



**The Corporation of the City of Stratford
Finance and Labour Relations Committee
Open Session
AGENDA**

Date: Tuesday, October 15, 2019
Time: 7:20 P.M.
Location: Council Chamber, City Hall
Committee Present: Councillor Gaffney - Vice Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos
Staff Present: Joan Thomson - Acting Chief Administrative Officer, Tatiana Dafoe - Acting Clerk, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Kim McElroy - Director of Social Services, Jacqueline Mockler - Director of Human Resources, David St. Louis - Director of Community Services, John Paradis - Fire Chief, Jodi Akins - Council Clerk Secretary

Pages

1. Call to Order

The Vice-Chair to call the Meeting to Order.

Chair Councillor Clifford and Mayor Mathieson provided regrets for this meeting.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

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

Name, Item and General Nature of Pecuniary Interest

3. Sub-committee Minutes 4 - 10

Sub-committee minutes are attached for background regarding the discussion held at the September 17, 2019 Sub-committee meeting.

4. Delegations

None scheduled.

5. Report of the Director of Human Resources

5.1 Council Remuneration (FIN19-036) 11 - 36

Following the September 17, 2019 Sub-committee meeting, an additional attachment was drafted for clarification. It is attached to this agenda following the Council Remuneration by-law.

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

AND THAT direction be given.

Motion by _____

Sub-committee Recommendation: THAT Option 3, which includes an adjusted base rate, accounts for the 1/3 tax exemption, consists of \$4,000 in lieu of group health and dental coverage, and includes an estimated average per diem for Councillors, be implemented effective January 1, 2020 for all members of Council;

AND THAT the per diem for meeting attendance by Councillors be indexed annually by 30%.

6. Report of the Council Clerk Secretary

6.1 Consideration of the Application by Value Village to open on certain retail business holidays in Stratford (FIN19-037) 37 - 47

Motion by _____

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

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

7. Report of the Manager of Environmental Services

7.1 Request to Waive Water and Wastewater Charges due to Discolouration Event (FIN19-034) 48 - 49

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

Motion by _____

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

7.2 Request for Changes to 2019 Capital Budget – Grit Removal System (G941-9782) (FIN19-035) 50 - 51

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

Motion by _____

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

8. Advisory Committee/Outside Board Minutes 52 - 55

The following Advisory Committee/Outside Board minutes were provided for the information of Committee:

Stratfords of the World Advisory Committee minutes dated May 23, 2019

9. Adjournment

Meeting Start Time:

Meeting End Time :

Motion by _____

Committee Decision: THAT the Finance and Labour Relations Committee meeting adjourn.



The Corporation of the City of Stratford Finance and Labour Relations Sub-committee MINUTES

Date: September 17, 2019

Time: 3:31 P.M.

Location: Council Chamber, City Hall

Sub-committee Present: Councillor Clifford - Chair Presiding, Councillor Gaffney - Vice Chair, Councillor Beatty, Councillor Bunting, Councillor Ritsma

Staff Present: Michael Humble - Director of Corporate Services, Jacqueline Mockler - Director of Human Resources, Janice Beirness - Manager of Financial Services, Jodi Akins - Council Clerk Secretary, Tatiana Dafoe – Acting Clerk, Michael Mortimer – Manager of Environmental Services, Kathy Bjorkquist – Human Resources Coordinator

Also present: Members of the Public and Kimberley Richardson (Item 6.1)

1. Call to Order

The Chair called the meeting to Order.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

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

Name, Item and General Nature of Pecuniary Interest

No disclosures of pecuniary interest were made by a Member at the September 17, 2019 Finance and Labour Relations Sub-committee meeting.

3. Delegations

None scheduled.

4. Report of the Manager of Financial Services

4.1 Draft 2018 Consolidated Financial Statements (FIN19-033)

Staff Recommendation: THAT the draft 2018 Consolidated Financial Statements be approved and the 2018 Audit Report be received for information.

Sub-committee Discussion: The Manager of Financial Services advised that the highlights from the financial statement are noted in the report. There was an increase in the annual surplus of \$10 million for 2018 due to land sales and federal gas tax. The bank balance increased by approximately \$20 million as a result of the \$10 million surplus and new debt issued for approximately \$6 million.

