



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

**Meeting #:** 4555th  
**Date:** Tuesday, May 29, 2018  
**Time:** 7:00 P.M.  
**Location:** Council Chamber, City Hall

**Council Present:** Mayor Mathieson - Chair Presiding, Councillor Beatty, Councillor Brown, Councillor Bunting, Councillor Clifford, Councillor Henderson, Councillor Ingram, Councillor Mark, Councillor McManus, Councillor Ritsma, Councillor Vassilakos

**Staff Present:** Rob Horne - Chief Administrative Officer, Joan Thomson - City Clerk, Carole Desmeules - Director of Social Services, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Jacqueline Mockler - Director of Human Resources, John Paradis - Fire Chief, Jeff Leunissen - Manager of Development Services, Tatiana Dafoe - Deputy Clerk, Mike Beitz - Corporate Communications Lead

Pages

**1. Call to Order:**

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

Singing of O Canada

Moment of Silent Reflection

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

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

Name, Item and General Nature of Pecuniary Interest

**3. Adoption of the Minutes:**

16 - 39

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

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated May 14, 2018 be adopted as printed.**

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

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

**THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated May 29, 2018, be added to the Agenda as printed.**

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

**5.1 From the May 14, 2018 reconvene In-camera Session under the Municipal Act, 2001, as amended, matters concerning the following remaining items were considered**

- Security of municipal property of the municipality or local board (section 239.(2)(a), Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years;), and Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e));
- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));
- Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years;
- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.2(2) (k).

Direction was given at the reconvene In-camera Session regarding the first 3 items listed above.

**5.2 At the May 29, 2018 Session under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e)), Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons or organization (section 239.(2) (I));

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

A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));

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

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

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

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

**6.1 Request to Present by Festival Hydro**

Ysni Semsedini, CEO of Festival Hydro, has requested to present to Council regarding Abiliti.

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

**THAT the presentation by Ysni Semsedini regarding Abiliti, be heard.**

- 6.2 Public Meeting - Plan of Subdivision Amendment 31T-18001 & Zone Change Application Z03-18, 48, 50, 60 and 66 Daly Avenue, Public Meeting Planning Report (COU18-039) 40 - 48**

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

**Staff Recommendation:** THAT the Regular Council meeting adjourn for the purposes of holding Public Meetings under the Planning Act to hear zone change application Z03-18 and Plan of Subdivision Amendment 31T-18001 for 48, 50, 60 and 66 Daly Avenue, and to hear Official Plan Amendment OPA01-18 and Zone Change Application Z05-18, for 111 Lakeside Drive (48 Water Street), 68 and 72 Water Street, to reconvene at the conclusion of the Public Meetings.

- 6.3 Public Meeting - Official Plan Amendment OPA01-18 and Zone Change Application Z05-18, 111 Lakeside Drive (48 Water Street), 68 & 72 Water Street, Public Meeting Planning Report (COU18-040) 49 - 56**

**6.4 Request to Present by Nancy Stotts-Jones**

Ms. Stotts-Jones has requested to address Council regarding the proposed Allward Memorial.

The Management Report and staff recommendation regarding this project is listed as Item 7.3 on this Council Agenda.

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

**THAT the presentation by Nancy Stotts-Jones regarding the Allward Memorial, be heard.**

**7. Orders of the Day:**

- 7.1 Resolution - Easements for the Quinlan Pumping Station (COU18-037) 57 - 59**

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

**Staff Recommendation:** THAT The Corporation of the City of Stratford accept the following easements:

**Parts 4, 10, and 11, Plan 44R-5504 for construction access;**

**Part 14 Plan 44R-5504 for the Quinlan Pumping Station;**

**Parts 16 and 18, Plan 44R-5504 for the construction, operation and maintenance of sanitary forcemains.**

- 7.2 Community Open House - Fire Station #1**



The Stratford Fire Department is pleased to announce they will be hosting a Community Open House at Station 1, 388 Erie Street on Saturday, June 23, 2018 from 09:00 am – 3:00 pm. There will be something for all ages; displays, BBQ, training scenarios, and big trucks.

As well, all donations made the day of the Community Open House will be donated to the United Way to help those in need in the City of Stratford.

**For the information of Council.**

**7.3 Resolution - Allward War Memorial Sculpture Project (COU18-038)**

60 - 65

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

**Staff Recommendation: THAT the report entitled "Allward War Memorial Sculpture Project" be received for information;**

**AND THAT the Allward War Memorial Sculpture Project be approved and located at Memorial Gardens.**

**7.4 Resolution - Special Occasion Permit**

The Heart and Stroke Hits for Hearts slow pitch tournament is to be held June 23, 2018 at the Packham Road Sports Complex and the organizer is requesting a special occasion liquor licence.

Stratford Police, the Perth District Health Unit and the Fire

Department all provided no objections or concerns.

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

**THAT City Council does not express concern with the issuance of a special occasion permit for the Heart and Stroke Hits for Hearts Slow Pitch Tournament to be held June 23, 2018 at the Packham Road Sports Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

**7.5 Resolution - Special Occasion Permit**

The 20th Annual Brian Sippel Memorial Slo-Pitch Tournament is to be held August 31-September 2, 2018 at the Packham Road Sports Complex and the organizer is requesting a special occasion liquor licence.

Stratford Police, the Perth District Health Unit and City

Departments all provided no objections or concerns.

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

**THAT City Council does not express concern with the issuance of a special occasion permit for the 20th Annual Brian Sippel Memorial Slo-Pitch Tournament to be held August 31-September 2, 2018 at the Packham Road Sports Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

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

None scheduled.

