant Robinson

RE: St. Mary's Park Patrol

Deputy Chief Foster,

The Stratford Police Service Park Patrol program was slightly delayed for the summer of 2020 due to the COVID-19 pandemic. This program typically operates from the May long weekend until after the September long weekend depending on the members' school commitments in the fall.

The St. Mary's Park Patrol students were hired in mid-June and began working on June 25. Gracie Dafoe and Morgan Rolph participated in one full eight-hour day of training with me on June 25 that consisted of job expectations, notebooks and note-taking, radio communications protocol, an introduction to use of force that included safe disengagement and handcuffing, tactical communication, first contact approach, mediation and de-escalation skills. They did orientation of St. Mary's and the St. Mary's Office with Constable Keating, who also trained them with regards to by-law enforcement authorities and how to issue a by-law ticket should the need arise.

Each of the Park Patrollers then had 8 – 8 hour shifts where they essentially learned "on the job" while patrolling with one of the returning park patrol members.

Community-Partnerships-Service

The St. Mary's Park Patrollers worked 2pm – 10pm Wednesday to Sunday and were scheduled to work any holidays where possible to be part of special events should there be any. Due to COVID-19, most special events were cancelled, however, it is a requirement that they attend and are highly visible. There were always two park patrollers working in St. Marys that consisted of approximately 46 – 8 hour shifts. **(768 hours total)**

Summer park patrol students utilized Service-provided bicycles and patrolled parks, green areas, river banks, streets, alleys, jogging trails and other areas normally inaccessible to vehicular patrol units. This mode of patrol lends itself to providing a positive, effective, accessible and visible presence at special events and functions that are organized by community groups as well as offering a directed patrol to problem areas that are normally inaccessible to vehicular patrol units.

During inclement or unsafe weather, Summer Park Patrollers may, at the discretion of the Duty N.C.O., be assigned to ride-along with on-duty Stratford Police Service officers.

While their calls for service are relatively low, I don't think that reflects on the incredibly positive impact the two had on the town through their everyday interactions with the public.

I have heard nothing but positive comments and feedback and have not received nor heard any negative comments about the St. Mary's Park Patrollers. Gracie and Morgan themselves thoroughly enjoyed the experience and hope to be hired back next summer.

Going forward, should this program continue, St. Mary's should consider purchasing or having bicycles donated that can be strictly for the St. Mary's Park Patrol program. It would also be beneficial that St. Mary's Community Resource Officer take a more active role overseeing the park patrol program so that the students can possibly utilized more. Covid made it difficult to use the park patrollers to their full potential. These small issues can be addressed between now and next spring.

Respectfully,

Sgt. M. Robinson

FORMAL REPORT

To:	Mayor Stratthdee and Members of Council
Prepared by:	Brent Kittmer, Chief Administrative Officer
Date of Meeting:	22 September 2020
Subject:	CAO 56-2020 Community Transportation Project (Intercity) – Local Partnership Agreement and Launch Update

PURPOSE

The purpose of this report is to provide Council with the final draft of the Local Partnership Agreement for the Stratford-led Intercity component of the regional Community Transportation Project. The Local Partnership Agreement is required to be signed before the City of Stratford can sign the service contract with Voyago for the project. The service contract is integral so that the project can launch on November 16, 2020.

RECOMMENDATION

THAT CAO 56-2020 regarding the Intercity Community Transportation Project Local Partnership Agreement be received; and

THAT Council consider By-law 84-2020 authorizing the Mayor and Clerk to sign a Local Partnership Agreement with the City of Stratford and the Township of North Perth for the Intercity Community Transportation Project.

BACKGROUND

Through a joint application to the Community Transportation program, Stratford, North Perth, and St. Marys have been awarded \$1.45 million to launch a 3-year intercity transportation service that will connect our communities with London and Kitchener-Waterloo. Additionally, the Town partnered with the County of Perth on a second successful \$1.45 million grant application to create an intra-regional public transit project serving Perth County.

The City and the County are the respective administrative leads on these projects and have been working in partnership with St. Marys and the lower-tier municipalities to launch the Community Transportation pilot bus service.

At the June 23, 2020 Council meeting report CAO 36-2020 outlined how both Stratford and Perth County have been delayed by the ongoing pandemic and the challenges it presents. At the time, it was decided to put the major components of the project on a temporary hiatus and to request that the Ministry of Transportation provide an extension to the project recognizing the COVID-19 delays.

Since then, the Province has rescinded their declaration of emergency thus triggering the launch date requirements of the funding contract. In addition, the Ministry of Transportation has responded and declined the partners' joint request for a project extension. The project is now required to launch on January 24, 2021.

Since the Provincial emergency ended, staff have resumed working with our municipal partners and the service provider to keep this project moving forward. All partner municipalities have agreed to recommend a target launch date of November 16, 2020 to build ridership and momentum for this important service during the holiday season.

This report deals with the Stratford-led “Intercity” project designed to connect Stratford and St. Marys with Kitchener-Waterloo and London, respectively, and designed to connect Listowel with Kitchener-Waterloo. The design of the launch is such that the first six weeks is considered a “soft launch,” designed to support holiday retail shopping and restaurants in our local communities. The City has adjusted the recommended routes and schedule to better accommodate retail and restaurants from November 16 to December 31, 2020. Thereafter, the regular service would proceed as proposed (geared towards supporting employment, tourism and students) in January 2021 provided that Voyago can produce enough busses to fulfill all routes.

For the project to move forward to launch the City of Stratford needs to sign a service agreement with Voyago, the winning bidder for the contract. The City is unable to sign the service contract until a Local Partnership Agreement is in place describing Stratford’s, St. Marys’, and North Perth’s commitments to each other for the duration of the project.

Below Council will find a summary of the key concepts of the local partnership agreement, with the full agreement attached to this report. In addition, an overview of how the Intercity service will operate is also provided.

REPORT

Discussion #1 Summary of the Local Partnership Agreement

The local partnership agreement is the document that describes how the three municipal partners’ relationship and risk will be managed for the duration of the project. As noted, a complete version of the agreement is attached to this report. The key concepts of the agreement are summarized below. Within Discussion #2 below an outline of the initial and ultimate operating routes is provided.

- The City of Stratford is the recipient of the Provincial funding and is appointed as the administering municipality for the project. This means that they will be responsible for complying with the funding agreement, securing the service provider, and for making the day to day decisions for the project.
- A project steering committee has been developed consisting of the respective CAOs and key staff. The role of the committee is to provide general oversight as project issues and key decisions arise.
- Because of a lack of busses, the project will launch on November 16 under a partial service, and then move to an ultimate service once all busses have been provided by Voyago. To set the project up for the best chance of success, the partial service has the option of being prioritized to the route that will serve the best interests of the project as a whole. If, during the partial service, one of the partners is not receiving service they do not have to share in the costs of the project during that time period.
- The City cannot change the transportation routes, the bus stops, or the service hours for the project without the written approval of St. Marys and North Perth.
- The City is required to keep proper accounts of the project costs, and to report to North Perth and St. Marys on the financial position of the project on a quarterly basis. At the end of any year, if the project is in a deficit position, the deficit will be shared equally. If the project is in a surplus position, the surplus will be shared equally. (For more information on project financials please see the “Financial Impacts” section below).

- North Perth and St. Marys are agreeing to compensate Stratford for a portion of their overhead costs to administer the project. Each municipality will pay Stratford \$1,250 per year to administer the project on their behalf.
- Any of the partners has the option to terminate the agreement: if the Province alters the funding arrangement; if the Province reduces grant payments for the project; if the City terminates the service contract with Voyago; when the funding period ends; and for any other reason provided they give 120 days' notice.
- The agreement contains regular and typical arrangements in place for insurance, indemnification, and dispute resolution.

Discussion #2 Summary of the Intercity Community Transportation Project and Service Levels

A) Routes, Stops, and Schedules:

The routes and proposed bus stops have been created in consultation with all municipal partners, the Region of Waterloo, and private industries with consideration to the feedback received during our public consultation process. Routes and schedules can be adjusted based on user feedback as the service progresses.

i) Proposed Soft Launch: 16 November-31 December 2020

The soft launch routes and stops (see attached) have been adjusted slightly to maximize running time and to better accommodate local retail and restaurant locations. Hours of service would run for approximately 8 hours per day between 10am to 6pm on three routes from Monday to Saturday; and would stop primarily at downtown/retail locations.