The Manager introduced Cameron Johnston of Millard, Rouse & Rosebrugh LLP to discuss the 2018 audit report.

Motion by Councillor Ritsma

THAT Cameron Johnston CPA, CA, LPA, of Millard, Rouse & Rosebrugh LLP be heard.

Carried

Mr. Johnston noted their independence from the City of Stratford as required as auditors. He referenced the audit report attached to the agenda and reviewed the highlights for Sub-committee.

With respect to reportable matters, the auditors found that accounting principles and policies were applied consistently and appropriately and no unusual transactions or misstatements arising from fraud or other irregularities were noted. The process for tracking unadjusted differences, which may be a late invoice not captured before the financial statements were completed, was explained and the dollar amount was found to be insignificant.

Page 8 of the report discusses internal controls and no significant deficiencies were found. Excellent cooperation was received from staff at the City and there no difficulties when completing the audit.

Referring to the draft audit report, Mr. Johnston read the auditor's opinion. The responsibilities of both management and those charged with governance for the financial statements and the auditor's responsibilities were highlighted. No issues overall were noted with the auditor's report.

With respect to the financial statements, there was a \$24 million budgetary surplus. Mr. Johnston explained the process for purchasing assets and how they are shown. They are not shown as a deduction of expense on the income statement, but are shown as an increase in assets and depreciated accordingly.

Significant liabilities were noted, such as solid waste landfill closure costs, deferred revenue and employee benefits.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the draft 2018 Consolidated Financial Statements be approved and the 2018 Audit Report be received for information.

Carried

5. Report of the Manager of Environmental Services

5.1 Request to Waive Water and Wastewater Charges due to Discolouration Event (FIN19-034)

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

Sub-committee Discussion: The Manager of Environmental Services reviewed the staff report and stated the homeowner was advised of the meeting but was unable to attend.

In response to a question about how much was spent on chemicals, the Manager responded the homeowner advised he spent upwards of \$200 but did confirm that all of the chemicals would not be needed to rectify the situation.

With regard to what caused the discolouration, the Manager stated it can be caused by changes in dynamics of water flow such as a fire event or flushing of pipes. The Manager believes that using three water sources over many hours may have caused the discolouration event. It was noted that there was a fire event in and around the same time period, however, the homeowner indicated he filled the pool prior to the fire.

Motion by Councillor Beatty

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

Carried

5.2 Request for Changes to 2019 Capital Budget – Grit Removal System (G941-9782) (FIN19-035)

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

Sub-committee Discussion: The Manager of Environmental Services advised that staff are looking to obtain approval to amend the 2019 sanitary capital budget for the Grit Removal System replacement and reallocate those funds towards emergency rehabilitation of the Tertiary Filter system at the Water Pollution Control Plant.

In 2019, staff looked at full replacement of the grit removal system. It was estimated at \$350,000. Following a formal review, costs have been estimated from \$600,000 to \$1 million.

The tertiary filter failed in August and has been taken off line. It is estimated at \$150,000 for full rehabilitation. Staff are recommending reallocation of the grit removal funds to this project. The remaining \$200,000 will be used towards engineering services for the grit removal project, which will hopefully proceed in 2020.

Motion by Councillor Ritsma

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

Carried

6. Report of the Director of Human Resources

6.1 Council Remuneration (FIN19-036)

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

AND THAT direction be given.

Sub-committee Discussion: The Chair noted that Kimberly Richardson, Chair of the Ad-Hoc Citizen's Committee on Council Remuneration was in the gallery and available to answer questions.

The Director of Human Resources provided background on the creation of the committee and their mandate. Considerations included current base remuneration, indexed by the consumer price index, and per diems received for meetings. A recommendation was put forward by the Committee at the August 26, 2019 Council meeting to commence dealing with the 1/3 tax exemption at a net cost of \$12,758 and a tax levy impact of 0.02%. Options were also put forward for when that should be implemented.

It was noted that the committee started with 7 comparators and narrowed down to Woodstock and St. Thomas.