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

**9.1 Report of the Infrastructure, Transportation and Safety Committee:**

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

**THAT the Report of the Infrastructure, Transportation and Safety Committee dated May 29, 2018 be adopted as printed.**

**9.1.1 Proposed Amendments to the City of Stratford Emergency Response Plan (ITS18-022)**

66 - 68

THAT the proposed changes to the City of Stratford Emergency Response Plan, as outlined in the management report of the Community Emergency Management Coordinator/Deputy Fire Chief dated April 25, 2018, be approved as recommended by the Emergency Control Group;

AND THAT an amendment to By-law 111-2008, be listed for Council's consideration to formally incorporate the proposed changes into the City of Stratford Emergency Response Plan.

**9.1.2 Request to Operate All Terrain Vehicles (ATVs) on City Streets, Recreation Trails and Municipal Property for the Kinsmen Club of Stratford 2018 Canada Day Parade (ITS18-023)**

69 - 71

THAT the request for an exemption to permit the operation of All Terrain Vehicles (ATVs) on certain city streets, recreation trails and municipal property under the jurisdiction of The Corporation of the City of Stratford as outlined on the attached map, for the 2018 Canada Day Parade on July 1, 2018 be approved;

THAT By-law 65-2012 as amended, be further amended to authorize the operation of ATVs for the Kinsmen Club of Stratford Canada Day Parade on July 1, 2018;

AND THAT the event organizers provide the required certificate of insurance in the amount of \$2 million per occurrence to the City prior to their event as described in this report.

## **9.2 Report of the Finance and Labour Relations Committee:**

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

**THAT the Report of the Finance and Labour Relations Committee dated May 29, 2018, be adopted as printed.**

- |              |   |                  |
|--------------|---|------------------|
| <b>9.2.1</b> | <b>High Water Charges, 678 Erie Street (FIN18-016)</b>  | <b>72 - 75</b>   |
|              | THAT the report on options regarding the high water charges for 678 Erie Street be received for information, and;   |                  |
|              | AND THAT a 25% reduction be applied to the estimate for water charges resulting in charges in the sum of \$5,671.98 to be applied.  |                  |
| <b>9.2.2</b> | <b>High Water and Sanitary Charges, 402 Downie Street (FIN18-017)</b>   | <b>76 - 87</b>   |
|              | THAT the report on high water and sanitary charges for 402 Downie Street be received for information.   |                  |
| <b>9.2.3</b> | <b>Stratford Economic Enterprise Development Corporation – 2018 Quarterly Report 1 (FIN18-018)</b>  | <b>88 - 94</b>   |
|              | THAT the Stratford Economic Enterprise Development Corporation (SEED Co.) quarterly report dated April 17, 2018, be received as information.                                |                  |
| <b>9.2.4</b> | <b>Stratford Tourism Alliance – Q1 Update - 2018 (FIN18-019)</b>  | <b>95 - 107</b>  |
|              | THAT the Stratford Tourism Alliance reported dated April 17, 2018 be received for information.  |                  |
| <b>9.2.5</b> | <b>Adoption of Stratford City Centre Business Improvement Area (SCC BIA) 2018 Budget (FIN18-024)</b>  | <b>108 - 110</b> |
|              | THAT the report of the Director of Corporate Services dated April 17, 2018, regarding the Stratford City Centre Business Improvement Area (BIA) 2018 budget be received for |                  |

information;

THAT the 2018 budget of the Stratford City Centre Business Improvement Area (BIA) be approved as submitted in the amount of \$286,150;

AND THAT the sum of \$227,150 shall be levied on properties located within the boundaries of the Stratford City Centre Business Improvement Area (BIA) for the year 2018, such amount to be provided for as follows:

**BIA Tax Rates for 2018:**

<b>Tax Class</b>	<b>Assessment</b>	<b>BIA Rate</b>	<b>Taxes</b>
Commercial Occupied	85,389,053	0.00257450	\$219,834.11
Commercial Vacant	872,800	0.00180215	\$1,572.91
Industrial Occupied	1,598,000	0.00359410	\$5,743.37
<b>TOTAL</b>			<b>\$227,150.39</b>

**9.2.6 2018 Grant Request From Stratford Perth Rotary Hospice (FIN18-031) 111 - 113**

THAT the 2018 grant request of \$300,000 to the Stratford Perth Rotary Hospice be approved;

AND THAT the remaining 2018 grant contingency be used, with the balance recognized as an unfunded expenditure in 2018.

**9.2.7 Reserve and Reserve Fund Detail (FIN18-021) 114 - 165**

THAT the Director of Corporate Services report dated April 17, 2018 regarding Reserve and Reserve Fund Detail sheets be

received for information;

THAT Council adopt the attached Reserve and Reserve Fund Detail sheets as an Appendix to the Reserve and Reserve Fund Policy F.1.13;

AND THAT the Reserve and Reserve Fund Detail sheets be reviewed annually by the Chief Administrative Officer and the Treasurer, and presented to Council as part of the budget process.

#### **9.2.8 Reserve and Reserve Fund Detail (FIN18-021)**

THAT the City Hall Washroom project be considered as a first priority for the Strategic Community Development reserve fund; and;

THAT the remainder of the funds not be spent immediately.

#### **9.2.9 Municipal Investment Performance for 2017 (FIN18-022) 166 - 170**

THAT the report of Director of Corporate Services dated April 17, 2018, regarding 2017 investment performance, be received for information;

AND THAT the funds be withdrawn from CIBC Wood Gundy.

#### **9.2.10 2017 Year End Financial Results (FIN18-025) 171 - 178**

THAT the report of Director of Corporate Services dated 17<sup>th</sup> April 2018 regarding 2017 year end results be received for information;

THAT the Wastewater deficit of \$5,634.12 be closed out to the Sanitary capital reserve fund G-R00-STPO-0000;

THAT the water surplus of \$36,157.66 be closed out to the Water capital reserve fund G-R00-WATR-0000;

THAT the Waste Management surplus of \$256,576.10 be closed out to the Tipping Fees capital reserve fund G-R00-TIPF-0000;

THAT the Building and Planning Services surplus of \$71,185.94 be closed out to the Building Department Surplus G-R07-BSUR-0000;

THAT the Tax Supported deficit of \$92,133.69 be closed out to the Tax Rate Stabilization reserve G-R14-TAXS-0000;

AND THAT the Tax Rate Stabilization reserve be replenished through the 2019 budget process in the amount \$92,133.69.