Please note that Voyago cannot guarantee that they have enough existing fleet to run all three routes at once during the soft launch period. As of 15 September 2020, they are able to guarantee one bus for the soft launch, although more may become available. If Voyago only has one or two busses available during the soft launch, the initial plan is to rotate service days between two or three of our routes and to make further adjustments as necessary.

ii) Proposed Regular Launch: 2 January 2021-31 March 2023

The regular service (see attached) is proposed to primarily accommodate employers and students, while allowing residents to access services in London and Kitchener-Waterloo. Services would run for approximately 8 hours per day from 6am to 7pm (with service breaks in between) from Monday to Friday; and 9am to 5pm on Saturdays to better accommodate retail shopping.

B) Physical Distancing and PPE:

Voyago has indicated that physical distancing can be implemented on board the busses at the municipality's discretion. Tillsonburg and Strathroy have both launched their services with physical distancing guidelines in place, selling half the available capacity on the bus.

Prior to launch, the City plans to consult with community stakeholders and Huron Perth Public Health regarding the implementation of COVID-19 protocols on the Intercity bus service – e.g. selling half the available seating capacity, and asking that customers wear masks on board the bus if they are able.

C) Ticket Bookings:

This is a long-distance service with limited seating availability. The City is proposing that the service be entirely pre-booked. The City is working with Voyago to develop an online ticket purchasing application. However, this may not be available in time for the November 16 soft launch. Seating would need to be reserved over the phone through Voyago's 24-hour customer service line, and thereafter, paid for in cash on board the bus.

D) Fares:

Intercity long-distance fares have been proposed at \$12 per ride. The City plans to review the proposed fares and investigate promotional fares and incentives in consultation with our partners and stakeholders.

E) Branding:

The City has partnered with Perth County to create joint branding for both the Intercity and Intracounty Community Transportation pilot projects under the name "Perth County Connect" so that there is one unified brand.

F) Project Term

The Ministry of Transportation has not granted a project extension past March 2023, and funding will expire on March 31, 2023. If the project launch proceeds in November, the service would run for approximately 2 years and 4 months. All partners in the project would then have the option to continue with the service at their discretion.

The potential for a second wave of the COVID-19 pandemic may hinder our ability to launch in November and/or sustain the service through the winter months.

FINANCIAL IMPLICATIONS

The City and the County each received a Community Transportation Grant for \$1,449,345 in total over three years to operate the proposed transit projects. The MTO has confirmed that the projects will still receive the same amount of funding despite the project delays and potentially compressed project timeline.

A breakdown of the forecasted costs is shown below for Council's information.

	2020	2021	2022	2023	TOTAL
Total CT Grant Revenue	\$301,822	\$375,821	\$381,238	\$390,464	\$1,449,345
Total Estimated Project Expenses	\$197,860	\$712,320	\$694,003	\$195,380	\$1,799,563
TOTAL Annual Expenses/ (Surplus)	(\$103,962)	\$336,499	\$312,765	(\$195,084)	\$350,218
Total Stratford Expenses/ (Surplus)	(\$34,654)	\$112,166	\$104,255	(\$65,028)	\$116,739
North Perth	(\$34,654)	\$112,166	\$104,255	(\$65,028)	\$116,739
St Marys	(\$34,654)	\$112,166	\$104,255	(\$65,028)	\$116,739

Please note the following:

- Due to the uncertainty of the COVID-19 pandemic, the attached project budget **does not factor in any ridership revenue** in order to present Council with a full understanding of the risk associated with this project. Any revenue from ridership would reduce the total project cost.
- If Voyago is unable to provide three busses for three routes for the November soft launch, expenses would be reduced for the first six weeks of service;

- Total project expenses will be split evenly between Stratford, North Perth, and St. Marys;
- Without ridership revenue, the total anticipated project cost for the Town is expected to be \$116,739 over 2.4 years (the figures above and the attached budget include the 1.76% non-rebate HST). Again, this is a worst-case estimate that does not factor in any ridership revenue.

SUMMARY

COVID-19 has created unprecedented challenges that will require innovative and flexible solutions. The Community Transportation Pilot Program was intended to launch in Spring 2020 and run for a 3-year period.

However, the partner municipalities are now presented with an opportunity to launch this service as an economic recovery initiative that could help improve local economic activity and allow our residents to access the services and amenities they need in the larger cities. Slight adjustments to the schedule and routes over the holiday season will help encourage local tourism and economic activity while giving us an opportunity to test the service, collect feedback, and adjust it as necessary. A soft launch would help create momentum and publicity for the service that we hope will help us sustain it over the long term.

STRATEGIC PLAN

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #3 Balanced Growth
 - **Priority:** Scale-based demographic growth & targeted immigration
 - **Outcome:** One of the only remaining means of growing the population is by attracting newcomers to St Marys.
St Marys will identify both the key demographics they wish to attract, and match these against existing amenities that would best serve those demographics.
 - **Tactic(s):**
 - Identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.)
 - Seek partnerships and additional financial support (government and others) to continue this approach.

OTHERS CONSULTED

City of Stratford Staff

Kriss Snell, CAO, Municipality of North Perth

Ken Strong, Town Solicitor

ATTACHMENTS

Draft Local Partnership Agreement and schedules

REVIEWED BY

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

THIS AGREEMENT made on this ____ day of September 2020

BETWEEN:

THE CORPORATION OF THE CITY OF STRATFORD
(hereinafter called the “**City**”)

OF THE FIRST PART

- and -

THE CORPORATION OF THE TOWN OF ST. MARYS
(hereinafter called “**St. Marys**”)

OF THE SECOND PART

- and -

THE CORPORATION OF THE MUNICIPALITY OF NORTH PERTH
(hereinafter called “**North Perth**”)

OF THE THIRD PART

WHEREAS the Province of Ontario has established the Community Transportation Grant Program (the “**Program**”) to fund municipalities to plan, implement and operate intercommunity and local transportation projects;

AND WHEREAS the City applied and was successful in obtaining funding from the Program and entered into a Transfer Payment Agreement with the Province to assist the Parties in carrying out the intermodal transportation project (the “**Funding**”);

AND WHEREAS the transportation project will provide inter-regional bus service from Stratford, St. Marys and the community of Listowel located in North Perth to the agreed upon intermodal transportation hubs located in the Cities of Kitchener and London (the “**Intermodal Transportation Project**”);

AND WHEREAS the Intermodal Transportation Project will enable passengers to access business activities, hospital and medical appointments, government agencies and services, shopping, industry and employment in the City, St. Marys and North Perth and enhance regional transportation links located across Southwestern Ontario;

AND WHEREAS the Intermodal Transportation Project will establish a regional intermodal service relying on scheduled bus runs to connect the Perth County transportation hubs of the City, the community of Listowel in North Perth, and St. Marys to intermodal services in the Cities of London and Kitchener (“**Service Delivery Area**”);

AND WHEREAS the City shall be responsible for overseeing and managing the Intermodal Transportation Project in accordance with the Transfer Payment Agreement and this Agreement;

AND WHEREAS the anticipated service start date for the Intermodal Transportation Project is scheduled on or before November 16, 2020 with the specific dates to be determined and in accordance with the Funding;

AND WHEREAS the Parties agree that the Intermodal Transportation Project shall be provided through a minimum of one (1) bus starting on November 16, 2020 with the goal of increasing the number of buses up to three (3) on or about January 24, 2021 depending on the availability of the buses to provide the service;

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT in consideration of the mutual covenants and agreements contained herein and the provision of other good and valuable consideration by each Party to the other, the receipt and sufficiency of which is hereby irrevocably acknowledged by each of the Parties, the Parties agree as follows:

RECITALS

1. The above recitals are true in substance and in fact and are hereby incorporated into this Agreement by reference.

DEFINITIONS

2. In this Agreement, in addition to terms defined elsewhere in this Agreement and the attached Schedules, the following terms have the following meanings:
 - a. **“Additional Expenditures”** means the costs of the Intermodal Transportation Project that are not funded by the Province under the Transfer Payment Agreement;
 - b. **“Agreement”** means this Agreement and any Schedules attached hereto;
 - c. **“Business Day”** means any day excluding a Saturday, Sunday or statutory holiday in the Province of Ontario;
 - d. **“Committee”** means a Community Transportation Steering Committee established in accordance with this Agreement;
 - e. **“Costs”** means the sum of Additional Expenditures and Eligible Expenditures;
 - f. **“Effective Date”** means the date of signature of the last signing party to this Agreement;
 - g. **“Eligible Expenditures”** means the costs of the Intermodal Transportation Project that are funded by the Province under the Transfer Payment Agreement;
 - h. **“Expiry Date”** means September 30, 2023 or an alternate date as determined by the Province under the Transfer Payment Agreement;

- i. **“North Perth Administrative Officer”** means the person appointed by North Perth to the position of Chief Administrative Officer, or the person appointed by North Perth to any other title or position which will require such person to perform the same duties or functions as performed by the Chief Administrative Officer;
- j. **“Overhead Costs”** means an annual flat fee of \$2,500 (Two thousand and Five hundred dollars) respecting the costs incurred by the City as a result of the City’s administration and oversight of the Intermodal Transportation Project, and includes any costs incurred by the City, the City’s Administrative Officer, Human Resources, Finance, IT and government expenses for each service associated with the oversight, management, and governance of the Intermodal Transportation Project;
- k. **“Parties”** mean North Perth, St. Marys, and the City collectively, and **“Party”** means one of them;
- l. **“Project Revenues”** means all money earned by or contributed to the Intermodal Transportation Project (including but not limited to fares, donations, advertising, and other amounts received by the City from any person other than the Parties in relation to the Intermodal Transportation Project), but does not include the Provincial Payment and/or money contributed by the Parties.
- m. **“Province”** or **“Provincial”** means the Province of Ontario;
- n. **“Provincial Payment”** means the amount paid by the Province to the City as part of the Community Transportation Grant Program Transfer Payment Agreement to be used towards the Intermodal Transportation Project;
- o. **“St. Marys Administrative Officer”** means the person appointed by St. Marys to the position of Chief Administrative Officer, or the person appointed by St. Marys to any other title or position which will require such person to perform the same duties or functions as performed by the Chief Administrative Officer;
- p. **“Stratford Administrative Officer”** means the person appointed by the City to the position of Chief Administrative Officer, or the person appointed by the City to any other title or position which will require such person to perform the same duties or functions as performed by the Chief Administrative Officer; and
- q. **“Transfer Payment Agreement”** means the Transfer Payment Agreement entered into by the City with the Province for the Community Transportation Grant Program and the implementation of the Intermodal Transportation Project and attached hereto as Schedule “A” to this Agreement.

TERM

- 3. The term of this Agreement shall commence on the Effective Date and shall continue to be in effect until its expiry on the Expiry Date unless terminated earlier pursuant to the terms and conditions of this Agreement.

SERVICE DELIVERY RESPONSIBILITIES

- 4. The Parties agree and acknowledge that the City, as the recipient of the Provincial Payment

and party to the Transfer Payment Agreement, shall be responsible for the provision of the Intermodal Transportation Project, including:

- a. Management, oversight and delivery of the of Intermodal Transportation Project to the Service Delivery Area, including the Routes as set out in this Agreement, with consultation and support from St. Marys and North Perth as set out in this Agreement;
- b. Complying with the terms and conditions of the Transfer Payment Agreement entered into with the Province;
- c. Establishing a Stratford/Perth Intermodal Transportation Project service utilizing scheduled bus runs to connect the Perth County transportation hubs in the City, the community of Listowel in North Perth, and St. Marys to intermodal bus services located in the cities of London and Kitchener;
- d. Connecting the communities of the City, St. Marys, and North Perth through the provision of Intermodal Transportation Project services with GO Train Transit services in the City of Kitchener;
- e. Offering bus services in support of medical appointments, hospital services, access to government services and training, shopping and tourist activities to the City, the community of Listowel in North Perth and St. Marys;
- f. Determining, in accordance with the terms and conditions of the Provincial Transfer Payment Agreement, the most effective and reasonable approaches for delivering Intermodal Transportation Project services to clients in the Service Delivery Area;
- g. Being accountable to the Province and local taxpayers for the management of the Intermodal Transportation Project;
- h. Acquiring all goods and services to provide Intermodal Transportation Project in consultation with St. Marys and North Perth;
- i. Communicating with the Committee, North Perth, and St. Marys, including but not limited to communicating in a timely manner any notices to the City by the Province respecting the Intermodal Transportation Project and Transfer Payment Agreement;
- j. Keeping proper accounts and records in relation to the Additional Expenditures, Eligible Expenditures, Project Revenues and Provincial Payments, and such accounts, records or other relevant information shall be open to inspection and independent audit at all times during business hours by North Perth and St. Marys. In the event an independent audit is requested by one of the Parties, the Party requesting the independent audit shall bear all the costs associated with that independent audit;
- k. For each calendar year, determine whether the Intermodal Transportation Project is operating at a Surplus or Deficit, and provide to North Perth and St. Marys the accounts and records supporting these determinations; and,

- I. Providing reasonable advance notice to the other Parties should the City intend to terminate its Agreement with 947465 Ontario Ltd. o/a Voyago as it relates to the provision of the Intermodal Transportation Project

ROLE OF THE COMMITTEE

5. The Parties agree that they have established and/or will establish the Committee (the Community Transportation Steering Committee) that will provide among other things, administrative review and oversight of the Intermodal Transportation Project.
6. The Parties agree that the Committee is not a decision-making body or recipient of the Community Transportation Grant from the Province.
7. The Committee shall:
 - a. Review issues related to the delivery of the Intermodal Transportation Project, including:
 - i. Reviewing operating funding and funding for extraordinary expenses;
 - ii. Reviewing Provincial standards and requirements; and,
 - iii. Reviewing administrative policies.
 - b. Report, if necessary and as required to the Stratford Administrative Officer, North Perth Administrative Officer, and St. Marys Administrative Officer details and particulars in relation to Intermodal Transportation Project;
 - c. Exchange information relevant to the administration of the Intermodal Transportation Project as requested by any Party from time to time; and
 - d. Report to the respective Councils for Stratford, North Perth and St. Marys from time to time as considered by any Party to be appropriate or necessary.
8. The Committee shall be composed of two members appointed by each Party.
9. The Committee shall meet quarterly, on a rotating basis, and follow the procedural rules of the hosting Party.

ROUTES

10. The Parties agree that the following three routes (collectively the “Routes”) will be provided as part of the Intermodal Transportation Project:

Route 1: Listowel to Kitchener-Waterloo, and Kitchener-Waterloo to Listowel;

Route 2: Kitchener-Waterloo to St. Marys via Stratford, and St. Marys to Kitchener-Waterloo via Stratford; and

Route 3: London to Stratford via St. Marys, and Stratford to London via St. Marys;

as set out in more detail in Schedule B-1 “Full Service” to this Agreement (the “**Full Service**”). It is the intention of the Parties to provide the Full Service, being approximately 8 hours per

day per route Monday to Saturday through the use of three (3) buses, starting on or about January 24, 2021.

The Parties agree that prior to the commencement of the Full Service, the Parties will provide partial service to one or more of the following routes as agreed to by the Parties:

Route 1: Listowel to Kitchener-Waterloo, and Kitchener-Waterloo to Listowel;

Route 2: Kitchener-Waterloo to St. Marys via Stratford, and St. Marys to Kitchener-Waterloo via Stratford; and

Route 3: London to Stratford via St. Marys, and Stratford to London via St. Marys;

as set out in more detail in Schedule B-2 “Partial Service” to this Agreement (the “**Partial Service**”). It is the intention of the Parties to provide the Partial Service starting with approximately 8 hours per day Monday to Saturday, starting on November 16, 2020.

During the period of the Partial Service, the Parties may prioritize one or more Routes, as may be approved in writing by all of the North Perth Administrative Officer, the St. Marys Administrative Officer, and the Stratford Administrative Officer, all acting reasonably.

The Parties intend to move from Partial Service to Full Service as buses become available.