With respect to compensation beyond replacement of the income lost with the 1/3 tax exemption, the committee looked at base pay plus benefits and provided 3 options. The three options were outlined for Sub-committee as written in the report.

Additional recommendations were made regarding completion of a governance review with regard to the size of Council, a remuneration review each term of Council, and standardized formats for review and moving towards a salary remuneration model. It was suggested that if Council wants to retain the per diem structure, it should be looked at from an indexing perspective.

Option 1 was discussed and it was noted the impact on the tax levy would be \$75,747 or 0.128%. The impact for Options 2 and 3 would be \$119,747 or 0.202%.

In response to whether the current per diem rate was indexed with the CPI, the Director advised it was not.

The Chair expressed concern that moving from a current rate of \$12,141 to \$28,278, plus per diems would not be appropriate in light of provincial budget cuts. Replacement of the income lost with the removal of the 1/3 tax exemption would be a total of \$16,679.00.

Discussion took place regarding the number of councillors on City Council and whether the number should be reviewed. It was noted that an average amount for extra meetings would not be fair as some council members sit on 2 advisory committees and some sit on 7 or 8.

Ms. Richardson requested clarification on the numbers. She explained that the options provided include an average amount for per diems. Replacement of the amount lost with the 1/3 tax exemption is only \$241.

The Director stated that the estimated average amount of per diems added to the options was \$4,320. For comparison purposes, because the comparators do not have a per diem system, an average of 6 committees and 12 meetings at \$60 each was calculated.

Ms. Richardson suggested that Council could consider each councillor sitting on an equal number of advisory committees.

Motion by Councillor Gaffney

Sub-committee Recommendation: THAT Option 3, which includes an adjusted base rate, accounts for the 1/3 tax exemption, consists of \$4,000 in lieu of group health and dental coverage, and includes an estimated average per diem for Councillors, be implemented effective January 1, 2020 for all members of Council;

AND THAT the per diem for meeting attendance by Councillors be indexed annually by 30%.

Carried

7. Advisory Committee/Outside Board Minutes

The following Advisory Committee/Outside Board minutes were provided for the information of Sub-committee:

Stratfords of the World Advisory Committee minutes dated May 23, 2019

8. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is Tuesday, October 22, 2019 at 3:30 p.m. in the Council Chamber, City Hall.

Councillor Clifford provided regrets for this meeting.

9. Adjournment

Motion by Councillor Ritsma

THAT the Finance and Labour Relations Sub-committee meeting adjourn.

Carried

Meeting Start Time: 3:31 p.m.

Meeting End Time: 4:06 p.m.



MANAGEMENT REPORT

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

Title: Council Remuneration

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

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

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

Current base remuneration for Council members is as follows:

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

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

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

1/3 Tax Exemption:

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

To implement this recommendation three options were recommended for consideration:

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

Pension:

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

Base Pay, Per Diems and Benefits:

The Committee further recommended the following three options for consideration:

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

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

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

The costs associated with each option are outlined below:

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

*Amounts include estimated average per diem costs.

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

Additional Recommendations:

The following additional recommendations were made for consideration:

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

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

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

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

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

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

*Amounts include estimated average per diem costs.

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

AND THAT direction be given.



Jacqueline Mockler, Director of Human Resources



Joan Thomson, Acting Chief Administrative Officer



Report on Council Remuneration

Submitted by:

The Ad-Hoc Citizen's Committee on Council Remuneration

August 26, 2019

Executive Summary:

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

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

Background:

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

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

Review Process:

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

The review process included the following components:

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

Findings:

Setting the Foundation

What is a Remuneration Review?

A compensation review consists of several factors:

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

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

Council's Mandatory Requirements under the Municipal Act

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

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

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

Members of Council are charged to:

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

Time Requirements

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

Governance Model

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

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

Meetings of Council include the following Standing Committees:

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

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

Statutory Committees

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

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

Boards Established by Council

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

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

Outside Boards

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

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

Advisory Committees to Council

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

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

Current Remuneration Structure

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

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

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

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

Councillors can claim out of town mileage expenses.