**9.2.11      2017 Treasurer's Statements for Development Charges and Cash In Lieu of Parkland Reserve Funds (FIN18-026)      179 - 184**

THAT the 2017 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;

AND THAT the 2017 Treasurer's Statement for City of Stratford Cash In Lieu of Parkland Reserve Fund be received for information.

**9.2.12      2017 Lottery Licence Activity Update (FIN18-009)      185 - 192**

THAT the report entitled "2017 Lottery Licence Activity Update" be received for information.

**9.2.13      Tax Adjustments – April 17, 2018 (FIN18-020)      193 - 195**

THAT taxes totalling approximately \$16,344.09 as shown in the Summary of Tax Adjustments dated April 17, 2018 be adjusted under Section 357 of the Municipal Act, 2001 in the amount of \$14,834.79 and Section 36 of the Assessment Act in the amount of \$1,509.30 of which the City's portion is estimated to be \$12,550.

AND THAT the associated interest be cancelled in proportion to the tax adjustments;

AND THAT the Treasurer be directed to adjust the Collector's Roll accordingly.

**9.2.14      Annual Building Permit Fee Report 2017 (FIN18-023)      196 - 198**

THAT Council add the amount of \$71,185.94 into the Building Code Enforcement reserve fund established to administer and enforce the Building Code Act.

**9.2.15      Proposed Revisions to Corporate Health & Safety Policy (FIN18-026)      199 - 204**

That proposed revisions to the City of Stratford's Corporate

Health and Safety Policy H.1.12 be approved.

**9.2.16 Revisions to Workplace Inspection Policy (FIN18-027) 205 - 209**

That the report on revisions to the Health and Safety Program Policy 14 (Workplace Inspections) be received for information.

**9.2.17 Stratford Youth Advisory Council (SYAC) (FIN18-015) 210 - 216**

THAT Council establish a Stratford Youth Advisory Council to commence January 2019;

THAT the City Clerk be authorized to advertise for available positions in September 2018;

AND THAT the Terms of Reference of the Stratford Youth Advisory Council presented at the April 17, 2018 Finance and Labour Relations Sub-committee meeting, be approved as revised.

**9.3 Report of the Community Services Committee**

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

**THAT the Report of the Community Services Committee dated May 29, 2018, be adopted as printed.**

**9.3.1 CDX Land Lease Agreement (COM18-007) 217 - 219**

THAT the City of Stratford renew the agreement with Underhill Enterprises Inc. (o/a Canadian Dairy XPO) for a further six years for the lease of municipally-owned lands at the former fairgrounds site.

**9.3.2 Canadian Dairy XPO Bridge Agreement (COM18-008) 220 - 221**

THAT the City enter into an agreement with Underhill Enterprises Inc. (o/a Canadian Dairy XPO) to January 10, 2025 for use of City-owned lands for a constructed footbridge.

**10. Notice of Intent:**

None scheduled.

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

The following By-laws require First and Second Readings and Third and Final

Readings and could be taken collectively upon unanimous vote of Council present:

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

**THAT By-laws 11.1 to 11.6 be taken collectively.**

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

**THAT By-laws 11.1 to 11.6 be given First and Second Readings.**

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

**THAT By-laws 11.1 to 11.6 be given Third and Final Readings.**

- |             |  |                  |
|-------------|--|------------------|
| <b>11.1</b> | <b>Stratford City Centre BIA Budget</b>  | <b>222 - 224</b> |
|             | To levy a special charge upon the rateable property in the business improvement area for Stratford City Centre Business Improvement Area (BIA) for 2018.   |                  |
| <b>11.2</b> | <b>Lease of Municipal Property for Cow Coliseum</b>  | <b>225 - 226</b> |
|             | To authorize the entering into and execution of an agreement with Underhill Enterprises Inc. O/A Canadian Dairy XPO for the lease of certain municipal property at 24 Glastonbury Drive for a three-year term.   |                  |
| <b>11.3</b> | <b>Lease of Municipal Property for Constructed Footbridge</b>  | <b>227 - 228</b> |
|             | To authorize the entering into and execution of a lease agreement with Underhill Enterprises Inc. O/A Canadian Dairy XPO for use of city-owned land for a constructed footbridge.  |                  |
| <b>11.4</b> | <b>Use of ATV's on Municipal Property for 2018 Canada Day Parade</b>   | <b>229 - 231</b> |
|             | To amend By-law 65-2012 as amended, to permit and control the operation of all-terrain vehicles (ATVs) on certain highways and streets and property under the jurisdiction of The Corporation of the City of Stratford for the 2018 Canada Day Parade. |                  |
| <b>11.5</b> | <b>Amendment to Emergency Response Plan</b>  | <b>232</b>       |
|             | To amend By-law 111-2008 as amended, to adopt revisions to the Emergency Response Plan for The Corporation of the City of Stratford with respect to  |                  |
| <b>11.6</b> | <b>Acceptance of Easements for Quinlan Pumping Station</b>   | <b>233 - 235</b> |



To authorize the acceptance of easements from Marcor Farms Ltd., over Parts 4, 10, 11, 14, 16 and 18 , Plan 44R-5504 for the construction and operation of the Quinlan Pumping Station.

**12. Consent Agenda: CA-2018-068 to CA-2018-071**

236 - 240

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

**13. New Business:**

**14. Adjournment to Standing Committees:**

The next Regular Council meeting is June 11, 2018 in the Council Chamber, City Hall.