11. The Parties acknowledge and agree that the detailed Route design has yet to be completed, and that the Routes, scheduling of stops, and hours of service may be modified from time to time based on ridership and as approved in writing by all of the North Perth Administrative Officer, the St. Marys Administrative Officer, and the Stratford Administrative Officer, all acting reasonably. The Parties acknowledge and agree that the service levels are not guaranteed and that the detailed Route design will consider the following goals and principles:
 - a. The Full Service shall be Route 1, Route 2, and Route 3, each with eight service hours per day, Monday through Saturday;
 - b. The Partial Service shall be the Route(s) decided upon the Parties, acting reasonably in the best interests of the Intermodal Transportation Project as a whole, providing a minimum of eight service hours per day, Monday through Saturday;
 - c. The desired level of service is seven days a week (statutory holidays excepted) over a span of hours that will enable shift workers to travel from Kitchener or London to work a day shift in Listowel, the City, or St. Marys, and return to London or Kitchener after working eight hours;
 - d. The Routes should be designed to enable day-shift workers and students residing in London and Kitchener to work and study in Perth County, and vice versa;
 - e. The Routes should be designed to link Perth County commuters with GO Transit and local transit hubs in London and Waterloo Region whenever possible;

- f. The Routes should take into consideration midday bus services in support of medical appointments, hospital services, access to government services and training, shopping and tourist activities to the City, the community of Listowel in North Perth and St. Marys.
 - g. The desired level of service is from Monday to Saturday (statutory holidays excepted) over a span of hours that enable and facilitate travel for shopping, tourism and other recreational activities and takes into account potential shift workers returning home after working eight hours;
12. Notwithstanding section 4 of this Agreement, the detailed Route design, scheduling of stops, and hours of service for both the Full Service and Partial Service Route 1, Route 2, and Route 3 must be approved in writing by all of the North Perth Administrative Officer, the St. Marys Administrative Officer, and the Stratford Administrative Officer, all acting reasonably.
13. Notwithstanding section 4 of this Agreement, the detailed Route design, scheduling of stops, and hours of service for both the Full Service and Partial Service Route 1, Route 2, and Route 3 may be modified from time to time with the approval, in writing, by all of the North Perth Administrative Officer, the St. Marys Administrative Officer, and the Stratford Administrative Officer, all acting reasonably.

OVERHEAD COSTS AND APPORTIONMENT OF SURPLUS OR DEFICIT

14. The City shall, in accordance with this Agreement and as soon as practicable on a quarterly basis (with quarters ending on or about March 31st, June 30th, September 30th and December 31st):
- a. determine whether the Intermodal Transportation Project is operating at a Deficit or Surplus, and
 - b. notify North Perth and St. Marys as to whether the Intermodal Transportation Project is operating at a Deficit or Surplus.
15. For any quarter, the Surplus or Deficit is determined as follows:

Surplus or Deficit = Project Revenues + Provincial Payment – Costs

By way of example, if the Project Revenues amounted to \$125,000, the Provincial Payment amounted to \$375,000, and the Costs amounted to \$520,000, then the Deficit would be \$21,000, and determined as follows:

Surplus or Deficit	=	\$125,000 + \$374,000 - \$520,000
	=	\$-21,000
Deficit	=	\$21,000

16. If there is a Deficit, then the Parties shall share the Deficit on an equal basis.

17. If there is a Surplus, then the Parties shall share the Surplus on an equal basis.
18. In addition to any Deficit or Surplus, the City's Overhead Costs for each quarter year shall be paid by North Perth and St. Marys as follows:
 - a. North Perth shall pay to the City the sum of \$312.50; and
 - b. St. Marys shall pay to the City the sum of \$312.50.

These amounts shall be included in the City's notice of Deficit or Surplus, as set out above.

19. Payments shall be made within Thirty (30) days of the date the City notifies North Perth and St. Marys, as set out above.
20. The estimated cost of 947465 Ontario Ltd. o/a Voyago is \$86.57 per hour per route, as set out in the attached Schedule "C" to this Agreement.
21. The estimated amount of the funding provided to the City is set out in the Transfer Payment Agreement attached hereto as Schedule "A" to this Agreement.

TERMINATION AND EXTENSION

22. During the initial term of this Agreement (being the Effective Date to the Expiry Date), the Parties acknowledge and agree that this Agreement may be terminated by any of the Parties if any of the following occurs:
 - a. the Province changes, amends, alters or terminates the Transfer Payment Agreement;
 - b. the amounts paid by the Province pursuant to the Transfer Payment Agreement are substantially less than the amounts set out in the draft budget set out in the Transfer Payment Agreement attached as Schedule "A" to this Agreement;
 - c. the City terminates its Agreement with 947465 Ontario Ltd. o/a Voyago as it relates to the provision of the Intermodal Transportation Project;
 - d. the conclusion of the Intermodal Transportation Project at the end of the Funding period;
 - e. for any reason, the Party gives one hundred and twenty (120) days' notice to each of the other Parties.

ANNUAL REVIEW

23. The Parties shall meet on an annual basis to consider this Agreement and the Intermodal Transportation Project and to review and identify areas that may be improved.

INSURANCE

24. Each of the Parties represents, warrants and covenants that it has and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or

the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than \$2,000,000.00 per occurrence. The insurance policy shall include the following:

- a. Her Majesty the Queen in right of Ontario, Her ministers, agents, appointees and employees and the other Parties as additional insureds with respect to liability arising in the course of performance of the obligations set out under the Transfer Payment Agreement;
 - b. A cross- liability clause;
 - c. Contractual liability coverage; and,
 - d. a 30-day written notice of cancellation.
25. The Parties agree, upon request provided either: (i) certificates of insurance that confirm the insurance coverage required; or (ii) other proof that confirms the insurance coverage required.

INDEMNIFICATION

26. The Parties agree that:

- a. The City shall indemnify, defend and hold North Perth and St. Marys harmless from any and all Claims arising out of or in any way caused by the City's negligence or willful misconduct related to the provision of the Intermodal Transportation Project.
- b. St. Marys shall indemnify, defend and hold North Perth and the City harmless from any and all Claims arising out of or in any way caused by St. Marys' negligence or willful misconduct related to the provision of the Intermodal Transportation Project
- c. North Perth shall indemnify, defend and hold St. Marys and the City harmless from any and all Claims arising out of in or any way caused by North Perth's negligence or willful misconduct related to the provision of the Intermodal Transportation Project.

DISPUTE RESOLUTION

27. In the event that a dispute arises in connection with this Agreement, the Parties agree that:
- a. the dispute shall be referred in writing by the Party raising the dispute to the Committee and the Committee shall, within a reasonable time, report its finding to each Council of the Parties;
 - b. if the dispute remains unresolved by the Parties, it shall be submitted forthwith to a mediator to be agreed upon by the Parties;
 - c. if the Parties do not agree on a mediator or if the dispute is not satisfactorily settled between the Parties through mediation then the dispute shall be submitted to arbitration conducted in accordance with the provisions of the *Arbitration Act, 1991*, S.O. 1991, c.17 or any successor legislation.

AMENDMENT OF AGREEMENT

28. This Agreement shall not be amended or altered without the consent of all Parties, in writing as authorized by their respective Municipal Councils.

NOTICES

29. Any Communication shall be in writing and may be delivered:

- a. personally, or by courier;
- b. by prepaid registered mail; or
- c. by facsimile; or
- d. by electronic mail or equivalent electronic means of transmission, if a hard copy of the Communication is delivered by one of the three methods of delivery referred to above.

30. Any Communication shall be delivered to the persons and addresses as follows:

to North Perth at: Clerk
The Corporation of the Municipality of North Perth
330 Wallace Avenue North
Listowel, ON N4W 1L3

Email: pberfelz@northperth.ca
Facsimile: 519.291.1804

to the City at: Clerk
The Corporation of the City of Stratford
City Hall, P.O. Box 818
Stratford, ON N5A 6W1

Email: clerks@stratford.ca
Facsimile: 519.271.2783

to the Town at: Clerk
The Corporation of the Town of St. Marys
175 Queen Street East, P.O. Box 998
St. Marys, ON N4X 1B6

Email: clerksoffice@town.stmarys.on.ca
Facsimile: 519.284.3881

or to any other address as any of the Parties may at any time advise the other by Communication given or made in accordance with this section.