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

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

2019 Remuneration of Council

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

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

Council's Impact on the Quality of Life in Stratford

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

Historical Data

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

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

Their findings were:

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

Their recommendations were:

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

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

Determining Appropriate Comparators

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

Selection of Comparators

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

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

Compensation Information

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

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

Selecting Resources:

Comparator Municipalities

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

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

The following chart summarizes key comparator municipality findings:

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

Remuneration Survey Data

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

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

For populations 25,000 – 49,999:

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

Other Factors

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

Financial Indicators

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

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

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

Implications on the Tax Levy

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

Total Impact to Tax Levy

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

Benefits & Pension

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

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

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

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

1/3 Tax Free Exemption

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

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

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

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

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

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

Recommendations:

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

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

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

The chart below shows the impact by role:

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

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

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

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

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

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

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

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

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

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

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

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

Option 1

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

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

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

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

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

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

Option 1 Impact to Mayor and Councillor Wages

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

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

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

Option 2

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

Option 2 Impact to Mayor and Councillor Wages

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

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

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

Option 3

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

Option 3 Impact to Mayor and Councillor Wages

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

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

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

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

Council Compensation and the Impact to Tax Levy

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

Other Points for Consideration:

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

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

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

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

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

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

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

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

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

Respectfully submitted by:

Ad-Hoc Citizen's Committee on Council Remuneration

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Read a FIRST time this 9th day of February, 1998.

Read a SECOND time this 23rd day of February, 1998.

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

"Dave Hunt"

Mayor – Dave Hunt

"Joan Thomson"

Acting Clerk – Joan Thomson

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

Attachment 1

Initial Recommendation:

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

Table 1

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

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

The Committee submitted 3 options for implementation of this recommendation:

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

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

Year	Amount	Impact on Tax Levy
2019	\$12,758.	0.022%

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

Subsequent Recommendations

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

Table 2

	Mayor	Deputy Mayor	Councillor
Current Base Pay +1/3 Tax Exemption Adjustment + Estimated Average Per Diem of \$4320.³	\$77,712.	\$18,632.	\$16,679.
Revised Base Pay (in consideration of comparators) <i>Excluding: Estimated average per diem of \$4320 and benefits.</i>	\$77,212.	\$21,688.	\$19,958.
Option 1: Revised Base Pay + Estimated Average Per Diem of \$4320	\$77,212.	\$25,988.	\$24,278.
Option 2: Revised Base Pay + Estimated Average Per Diem of \$4320 + \$4000 in lieu of health & dental benefit coverage	\$81,212.	\$29,988.	\$28,278.
Option 3: Revised Base Pay (inclusive of additional \$4000) + Estimated Average Per Diem of \$4320	\$81,212.	\$29,988.	\$28,278.

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

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

Projected Cost (2019)

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



MANAGEMENT REPORT

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

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

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

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

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

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

Council Authority to Allow Certain Business to Open

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

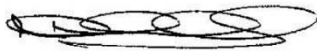
Financial Impact: None identified.

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

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



Jodi Akins, Council Clerk Secretary



Michael Humble, Director of Corporate Services



Joan Thomson, Acting Chief Administrative Officer



City of Stratford
Retail Business Holidays Act

Application for a Business Holidays Opening Exemption

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

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

To be completed by the Applicant:

1. Name of Applicant: Value Village Stores
 Address: 11400 SE 6th Street, Suite 220, Bellevue WA USA 98004
 Telephone: 425-450-7509
 Email: jkennedy@savers.com

2. Name of Retail Business Establishment: Value Village
 Address: 925 Ontario Street, 1A, Stratford ON N5A 6W5
 Telephone: 226-779-2706

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

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

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

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

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

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

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

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

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

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

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

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

Français

Retail Business Holidays Act

ONTARIO REGULATION 711/91

TOURISM CRITERIA

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

Last amendment: 321/15.

Legislative History: 321/15.

This is the English version of a bilingual regulation.