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

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

- **Community Services Committee [7:30 pm or thereafter following the Regular Council meeting]**
- **Infrastructure, Transportation and Safety Committee [7:40 pm or thereafter following the Regular Council meeting];**
- **Social Services Committee [7:50 pm or thereafter following the Regular Council meeting]; and**
- **Finance and Labour Relations Committee [8:00 pm or thereafter following the Regular Council meeting];**

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

**15. Council Reconvene:**

## 15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on May 29, 2018 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

## 15.2 Committee Reports

### 15.2.1 Finance and Labour Relations Committee

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

**THAT Item 6.2 of the Finance and Labour Relations Committee meeting dated May 29, 2018 be adopted as follows:**

**Infinite Pride Association Request for Special Event Expedited Service Fee to be Waived for the 2018 Pride Parade**

**Recommendation to be provided.**

## 15.3 Reading of the By-laws (reconvene):

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

### **By-law 11.7 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 29, 2018.

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

**THAT By-law 11.7 be given First and Second Readings.**

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

**THAT By-law 11.7 be given Third and Final Readings.**

**15.4 Adjournment of Council Meeting**

Meeting Start Time:

Meeting End Time:

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

**THAT the May 29, 2018 Regular Council meeting adjourn.**



## Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4554th  
 Date: Monday, May 14, 2018  
 Time: 7:30 P.M.  
 Location: Council Chamber, City Hall

Council Present: Mayor Mathieson - Chair Presiding, Councillor Beatty, Councillor Brown, Councillor Bunting, Councillor Clifford, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Vassilakos

Regrets: Councillor Mark, Councillor McManus

Staff Present: Rob Horne - Chief Administrative Officer, Joan Thomson - City Clerk, Carole Desmeules - Director of Social Services, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, John Paradis - Fire Chief, Jeff Leunissen - Manager of Development Services, Tatiana Dafoe - Deputy Clerk, Mike Beitz - Corporate Communications Lead, Stephanie Potter - Policy and Research Associate

Also Present: Members of the Public and Media

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

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

Singing of O Canada

Moment of Silent Reflection

Councillors Mark and McManus provided regrets for this meeting.

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

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

### Name, Item and General Nature of Pecuniary Interest

Councillor Vassilakos declared a pecuniary interest on item 9.2.1 regarding the local improvement project as she is a resident on Dawson Street.

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

R2018-210

**Motion by** Councillor Bunting

**Seconded By** Councillor Ingram

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated April 23, 2018 be adopted as printed.**

**Carried**

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

There was no Addendum/Addenda to the May 14, 2018 Regular Agenda of Council and Standing Committees to be adopted.

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

### **5.1 From the April 23, 2018 Session under the Municipal Act as amended:**

Application for Stratford Town and Gown Advisory Committee [Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b))].

R2018-211

**Motion by** Councillor Ritsma

**Seconded By** Councillor Brown

**THAT Keira McMaster be appointed to the Stratford Town and Gown Advisory Committee to fill a vacant University of Waterloo representative position for a one-year term to August 31, 2019.**

**Carried**

**5.2 At the May 14, 2018 Session under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

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

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

[Security of municipal property of the municipality or local board (section 239.(2)(a)), Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years and Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e))];

[Labour relations or employee negotiations (section 239.(2)(d))];

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

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

[A position, plan, procedure, criteria or instruction to be applied to any

negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));

[Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years];

[Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years];

Nominees for Bronze Star Program

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

Nominations for Senior of the Year Award and for Ontario Senior Achievement Award

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

At the May 14, 2018 In-camera Session direction was given on the following matters:

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

- Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years;

The following items were considered at the In-camera Reconvene Session:

- Security of municipal property of the municipality or local board (section 239.(2)(a)), Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years and Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2)(e));
- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k));
- Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years];
- Nominees for Bronze Star Program  
Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));

The matter relating to Nominations for Senior of the Year Award and for Ontario Senior Achievement Award (Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2) (b)) was not considered at the May 14, 2018 In-camera Session.

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

### **6.1 Presentation Request from CDX - Economic Impact Study**

R2018-212

**Motion by** Councillor Brown

**Seconded By** Councillor Vassilakos

**THAT the presentation by Jordan Underhill and Scott Langen regarding an economic impact study regarding the CDX, be heard.**

**Carried**

Jordan Underhill and Scott Langen provided a presentation to Council regarding the economic impact study completed by Praxis Consulting for



the Canadian Dairy Expo. The study looked at the regional, provincial, national and fiscal/tax impact the Expo had in 2017.

It was questioned where the approximately 9,000 individuals who stayed overnight actually stayed. Mr. Langen advised they stayed in Stratford and regions such as Kitchener, Waterloo and London in hotels or with friends.

It was further questioned whether the multiplier effects were studied. Mr. Langen advised he would provide more information on the multiplier effects.

City Council, the Community Services Department and the Rotary Club were thanked for their support and assistance with the Expo.

## **6.2 Request to make a Presentation to Council**

R2018-213

**Motion by** Councillor Clifford

**Seconded By** Councillor Bunting

**THAT the presentation by Mary and Pat O'Rourke regarding 265 St. David Street, be heard.**

**Carried**

Mary and Pat O'Rourke addressed Council with respect to matters related to 265 St. David Street.

Mr. O'Rourke refuted the claim made at a previous meeting that he contravened the Municipal Conflict of Interest Act. Secondly, the designation of 265 St. David Street as a heritage building would not open the flood gates for other buildings to be designated without the property owners consent. The number of buildings that have been designated was outlined. The OMB's decision, which stated the building located at 265 St. David Street has heritage significance, was referenced.

It was questioned what value Council places on heritage and its conservation in the City.

## 7. Orders of the Day:

### 7.1 Correspondence – 2018-2020 Call for Nominations to AMO Board of Directors

Members of Council were advised that if they wished to put their names forward they must complete the Nomination Form and obtain a Council resolution of support. Nomination forms and supporting material must be received by the Association by 12:00 noon on June 25, 2018.

There was not an expression of interest made by a member of Council.