31. Any Communication delivered to the Party to whom it is addressed will be deemed to have been given or made and received on the day it is delivered at that Party's address, provided that if that day is not a Business Day then the Communication will be deemed to have been given or made and received on the next Business Day. Any Communication transmitted by facsimile, e-mail or other functionally equivalent electronic means of transmission will be deemed to have been given or made and received on the day on which it is transmitted; but if the Communication is transmitted on a day which is not a Business Day or after 4pm (local time of the recipient), the Communication will be deemed to have been given or made and received on the next Business Day.

FORCE MAJEURE

32. No party hereto shall be held responsible or liable or be deemed to be in default or in breach of this Agreement for its delay, failure or inability to meet any of its obligations under this Agreement (other than the obligation to pay money) caused by or arising from any cause which is unavoidable or beyond the reasonable control of such party, including war, warlike operations, riot, insurrection, orders of government, strikes, lockouts, disturbances or any act of God or other similar cause which frustrates the performance of this Agreement.

ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT ("AODA")

33. The Parties agree to ensure that any activities, work and/or projects carried on or required in the fulfillment of the terms and conditions of this Agreement shall be in compliance with all accessible requirements under the *Accessibility for Ontarians with Disabilities Act* ("AODA").

FURTHER ASSURANCES

34. The Parties hereto at all times warrant that they shall do, execute, acknowledge, deliver and/or cause to be done such other acts, agreements and other documents as may be reasonably required or desirable to give effect to the terms of this Agreement.

AMENDMENT AND WAIVER

35. No amendment, discharge, modification, restatement, supplement, termination or waiver of this Agreement or any section of this Agreement is binding unless it is in writing and executed by the Parties to be bound. No waiver of, failure to exercise, or delay in exercising, any section of this Agreement constitutes a waiver of any other section (whether or not similar) nor does any waiver constitute a continuing waiver unless otherwise expressly provided.

ENUREMENT

36. This Agreement enures to the benefit of and is binding upon the Parties.

ASSIGNMENT

37. Neither this Agreement nor any right or obligation under this Agreement may be assigned by any Party without the prior written consent of the other Parties.

COVENANTS

38. All obligations contained in this Agreement, even if not expressed to be covenants, shall be deemed to be covenants.

ENTIRE AGREEMENT

39. This Agreement constitutes the entire agreement between the Parties pertaining to the Intermodal Transportation Project and supersedes all prior agreements, understandings, negotiations and discussions, whether oral or written, of the Parties. The Parties acknowledge that there are no representations, warranties or other agreements between the Parties in connection with the subject matter of this Agreement except as specifically set out in this Agreement and that no Party has been induced to enter into this Agreement in reliance on, and there will be no liability assessed, either in tort or contract, with respect to, any warranty, representation, opinion, advice or assertion of fact, except to the extent it has been reduced to writing and included as a term in this Agreement. Except as amended herein, the terms of this Agreement shall remain in full force and effect.

GENERAL PROVISIONS

40. The Parties agree that:
- a. words importing the singular only shall include the plural;
 - b. words importing the masculine only shall include the female;
 - c. words importing a person shall include a corporation;
 - d. the part numbers and headings, subheadings and section, subsection, clause and paragraph numbers are inserted for convenience of reference only and shall not affect the construction or interpretation of this Agreement;
 - e. all references to any statute, regulation or by-law or any provision thereof includes such statute, regulation or by-law or provision thereof as amended, revised, re-enacted and/or consolidated from time to time and any successor statute, regulation or by-law thereto; and
 - f. whenever a statement or provision in this Agreement is followed by words denoting inclusion or example and then a list of or reference to specific items, such list or reference shall not be read so as to limit the generality of that statement or provision, even if words such as "without limiting the generality of the foregoing" do not precede such list or reference.

COUNTERPARTS

41. This Agreement may be executed and delivered by the Parties in one or more counterparts,

each of which will be an original, and those counterparts will together constitute one and the same instrument.

SEVERABILITY

42. Each section of this Agreement is distinct and severable. If any section of this Agreement, in whole or in part, is or becomes illegal, invalid, void, voidable or unenforceable in any jurisdiction by any court of competent jurisdiction, the illegality, invalidity or unenforceability of that section, in whole or in part, will not affect:
- a. the legality, validity or enforceability of the remaining sections of this Agreement, in whole or in part; or
 - b. the legality, validity or enforceability of that section, in whole or in part, in any other jurisdiction.

GOVERNING LAW

43. This Agreement is governed by and is to be construed and interpreted in accordance with the laws of the Province of Ontario.

[ONE (1) SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first written above.

THE CORPORATION OF THE CITY OF STRATFORD

Per: _____
Mayor – Daniel B. Mathieson

Per: _____
Clerk – Tatiana Dafoe
We have the authority to bind the City

THE CORPORATION OF THE TOWN OF ST. MARYS

Per: _____
Mayor - Al Strathdee

Per: _____
Clerk – Brent Kittmer
We have the authority to bind St. Marys.

**THE CORPORATION OF THE MUNICIPALITY OF
NORTH PERTH**

Per: _____
Mayor - Todd Kasenberg

Per: _____
Clerk - Patricia Berfelz
We have the authority to bind North Perth.

SCHEDULE 'A'

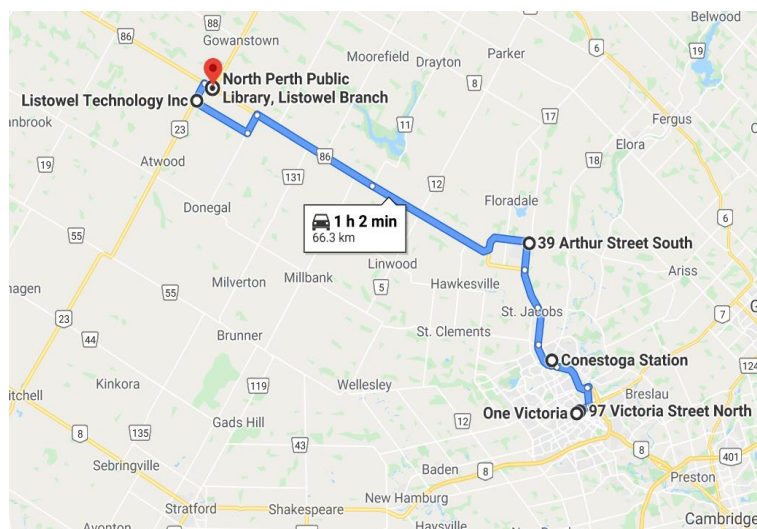
SCHEDULE "B-1"

FULL SERVICE

ROUTE 1: LISTOWEL TO KITCHENER-WATERLOO

MONDAY-FRIDAY SERVICE

ROUTE:



POTENTIAL BUS STOPS:

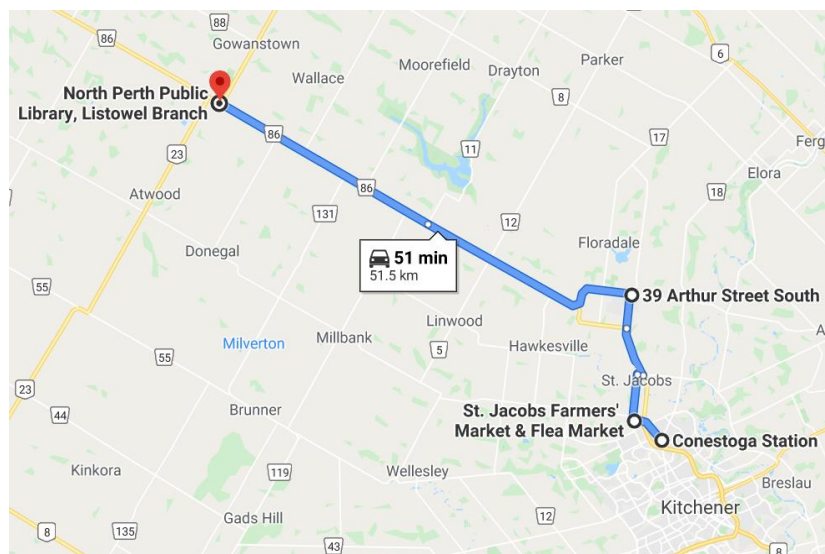
City/Town	Location	To Listowel	From Listowel
Kitchener	GRT Central Station	1 Victoria St S Stop 3226 in front of The Round Table	Stop 1474 at the crosswalk Victoria St N and King St W
Kitchener	GO/VIA Station	97 Victoria St N Stop 1930 in front of thrift store	Stop 1921 at the bus shelter Victoria St N and Weber St W
Waterloo	Conestoga Mall	Stop 4004 at King St bus shelter, opposite ION light rail platform	Stop 4004 at King St bus shelter, opposite ION light rail platform
Elmira	Elmira Town Centre	39 Arthur St S Stop 3817 on Arthur St, just past Mill St	39 Arthur St S Stop 3817 on Arthur St, just past Mill St
Listowel	Listowel Technology Inc	1700 Mitchell Rd S	1700 Mitchell Rd S
Listowel	North Perth Public Library	260 Main St W	260 Main St W