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

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

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

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

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

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

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

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

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

(a) natural attractions or outdoor recreational attractions;

(b) historical attractions; and

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

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

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

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

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

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

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

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

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

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

Français

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SEE ALSO BY-LAW 149-92

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

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

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

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

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

1. Retail business establishments, as defined in the *Retail Business Holidays Act, as amended*, may be open on holidays in the City of Stratford during the period specified herein, provided that:
 - a) the retail business establishment does not open prior to 10:00 a.m. and does not remain open after 4:00 p.m.;
 - b) the number of persons engaged in the serving of the public does not, at any time, exceed four (4);
 - c) the total area used for serving, selling or displaying goods or services to the public inside the establishment is less than 3,000 square feet (278.71 m²) .
2. The period during which the within retail business establishments may be open shall be from May 1st to November 14th in any year.
3. That By-law Number 45-84 of this Corporation be, and the same, is hereby repealed.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 22nd day of May, 1990

"Dave Hunt"

Mayor – Dave hunt

"Ron Schulthies"

Clerk – Ron Schulthies

See Also By-law 84-90

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

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

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

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

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

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

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

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 23rd day of November, 1992.

"Dave Hunt"

Mayor – Dave Hunt

"R. Schulthies"

Clerk – R. Schulthies

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

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

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



CITY OF STRATFORD PUBLIC MEETING MINUTES

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

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

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

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

ALSO PRESENT: Members of the public and media

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

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

STAFF PRESENTATION:

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

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

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

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

QUESTIONS FROM COUNCILLORS:

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

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

APPLICANT PRESENTATION:

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

QUESTIONS FROM COUNCIL:

None.

QUESTIONS FROM PUBLIC:

None.

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

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

Mayor Mathieson adjourned the meeting at 7:25pm.

MANAGEMENT REPORT

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

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

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

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

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

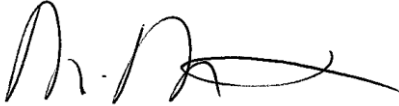
There was an increase in usage on July 7 due to a response to a fire in Perth East Township. As a result, this may have caused anomalies to water flow dynamics and may have contributed to some discolouration events throughout the City. Mr. Caven contends that the 3 hoses ran on July 4 and 5 and that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

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

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

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

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



Mike Mortimer, Manager of Environmental Services



Ed Dujlovic, Director of Infrastructure & Development Services



Joan Thomson, Acting Chief Administrative Officer



MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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

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

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



Mike Mortimer, Manager of Environmental Services



Ed Dujlovic, Director of Infrastructure & Development Services



Joan Thomson, Chief Administrative Officer



A meeting of the **Stratfords of the World Committee** was held on the above date at 4:00 p.m. – 82 Erie Street, Stratford ON – Avon Room

Present: Joan Ayton – Chair Presiding, Wayne Whitehorn, Susan Kummer, Ken Clarke, Joyce Mohr, Councillor Tom Clifford, June Wells, Bill Andrus

Staff Present: Casey Riehl – Recording Secretary

Absent: Donnalene Tuer-Hodes, Malorie Leonetti

MINUTES

1.0 CALL TO ORDER

Joan Ayton called the meeting to order at 4:00 p.m.

2.0 DISCLOSURE OF PECUNIARY INTEREST

None declared

3.0 ADOPTION OF THE PREVIOUS MINUTES – March 21, 2019 & April 25, 2019

Motion by Ken Clarke, seconded by Joyce Mohr to adopt the minutes dated March 21, 2019 and April 25, 2019 as amended. Carried.

4.0 BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Open House Update (April 28, 2019)

The open house and the presentation went well. Members were able to sign up some more hosts, as well as people willing to volunteer doing various jobs during the reunion.

(b) 2020 Reunion Planning Updates

Registration form and website link

The registration form has gone out and is posted on the city's website. Joan Ayton has received five registrations back already, all from PEI. Wayne Whitehorn inquired if local Stratford citizens wish to participate in any of the activities; will there be an option for them to buy in as a delegate? Joan Ayton

stated that once all the registrations for the visiting delegates are received, they can make those arrangements if there is room.

Promotional Items

Joan Ayton stated that Malorie Leonetti has volunteered to do some research on costs for various promotional items. Please forward any ideas you have to either Joan Ayton or Malorie Leonetti. Ms. Ayton has started a list of possible items.

Staff will contact the Mayor's office to see if they have any items that could be included in the packages for the delegates.