### 7.2 Resolution - Strat Beer Fest Municipal Significance

Strat Beer Fest organizers requested designation of the 2018 Strat Beer Fest to be held Saturday, September 1, 2018 in Market Square, as a municipally significant event for the purpose of obtaining a liquor licence.

City Departments and the Police Department did not advise of concerns, except that:

- Permits are required for the stage and a minimum 1.5 m wide hard surface pathway must be maintained to the back doors of City Hall and the licenced area must be smoke-free.

The Health Unit was unable to provide comments as they do not know who is participating and forms have yet to be submitted.

R2018-214

**Motion by** Councillor Ingram

**Seconded By** Councillor Ritsma

**THAT City Council hereby designates the 2018 Strat Beer Fest to be held September 1, 2018 in Market Square as having municipal significance in Stratford for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and that approvals are obtained from the Perth District Health Unit prior to the event.**

**Carried**

### 7.3 Correspondence - Four County Labour Market Planning Board

The Four County Labour Market Planning Board conducted a survey of employers on their workforce experiences in January 2018.

A copy was provided to the members of Council.

**This item was for the information of Council.**

#### **7.4 Resolution - Contract Policing Request – St Marys and Perth South (COU18-035)**

It was questioned whether the budget would be reviewed annually. The Acting Police Chief advised there are provisions in the agreement for review.

R2018-215

**Motion by** Councillor Brown

**Seconded By** Councillor Bunting

**THAT City Council approves the request of the Stratford Police Service to provide contract policing to the Town of St Marys and the Township of Perth South.**

**Carried**

#### **7.5 Proclamation Request - National Health and Fitness Day**

R2018-216

**Motion by** Councillor Ritsma

**Seconded By** Councillor Brown

**THAT City Council hereby proclaims June 2, 2018 as National Health and Fitness Day in the City of Stratford.**

**Carried**

#### **7.6 Resolution - Special Occasion Permit**

The Stratford Festival Annual Garden Party is to be held Sunday, May 27, 2018 at the Stratford Festival Theatre, and the organizer requested a special occasion liquor licence.

Stratford Police, the Perth District Health Unit and the Fire Department all provided no objections or concerns.

R2018-217

**Motion by** Councillor Clifford

**Seconded By** Councillor Brown

**THAT City Council does not express concern with the issuance of a special occasion permit for the Stratford Festival Annual**

**Garden Party to be held May 27, 2018 at the Stratford Festival Theatre.**

**Carried**

**7.7 Resolution - Strat Music Fest Municipal Significance**

Strat Music Fest organizers requested designation of the 2018 Strat Music Fest to be held Saturday, September 15, 2018 in Market Square, as a municipally significant event for the purpose of obtaining a liquor licence.

City Departments and Stratford Police did not express any concerns with the request.

The Health Department was not able to provide comments as they do not have information on who is participating.

R2018-218

**Motion by** Councillor Henderson

**Seconded By** Councillor Beatty

**THAT City Council hereby designates Strat Music Fest to be held September 15, 2018 from 2:00 p.m. to 9:00 p.m. in Market Square as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy, the required certificates of insurance being provided and that approvals are obtained from the Perth District Health Unit prior to the event.**

**Carried**

**7.8 Resolution - Stratford Blues and Ribfest Municipal Significance**

Stratford Blues and Ribfest organizers requested designation of the 2018 Stratford Blues and Ribfest to be held June 22-24, 2018 in the York Street parking lot and around the Veterans Drive band shell, as a municipally significant event for the purpose of obtaining a liquor licence.

City Departments and Stratford Police did not express any concerns with the request.

The Health Department was not able to provide comments as they do not have information on who is participating.

R2018-219

**Motion by** Councillor Bunting

**Seconded By** Councillor Ingram

**THAT City Council hereby designates the Stratford Blues and Ribfest to be held June 22-24, 2018 in the York Street parking lot and on Veterans Drive as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy, the required certificates of insurance being provided and that approval are obtained from the Perth District Health Unit prior to the event.**

**Carried**

## **7.9 Proclamation Request - Minister of Senior Affairs**

June is Ontario's 34th annual Seniors Month. This year's theme is "Now's the time to start something new".

It was questioned whether SLAAA would be holding any events. A request was made for this to be referred to the Manager of Recreation and Marketing.

R2018-220

**Motion by** Councillor Clifford

**Seconded By** Councillor Brown

**THAT City Council hereby proclaims June 2018 as "Seniors' Month" in the City of Stratford.**

**Carried**

## **7.10 Resolution - Special Occasion Permit**

The Stratford Minor Baseball Association Summertime Bash Slo Pitch Tournament is to be held July 20-22, 2018 at the Packham Road Complex, and the organizer requested a special occasion liquor licence.

City Departments and Stratford Police did not express any concerns with this request.

The Health Unit was not able to provide comments as they did not know who would be participating and forms had not been submitted.

R2018-221

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Ingram

**THAT City Council does not express concern with the issuance of a special occasion permit for the Stratford Minor Baseball Association Summertime Bash Slo Pitch Tournament to be held July 20-22, 2018 at the Packham Road Sports Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy , the required certificates of insurance being provided and that approval is obtained from the Perth District Health Unit prior to the event.**

**Carried**

**7.11 City of Stratford & Stratford Economic Enterprise Development Corporation, Rural Economic Development Program – Stratford Smart City Value Proposition (COU18-034)**

R2018-222

**Motion by** Councillor Ritsma

**Seconded By** Councillor Vassilakos

**THAT Council authorizes the Mayor and Clerk to sign the Collaboration Agreement between The City of Stratford, Stratford Economic Enterprise Development Corporation and Her Majesty the Queen in right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs in relation to the Stratford Smart City Valuation Program.**

**Carried**

**7.12 Resolution - Safer Communities – 1,000 Officers Partnership Program Agreement 2018/19 (COU18-031)**

It was questioned how these positions will be funded once this program comes to an end. The Acting Police Chief advised there would be alternate programs that funding will be applied for.