SCHEDULE "B-1"

FULL SERVICE

ROUTE 1: LISTOWEL TO KITCHENER-WATERLOO SATURDAY SERVICE

ROUTE:



POTENTIAL BUS STOPS:

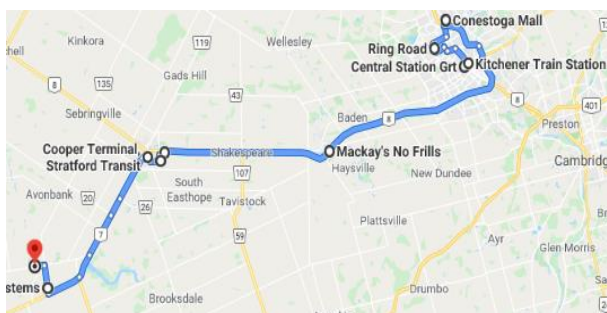
City/Town	Location	To Listowel	From Listowel
Waterloo	Conestoga Mall	Stop 4004 at King St bus shelter, opposite ION light rail platform	Stop 4004 at King St bus shelter, opposite ION light rail platform
St. Jacobs	St. Jacobs Farmers Market	Farmers Market Rd between Benjamin Rd and Weber St N Stop 2091 in front of the Farmers Market	Farmers Market Rd between Benjamin Rd and Weber St N Stop 3833 in front of the Farmers Market
Elmira	Elmira Town Centre	39 Arthur St S Stop 3817 on Arthur St, just past Mill St	39 Arthur St S Stop 3817 on Arthur St, just past Mill St
Listowel	North Perth Public Library	260 Main St W	260 Main St W

SCHEDULE "B-1"

FULL SERVICE

ROUTE 2: KITCHENER-WATERLOO TO ST. MARYS VIA STRATFORD MONDAY TO FRIDAY SERVICE

ROUTE:



POTENTIAL BUS STOPS:

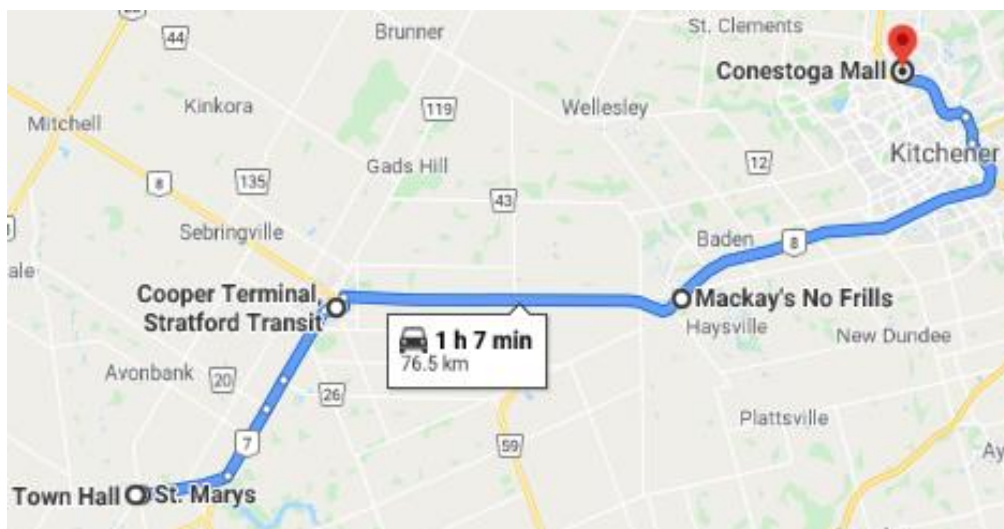
City/Town	Location	To Stratford/St. Marys	From St. Marys/Stratford
Kitchener	GRT Central Station	1 Victoria St S Stop 3226 in front of The Round Table	Stop 1474 at the crosswalk Victoria St N and King St W
Kitchener	GO/VIA Station	97 Victoria St N Stop 1930	Stop 1921 at the bus shelter Victoria St N and Weber St W
Waterloo	University of Waterloo	GO transit Stop 102147 Ring Road, UW (in front of William G Davis Centre)	GO transit Stop 102147 Ring Road, UW (in front of William G Davis Centre)
Waterloo	Conestoga Mall	Stop 4004 at King St bus shelter, opposite ION light rail platform	Stop 4004 at King St bus shelter, opposite ION light rail platform
New Hamburg	No Frills	Stop 7033 No Frills	Stop 7033 No Frills entrance
Stratford	Schaeffler Canada	801 Ontario St	801 Ontario St
Stratford	Advanced Design Solutions	533 Romeo St S	533 Romeo St S
Stratford	Cooper Bus Terminal	290 Downie St	290 Downie St
St. Marys	Inoac Interior Systems	575 James St S	575 James St S
St. Marys	VIA Rail Station	5 James St N	5 James St N
St. Marys	St. Marys Memorial Hospital	267 Queen St W	267 Queen St W

SCHEDULE "B-1"

FULL SERVICE

ROUTE 2: KITCHENER-WATERLOO TO ST. MARYS VIA STRATFORD SATURDAY SERVICE

ROUTE:



POTENTIAL BUS STOPS:

City/Town	Location	To Stratford/St. Marys	From St. Marys/Stratford
Waterloo	Conestoga Mall	Stop 4004 at King St bus shelter, opposite ION light rail platform	Stop 4004 at King St bus shelter, opposite ION light rail platform
New Hamburg	No Frills	Stop 7033 in front of No Frills entrance	Stop 7033 in front of No Frills entrance
Stratford	City Hall	Downie Street stop beside City Hall (1 Wellington St)	Downie St Stop??
Stratford	Cooper Bus Terminal	290 Downie St	290 Downie St
St. Marys	VIA Rail Station	5 James St N	5 James St N
St. Marys	Town Hall	175 Queen St E	175 Queen St E

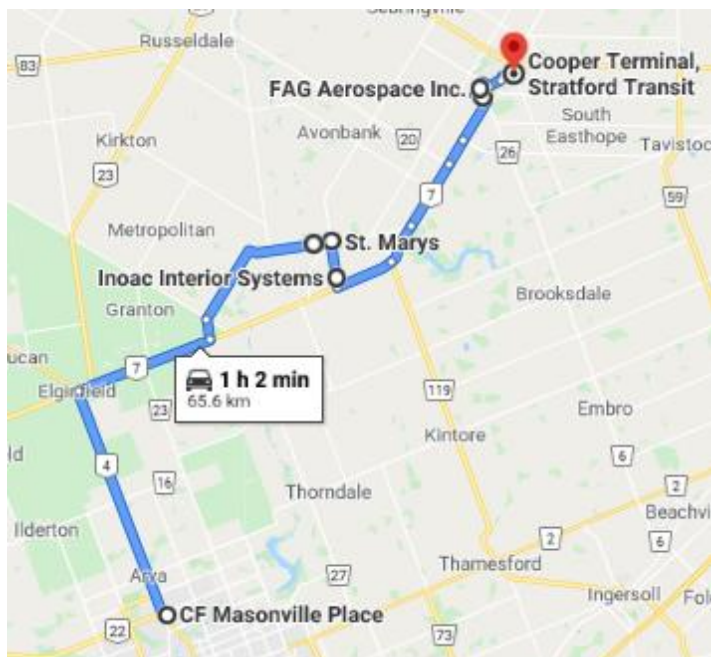
SCHEDULE "B-1"