Festival Theatre

Will wait to make arrangements with the theatre closer to October when registration numbers have been confirmed.

Concert

Bill Andrus has contacted all three local high schools and they are interested in helping with the concert. Further contact with the schools in the fall.

Sponsorships

Councillor Clifford contacted the Director of Corporate Services to inquire if SOTW could seek sponsorships for the reunion. The Director confirmed that the committee could obtain sponsorships from retail, restaurant and hospitality businesses and include listings of all sponsorships in the reunion booklet. The committee is also permitted to solicit advertising for the booklet, as well as discount coupons can be included in the delegate packages. The committee plans to make up SOTW signs that local businesses who have contributed with sponsorships can post in their storefronts during the reunion.

Venues

Final plans for the Ag Society breakfast will have to be made. An Ag member voiced his concern for the number of people attending and whether the venue was large enough. Once registrations have been confirmed Ms. Ayton will contact them again to discuss. An offer has also been extended to host a pig roast the same as the last reunion in 2007. Members suggested that perhaps out at the museum would be a great location.

Tours

Susan Kummer reported that she attended the open-house at the Goderich jail and museum. Employees there were open to the delegates attending as part of the reunion. Ms. Kummer has a contact for their group tours and pricing. Ken Clarke suggested contacting Huron County to assist with some arrangements. He will reach out to some of his contacts to see if they have some ideas.

Hosting

Six more hosts were added at the open house. There are now approximately 60 total beds available for delegates. Ms. Ayton asked all committee members to please follow up with their contacts who have not filled out and handed in their forms. Hosts will be responsible for morning drop off and evening pick-ups of the delegates staying with them.

SOTW Garden

Staff will inquire when the new garden in Upper Queen's Park will be planted and if Community Services staff has the SOTW sign to install in it. Wayne Whitehorn and Susan Kummer are also working on putting together a dedication service. Ms. Kummer and Mr. Whitehorn will also make a presentation at the Council of Churches meeting in the fall regarding holding an ecumenical service as part of the garden dedication service.

5.0 NEW BUSINESS**(a) Summer Tasks for Committee Members****2020 Garden & Plaque Design**

Design and colour-scheme requests for the 2020 SOTW flower garden must be into the Parks Manager by November 1, 2019. Susan Kummer and Wayne Whitehorn will take on this project.

The Parks Manager also stated that a SOTW plaque could be permanently mounted on the large rock that is in the garden. Susan Kummer and Wayne Whitehorn will also research pricing and designs for this. Mr. Whitehorn will also follow up with the Festival on the whereabouts of the brass branch.

Volunteer Recognition Gear

Members discussed various items that could be purchased to identify volunteers during the reunion. Some suggestions were t-shirts, hats, vests or sashes. Joan Ayton has a large bolt of blue material that could be used to make generic vests or sashes. Susan Kummer and June Wells will research.

Charitable Donation

In lieu of a gift, Stratford, Australia requested each visiting Stratford make a donation to a local charity. Staff will inquire with the Finance Department to see how a charitable donation could be accommodated for the Ontario reunion. Ms. Ayton has asked all members to start making a list of local charities that could be suggested.

Transportation Options

Ms. Ayton would like to offer transportation information to visiting delegates. Information that delegates can use to book various transportation from Toronto, such as booking rental cars, trains, buses, airporter, etc. Bill Andrus will work on putting together a directory of options.

Flags

In the past, the countries all bring their own flag to display at the banquet. Ken Clarke stated that a downtown business has offered to fly all the flags from the visiting countries during the reunion. The committee would purchase these flags to fly. Ken Clark will contact the business and confirm. Joyce Mohr will inquire about flag poles for the banquet flags.

Golf Details

Bill Andrus has contacted the Country Club and they are more than happy to work with the committee to arrange some rounds of golf. They would supply clubs for visitors. The idea would be to mix visitors with locals to play.

6.0 NEXT MEETING DATE: Thursday, September 19, 2019 – 4:00 p.m. – Avon Room

7.0 ADJOURNMENT

Motion by Councillor Clifford, seconded by Ken Clarke to adjourn the meeting. Carried.

Time: 5:30 p.m.