R2018-223

**Motion by** Councillor Bunting

**Seconded By** Councillor Brown

**THAT Council authorizes the Mayor and Clerk to sign the Safer Communities – 1,000 Officers Partnership Program Ontario Transfer Payment Agreement effective April 1, 2018, between the Ministry of Community Safety and Correctional Services, the City of Stratford and the Stratford Police Services Board.**

**Carried**

### **7.13 Resolution - Community Policing Partnerships Program Agreement 2018/19 (COU18-032)**

R2018-224

**Motion by** Councillor Bunting

**Seconded By** Councillor Beatty

**THAT Council authorizes the Mayor and Clerk to sign the Community Policing Partnerships (CPP) Program Ontario Transfer Payment Agreement effective April 1, 2018, between the Ministry of Community Safety and Correctional Services, the City of Stratford and the Stratford Police Services Board.**

**Carried**

### **7.14 Correspondence - Ministry of Transportation**

The City of Stratford applied for funding under the Province's Community Transportation Grant Program and was approved for \$1,449,345 for an Intercommunity Bus Project.

**For the information of Council.**

### **7.15 Correspondence - Ministry of Infrastructure**

Through the 2018 budget, the Province is supporting the creation of a new community hub in Stratford's Cooper Block site including an enhanced YMCA facility, a new student centre, affordable housing and mixed use space for University of Waterloo students and families, expanded child care facilities a new active seniors' facility and improved infrastructure for pedestrian and cycling routes, parking and public space.

The Chief Administrative Officer advised a management report is forthcoming detailing the next steps for the Community Hub.

**For the information of Council.**

### **7.16 Correspondence - Ministry of Education**

The Ministry of Education released a revised Pupil Accommodation Review Guidelines as a result of community consultations that took place in 2017 and early 2018. Updates on integrated planning and supports for urban education were also included in the correspondence.

**For the information of Council.**

**7.17 Correspondence - 2018 Girls Rugby A/AA OFSAA**

Members were advised the organizers have booked the SERC Site for this tournament. The organizers requested the closure of Matilda Street from Oakdale to Smith Street on Jun 4, 5 and 6.

R2018-225

**Motion by** Councillor Ritsma

**Seconded By** Councillor Vassilakos

**THAT the organizers of the 2018 Girls Rugby A/AA OFSAA tournament at the SERC site on June 4-6, 2018 be required to submit a Special Event Application and Business Licence Application to the City so that Departments, Police Services and Health Unit can comment;**

**THAT the organizers obtain Parks Board approval for road closures and vendors at the SERC site;**

**AND THAT the organizers be required to pay the fee for expedited review of the Special Event Application.**

**Carried**

**7.18 Resolution - Ontario Education Collaborative Marketplace – Request for Exemption from Purchasing Policy and Signing of Client-Supplier Agreement (COU18-033)**

R2018-226

**Motion by** Councillor Ingram

**Seconded By** Councillor Clifford

**THAT Council authorizes the Director of Corporate Services and the Manager of Information Technology and Business Systems to sign the Client-Supplier Agreement between The Corporation of the City of Stratford and CDW Canada Corp., in relation to purchasing end-user computing devices through the Ontario Education Collaborative Marketplace group;**

**AND THAT Council grants an exemption from the Purchasing Policy as per Clause 46.1 of the policy.**

**Carried**



### **7.19 Resolution - CBO Appointment Report (COU18-036)**

R2018-227

**Motion by** Councillor Beatty

**Seconded By** Councillor Ingram

**THAT effective May 22, 2018, Jonathan DeWeerd is appointed Chief Building Official for the City of Stratford.**

**Carried**

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

### **8.1 265 St. David Street**

Referral from the April 4, 2018 Planning and Heritage Committee meeting.

THAT the City of Stratford engage the property owner of 265 St. David Street in a final discussion by May 9, 2018 with a recommendation for the May 14, 2018 Council meeting regarding the property standard order, the demolition permit, the potential heritage designation, and the unsafe order;

AND THAT both parties agree not to proceed with legal action other than any emergency public protection measures as defined by the Building Code Act, and exercised under the authority of the Chief Building Official.

There was no discussion on this item at the May 14, 2018 Regular Council meeting.

### **8.2 Declaration of Surplus Land - 303 King Street**

R2018-228

**Motion by** Councillor Clifford

**Seconded By** Councillor Brown

**THAT a 0.115 acre (15.24 m by 30.48 m) vacant portion of municipal property at 303 King Street is declared surplus to the needs of The Corporation of the City of Stratford;**

**THAT the subject land at 303 King St. be sold via sale to a sole source, namely Wightman Telecom;**

**THAT the value of the subject land be set at \$11,478, with all City costs related to the sale to be borne by Wightman Telecom.**

**AND THAT the proceeds from the sale be placed in reserve account R-R11-GTCH that been established for the Community HUB.**

**Carried**

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

**9.1 Report of the Infrastructure, Transportation and Safety Committee:**

R2018-229

**Motion by** Councillor Brown

**Seconded By** Councillor Bunting

**THAT the Report of the Infrastructure, Transportation and Safety Committee dated May 14, 2018 be adopted as printed.**

It was requested that the Market Square Terms of Use Policy be amended to include that road and parking closures not be permitted for special events that occur during the opening and closing week of the Stratford Festival.

The City Clerk requested this be referred to staff for review as the closing week of the festival is not always determined until the September of the season.

R2018-230

**Motion by** Councillor Ingram

**Seconded By** Councillor Vassilakos

**THAT the amendment to the Market Square Terms of Use Policy to prohibit the closing of roads and parking for special events held during the opening and closing week of the Festival be referred to staff.**

**Carried**

It was then requested that the BIA be notified of every special event that is approved.