FULL SERVICE

ROUTE 3: LONDON TO STRATFORD VIA ST. MARYS

MONDAY TO FRIDAY SERVICE

ROUTE:



POTENTIAL BUS STOPS:

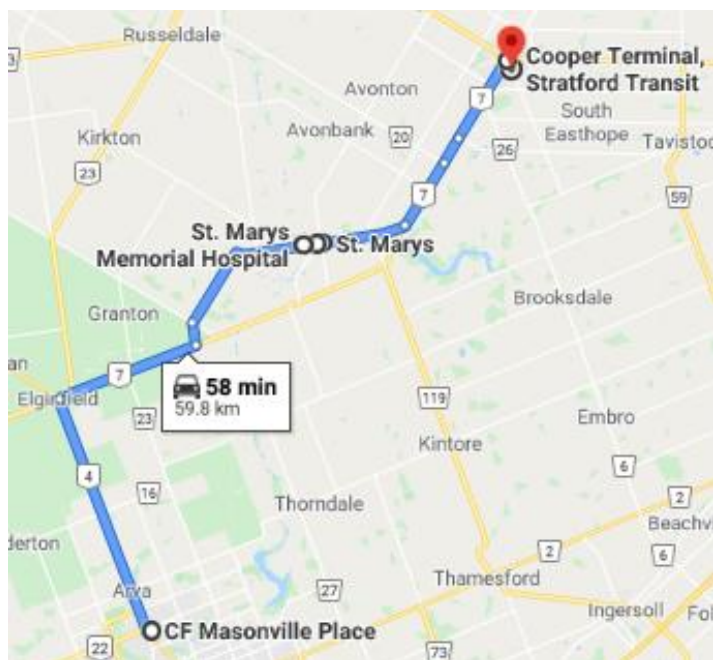
City/Town	Location	To Stratford/St. Marys	From St. Marys/Stratford
London	Masonville Mall		
St. Marys	St. Marys Memorial Hospital	267 Queen St W	267 Queen St W
St. Marys	VIA Rail Station	5 James St N	5 James St N
St. Marys	Inoac Interior Systems	575 James St S	575 James St S
Stratford	TG Minto	114 Packham Rd	114 Packham Rd
Stratford	FAG Aerospace	151 Wright Blvd	151 Wright Blvd
Stratford	Cooper Bus Terminal	290 Downie St	290 Downie St

SCHEDULE "B-1"

FULL SERVICE

ROUTE 3: LONDON TO STRATFORD VIA ST. MARYS SATURDAY SERVICE

ROUTE:



POTENTIAL BUS STOPS:

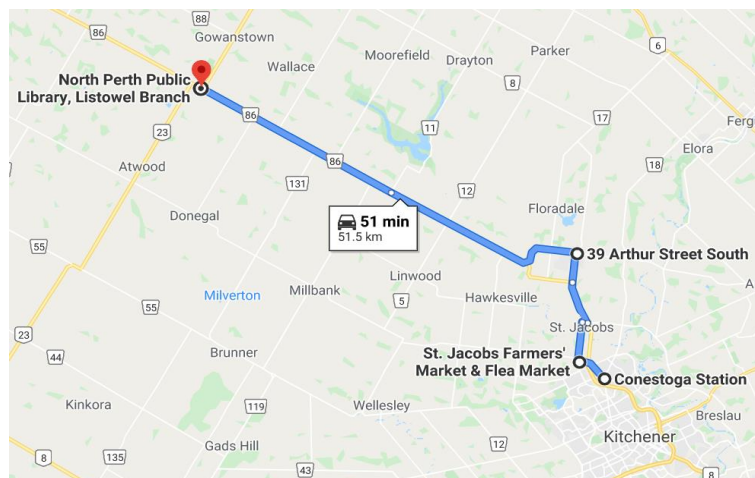
City/Town	Location	To Stratford/St. Marys	From St. Marys/Stratford
London	Masonville Mall		
St. Marys	St. Marys Memorial Hospital	267 Queen St W	267 Queen St W
St. Marys	Town Hall	175 Queen St E	175 Queen St E
St. Marys	VIA Rail Station	5 James St N	5 James St N
Stratford	City Hall	Downie Street stop beside City Hall (1 Wellington St)	Downie St Stop??
Stratford	Cooper Bus Terminal	290 Downie St	290 Downie St

SCHEDULE "B-2"

PARTIAL SERVICE

ROUTE 1: LISTOWEL TO KITCHENER-WATERLOO

ROUTE:



POTENTIAL BUS STOPS:

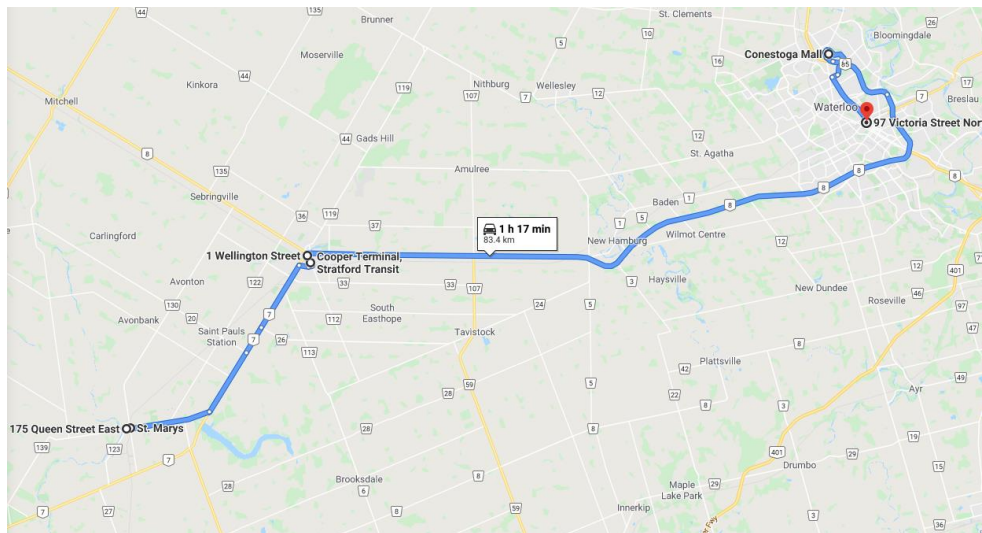
City/Town	Location	To Listowel	From Listowel
Kitchener	GO/VIA Station	97 Victoria St N Stop 1930 in front of thrift store	Stop 1921 at the bus shelter Victoria St N and Weber St W
Waterloo	Conestoga Mall	Stop 4004 at King St bus shelter, opposite ION light rail platform	Stop 4004 at King St bus shelter, opposite ION light rail platform
St. Jacobs	St. Jacobs Farmers Market	Farmers Market Rd between Benjamin Rd and Weber St N Stop 2091 in front of the Farmers Market	Farmers Market Rd between Benjamin Rd and Weber St N Stop 3833 in front of the Farmers Market
Elmira	Elmira Town Centre	39 Arthur St S Stop 3817 on Arthur St, just past Mill St	39 Arthur St S Stop 3817 on Arthur St, just past Mill St
Listowel	North Perth Public Library	260 Main St W	260 Main St W

SCHEDULE "B-2"

PARTIAL SERVICE

ROUTE 2: KITCHENER-WATERLOO TO ST. MARYS VIA STRATFORD

ROUTE:



POTENTIAL BUS STOPS:

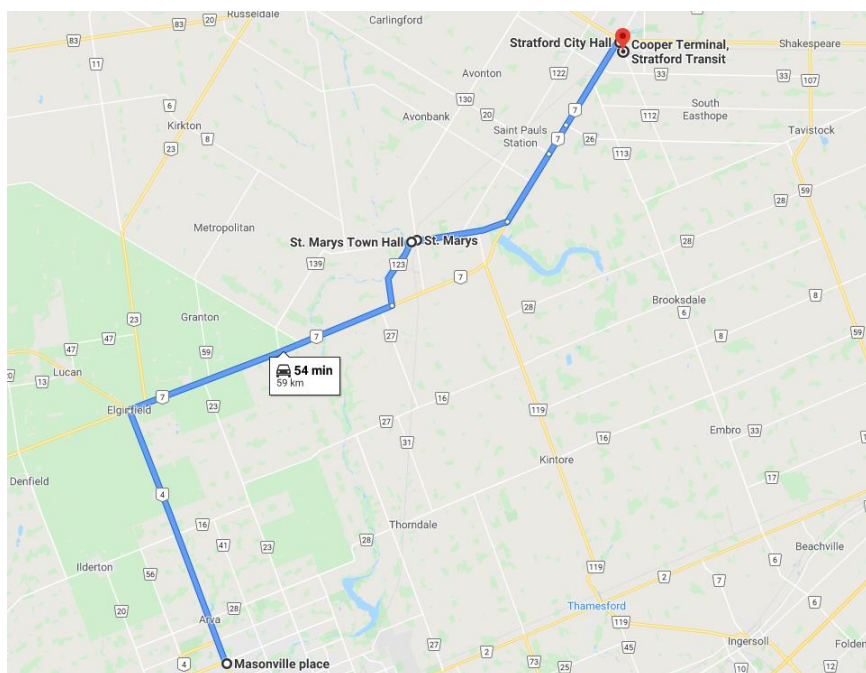
City/Town	Location	To Stratford/St. Marys ↓	From St. Marys/Stratford ↑
Kitchener	GO/VIA Station	97 Victoria St N Stop 1930	Stop 1921 at the bus shelter Victoria St N and Weber St W
Waterloo	Conestoga Mall	Stop 4004 at King St bus shelter, opposite ION light rail platform	Stop 4004 at King St bus shelter, opposite ION light rail platform
Stratford	City Hall	Downie Street stop beside City Hall (1 Wellington St)	Wellington Street temporary stop beside City Hall (1 Wellington St)
Stratford	Cooper Bus Terminal	290 Downie St	290 Downie St
St. Marys	VIA Rail Station	5 James St N	5 James St N
St. Marys	Town Hall	175 Queen St E	175 Queen St E

SCHEDULE "B-2"

PARTIAL SERVICE

ROUTE 3: LONDON TO STRATFORD VIA ST. MARYS

ROUTE:



POTENTIAL BUS STOPS:

City/Town	Location	To Stratford/St. Marys ↓	From St. Marys/Stratford ↑
London	Masonville Mall		
St. Marys	Town Hall	175 Queen St E	175 Queen St E
St. Marys	VIA Rail Station	5 James St N	5 James St N
Stratford	City Hall	Wellington Street temporary stop beside City Hall (1 Wellington St)	Downie Street stop beside City Hall (1 Wellington St)
Stratford	Cooper Bus Terminal	290 Downie St	290 Downie St

Schedule C
Service Fee Structure

Hourly Rate	Daily Hours of Service	Estimated Daily Cost
\$86.57	8	\$692.56

BY-LAW 82-2020

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to authorize an Agreement between The Corporation of the Town of St. Marys and Sittler Grinding Inc. and to authorize the Mayor and Clerk to execute the Agreement.

- WHEREAS:** Section 5(3) of the *Municipal Act, 2001 S.O. 2001, c.25*, as amended, provides that a municipal power shall be exercised by by-law;
- AND WHEREAS:** The Corporation of the Town of St. Marys released a RFQ for the 2020 wood and brush grinding program (the “Project”) and a quotation was submitted by Sittler Grinding Inc. which was subsequently approved by Council on September 22, 2020;
- AND WHEREAS:** The Corporation of the Town of St. Marys deems it expedient to enter into an agreement with Sittler Grinding Inc. (the “Agreement”) for the purpose of clarifying and delineating the respective rights, obligations and of the delivery of the Project;
- AND WHEREAS:** It is appropriate to authorize the Mayor and the Clerk to execute the Agreement on behalf of the Town;
- NOW THEREFORE:** The Council of the Corporation of the Town of St. Marys hereby enacts as follows:
1. That the Agreement between The Corporation of the Town of St. Marys and Sittler Grinding Inc., attached hereto as Appendix “A”, is hereby authorized and approved.
 2. That the Mayor and Clerk are hereby authorized to execute the Agreement on behalf of The Corporation of the Town of St. Marys.
 3. This by-law comes into force and takes effect on the final passing thereof.

Read a first, second and third time and finally passed this 22nd day of September 2020.

Mayor Al Stratthdee

Jenna McCartney, Clerk

BY-LAW 83-2020

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to authorize an Agreement between The Corporation of the Town of St. Marys and BGL Contractors Corp. and to authorize the Mayor and Clerk to execute the Agreement.

- WHEREAS:** Section 5(3) of the *Municipal Act, 2001 S.O. 2001, c.25*, as amended, provides that a municipal power shall be exercised by by-law;
- AND WHEREAS:** The Corporation of the Town of St. Marys released a RFQ for the replacement of the waste activated sludge splitter box at the Water Pollution Control Plant (the "Project") and a quotation was submitted by BGL Contractors Corp. which was subsequently approved by Council on September 22, 2020;
- AND WHEREAS:** The Corporation of the Town of St. Marys deems it expedient to enter into an agreement with BGL Contractors Corp. (the "Agreement") for the purpose of clarifying and delineating the respective rights, obligations and of the delivery of the Project;
- AND WHEREAS:** It is appropriate to authorize the Mayor and the Clerk to execute the Agreement on behalf of the Town;
- NOW THEREFORE:** The Council of the Corporation of the Town of St. Marys hereby enacts as follows:
1. That the Agreement between The Corporation of the Town of St. Marys and BGL Contractors Corp., attached hereto as Appendix "A", is hereby authorized and approved.
 2. That the Mayor and Clerk are hereby authorized to execute the Agreement on behalf of The Corporation of the Town of St. Marys.
 3. This by-law comes into force and takes effect on the final passing thereof.

Read a first, second and third time and finally passed this 22nd day of September 2020.

Mayor Al Strathee

Jenna McCartney, Clerk

BY-LAW 84-2020

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to authorize an Agreement between The Corporation of the Town of St. Marys and The Corporation of the City of Stratford and The Corporation of the Municipality of North Perth to establish a regional intermodal transportation project.

- WHEREAS:** The Province of Ontario has established the Community Transportation Grant Program to fund municipalities to plan, implement and operate intercommunity and local transportation projects;
- AND WHEREAS:** The Corporation of the City of Stratford applied and was successful in obtaining funding from the Province of Ontario to implement an intermodal transportation project (the “Project”);
- AND WHEREAS:** The Corporation of the Town of St. Marys and The Corporation of the City of Stratford and The Corporation of the Municipality of North Perth (the “Parties”) wish to enter into a local partnership agreement (the “Agreement”) for the purpose of clarifying and delineating the respective rights, obligations and of the delivery of the Project;
- NOW THEREFORE:** The Council of the Corporation of the Town of St. Marys hereby enacts as follows:
- 1.** That the Chief Administrative Officer be delegated the authority to negotiate such changes as may be necessary to bring the Agreement to its final form prior to signing.
 - 2.** That the Mayor and Clerk are hereby authorized to execute the Agreement in substantially the same form as presented on September 22, 2020 on behalf of The Corporation of the Town of St. Marys.
 - 3.** This by-law comes into force and takes effect on the final passing thereof.

Read a first, second and third time and finally passed this 22nd day of September 2020.

Mayor Al Strathee

Jenna McCartney, Clerk

BY-LAW 85-2020

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to confirm all actions and proceedings of the Council of The Corporation of the Town of St. Marys at its regular meeting held on September 22, 2020.

WHEREAS: The *Municipal Act, 2001*, S.O. 2001, c.25, as amended, Section 5(3), provides that the jurisdiction of every council is confined to the municipality that it represents, and its powers shall be exercised by by-law;

AND WHEREAS: The Council of the Corporation of the Town of St. Marys deems it expedient to confirm its actions and proceedings;

NOW THEREFORE: The Council of The Corporation of the Town of St. Marys hereby enacts as follows:

- 1.** That all actions and proceedings of the Council of the Corporation of the Town of St. Marys taken at its regular meeting held on the 22nd day of September, 2020 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
- 2.** This by-law comes into force on the final passing thereof.

Read a first, second and third time and finally passed this 22nd day of September 2020.

Mayor Al Stratheed

Jenna McCartney, Clerk