R2018-231

**Motion by** Councillor Ingram

**Seconded By** Councillor Vassilakos

**THAT the Business Improvement Area be notified of all pertinent information, including road closures, for all special event applications approved by the City of Stratford.**

It was questioned why the public washrooms are not available on weekends. The Manager of Development Services advised due to safety concerns the doors to City Hall are locked after the Cinema's performance begins. It was noted the washrooms are open Saturdays from 9:00 am to 5:00 pm and on Sundays from 8:00 am to 4:00 pm.

A request was made for staff to complete a review of the building to determine how to best improve security.

**Mayor Mathieson then called the question on the motion to notify the BIA of all special event applications that are approved in the City.**

**Carried**

**Mayor Mathieson then called the question on the main motion, as amended.**

**Carried**

**9.1.1 Market Square – Revised Terms of Use Policy (ITS18-019) (ITS18-021)**

THAT Council approve the Market Square Terms of Use Policy;

THAT unforeseen issues that are not addressed by the Market Square Terms of Use Policy be brought to Council for consideration as required;

THAT staff be directed to create a procedural manual for event organizers;

AND THAT the supplementary information regarding the Market Square Revised Terms of Use Policy be received for information.

**9.1.2 Market Square – Revised Terms of Use Policy (ITS18-019) (ITS18-021)**

THAT staff review the serving and operation of outdoor cafes in Market Square.

## **9.2 Report of the Finance and Labour Relations Committee:**

R2018-232

**Motion by** Councillor Henderson

**Seconded By** Councillor Bunting

**THAT Item 9.2.1 of the Report of the Finance and Labour Relations Committee dated May 14, 2018, be adopted as printed.**

**Carried**

\*Councillor Vassilakos having declared a pecuniary interest on Item 9.2.1 did not partake in the vote.

R2018-233

**Motion by** Councillor Henderson

**Seconded By** Councillor Bunting

**THAT Item 9.2.2 of the Report of the Finance and Labour Relations Committee dated May 14, 2018, be adopted as printed.**

**Carried**

### **9.2.1 Capital Status Update as at March 31 2018 (COU18-028)**

THAT the report of the Director of Corporate Services dated April 23, 2018, regarding the Capital Status Update as at March 31, 2018, be received for information.

### **9.2.2 Operating Budget Variance Report as at March 31 2018 (FIN18-030)**

THAT the report of the Director of Corporate Services dated April 23, 2018, regarding the Operating Budget Variance Report as at March 31, 2018, be received for information.

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

R2018-234

**Motion by** Councillor Henderson

**Seconded By** Councillor Bunting

**THAT the Report of the Social Services Committee dated May 14, 2018 be adopted as printed.**

**Carried**

### **9.3.1 Application for GreenON Social Housing Grant (SOC18-001)**

THAT the report titled "Application for GreenON Social Housing Grant" be received as information.

### **9.3.2 EarlyON Child and Family Centres Request for Proposals (RFP) (SOC18-004)**

THAT the report titled "EarlyON Child and Family Centres Request for Proposals" be received as information.

### **9.3.3 Local Programs and Initiatives to Prevent and Address Homelessness in Stratford, Perth County (SOC18-002)**

THAT the report titled "Local Programs and Initiatives to Prevent and Address Homelessness in Stratford, Perth County, and St. Marys" be received for information.

### **9.3.4 An Update on Ontario Works Caseload and Targets - 2017 (SOC18-003)**

THAT the report titled "An update on Ontario Works Caseload and Targets – 2017" be received for information.

## **9.4 Report of the Community Services Committee**

R2018-235

**Motion by** Councillor Beatty

**Seconded By** Councillor Ritsma

**THAT the Report of the Community Services Committee dated May 14, 2018 be adopted as printed.**

**Carried**

### **9.4.1 Stratford Minor Girls Softball Association Agreement Renewal (COM18-004)**

THAT the agreement between the City of Stratford and the Stratford Minor Girls Softball Association for use of Anne Hathaway Park be renewed for a further five years to January 31, 2023.

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

### **10.1 Notice of Public Meetings under the Planning Act**

At the Tuesday May 29, 2018 Council meeting, public meetings will be held for the following planning applications:

- Official Plan Amendment OPA01-18 and Zoning Review File Z05-13 for 111 Lakeside Drive (48 Water Street), 68 and 72 Water Street
- Zone Change Amendment Z03-18 and Plan of Subdivision 31T-18001 for 48, 50, 60 and 66 Daly Avenue

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

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

R2018-236

**Motion by** Councillor Ingram

**Seconded By** Councillor Vassilakos

**THAT By-laws 65-2018 to 74-2018 be taken collectively.**

**Carried** unanimously

R2018-237

**Motion by** Councillor Bunting

**Seconded By** Councillor Henderson

**THAT By-laws 65-2018 to 74-2018 be given First and Second Readings.**

**Carried** two-thirds support

R2018-238

**Motion by** Councillor Beatty

**Seconded By** Councillor Clifford

**THAT By-laws 65-2018 to 74-2018 be given Third and Final Readings.**

**Carried**

### **11.1 Appointment of Park Patrollers-By-law 65-2018**

To amend By-law 60-2003 as amended, to appoint Park Patrollers as Municipal By-law Enforcement Officers to enforce City of Stratford By-laws and Board of Park Management By-laws.

### **11.2 Renewal of Agreement with Stratford Minor Girls Softball Association-By-law 66-2018**

To authorize the entering into and execution of a renewal agreement with Stratford Minor Girls Softball Association for use of Anne Hathaway Park for a further five years to January 31, 2023.

### **11.3 CPP Program Agreement-By-law 67-2018**

To authorize the entering into and execution of an agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Community Safety and Correctional Services, Stratford Police Services Board and The Corporation of the City of Stratford with respect to the Community Policing Partnerships (CPP) Program.

### **11.4 Agreement - 1000 Officers Partnership Program-By-law 68-2018**

To authorize the entering into and execution of an agreement with Her Majesty the Queen in right of Ontario as represented by the Ministry of Community Safety and Correctional Services, Stratford Police Services Board and The Corporation of the City of Stratford with respect to the Safer Communities - 1000 Officers Partnership Program.

### **11.5 Appointments-By-law 69-2018**

To amend By-law 142-2014 as amended, to accept the resignation of Rebecca Graper and to appoint Keira McMaster to the Stratford Town and Gown Advisory Committee, and to accept the resignations of Mary O'Rourke and Katie McLeod from the Communities in Bloom Advisory Committee.

### **11.6 Agreement - Rural Economic Development - InvestStratford-By-law 70-2018**

To authorize the entering into and execution of an agreement regarding InvestStratford's grant application under the Rural Economic Development Program.

### **11.7 Appointment of Chief Building Official-By-law 71-2018**

To appoint a Chief Building Official for The Corporation of the City of Stratford and to repeal previous appointing by-laws.

### **11.8 Agreement with Town of St. Marys for police services-By-law 72-2018**

To authorize the entering into and execution of an agreement with The Corporation of the Town of St. Marys, The Corporation of the City of Stratford and The Stratford Police Services Board for the provision of police services for a five-year term.

### **11.9 Agreement with Township of Perth South for police services-By-law 73-2018**

To authorize the entering into and execution of an agreement with The Corporation of the Township of Perth South, The Corporation of the City of Stratford and The Stratford Police Services Board for the provision of police services for a five year term.

### **11.10 Agreement with CDW Canada Corp for purchasing end-user computing devices-By-law 74-2018**

To authorize the entering into and execution of an agreement with CDW Canada Corp., in relation to purchasing end-user computing devices through the Ontario Education Collaborative Marketplace Group.

## **12. Consent Agenda: CA-2018-057 to CA-2018-67**

### **12.1 CA-2018-63**

R2018-239

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Ritsma

**THAT CA-2018-063, being a resolution from the Township of Zorra noting that high speed rail is only one viable option for improving transportation in Southwestern Ontario and environmental assessments must include other options, be endorsed.**

**Carried**

### **12.2 CA-2018-66**

R2018-240

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Ingram

**THAT CA-2018-066, being a resolution from the Town of Lakeshore urging the Province to review and revise the laws regarding alteration, renovation, and/or demolition of all buildings containing hazardous materials to ensure proper steps are taken to protect the public, be endorsed.**

**Carried**



### **13. New Business:**

#### **13.1 BIA Public Washroom Project Request**

An update was requested on the BIA's public washroom project proposal. The Director of Corporate Services advised agreements with the participating restaurants are being drafted and that the City will be distributing the funds.

#### **13.2 First Nations Acknowledgement**

An update was requested on the First Nations acknowledgement statement to be read at Council meetings. The City Clerk advised staff are working on developing a statement that will be presented at a future meeting. It was noted Heritage Stratford is also working on a statement and they were requested to send their information to the Clerk's Office, which will prepare the acknowledgment to be used by all City boards and committees.

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

The next Regular Council meeting is May 28, 2018 in the Council Chamber, City Hall.

R2018-241

**Motion by** Councillor Henderson

**Seconded By** Councillor Brown

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

- **Community Services Committee [7:20 p.m. or thereafter following the Regular Council meeting];**
- **Planning and Heritage Committee [7:30 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [7:40 p.m. or thereafter following the Regular Council meeting] and;**
- **Finance and Labour Relations Committee [8:00 p.m. or thereafter following the Regular Council meeting]**

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

**Carried**

## **15. Council Reconvene:**

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

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on May 14, 2018 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

#### Name, Item and General Nature of Pecuniary Interest

Councillor Vassilakos declared a pecuniary interest on Item 8.1 of the Infrastructure, Transportation and Safety Committee agenda in regards to the Dawson Street local improvement project as she is a resident on Dawson Street.

### **15.2 Committee Reports**

#### **15.2.1 Planning and Heritage Committee**

R2018-242

**Motion by** Councillor Bunting

**Seconded By** Councillor Ritsma

**THAT Item 4.1 of the Planning and Heritage Committee meeting dated May 14, 2018 be adopted as follows:**

**Proposed decorations to be erected for Canada Day celebrations**

**THAT the request by the Stratford Communities in Bloom Committee to erect banners from mid-June to mid-July on light standards downtown and erect bunting on existing mounting hardware on City Hall for 2018 and future years be approved.**

**Carried**

### 15.3 Reading of the By-laws (reconvene):

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

#### **By-law 75-2018 Confirmatory By-law**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 14, 2018.

R2018-243

**Motion by** Councillor Henderson

**Seconded By** Councillor Vassilakos

**THAT By-law 75-2018 be given First and Second Readings.**

**Carried** two-thirds support

R2018-244

**Motion by** Councillor Clifford

**Seconded By** Councillor Brown

**THAT By-law 75-2018 be given Third and Final Readings.**

**Carried**

### 15.4 Adjournment of Council Meeting

R2018-245

**Motion by** Councillor Beatty

**Seconded By** Councillor Ritsma

**THAT the May 14, 2018 Regular Council meeting adjourn to reconvene to In-camera for the remainder of the items listed in 5.2 of the Council agenda and to reconvene Council, if necessary.**

**Carried**

Meeting Start Time: 7:30 P.M.

Meeting End Time: 9:08 P.M.

Reconvene Meeting Start Time: 9:45 P.M.

Reconvene Meeting End Time: 9:47 P.M.

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Mayor - Daniel B. Mathieson

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Clerk - Joan Thomson



## MANAGEMENT REPORT

**Date:** May 29, 2018  
**To:** Mayor and Council  
**From:** Jeff Leunissen, Manager of Development Services  
**Report#:** COU18-039  
**Attachments:** None

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**Title:** Plan of Subdivision Amendment 31T-18001 & Zone Change Application Z03-18, 48, 50, 60 and 66 Daly Avenue, Public Meeting Planning Report

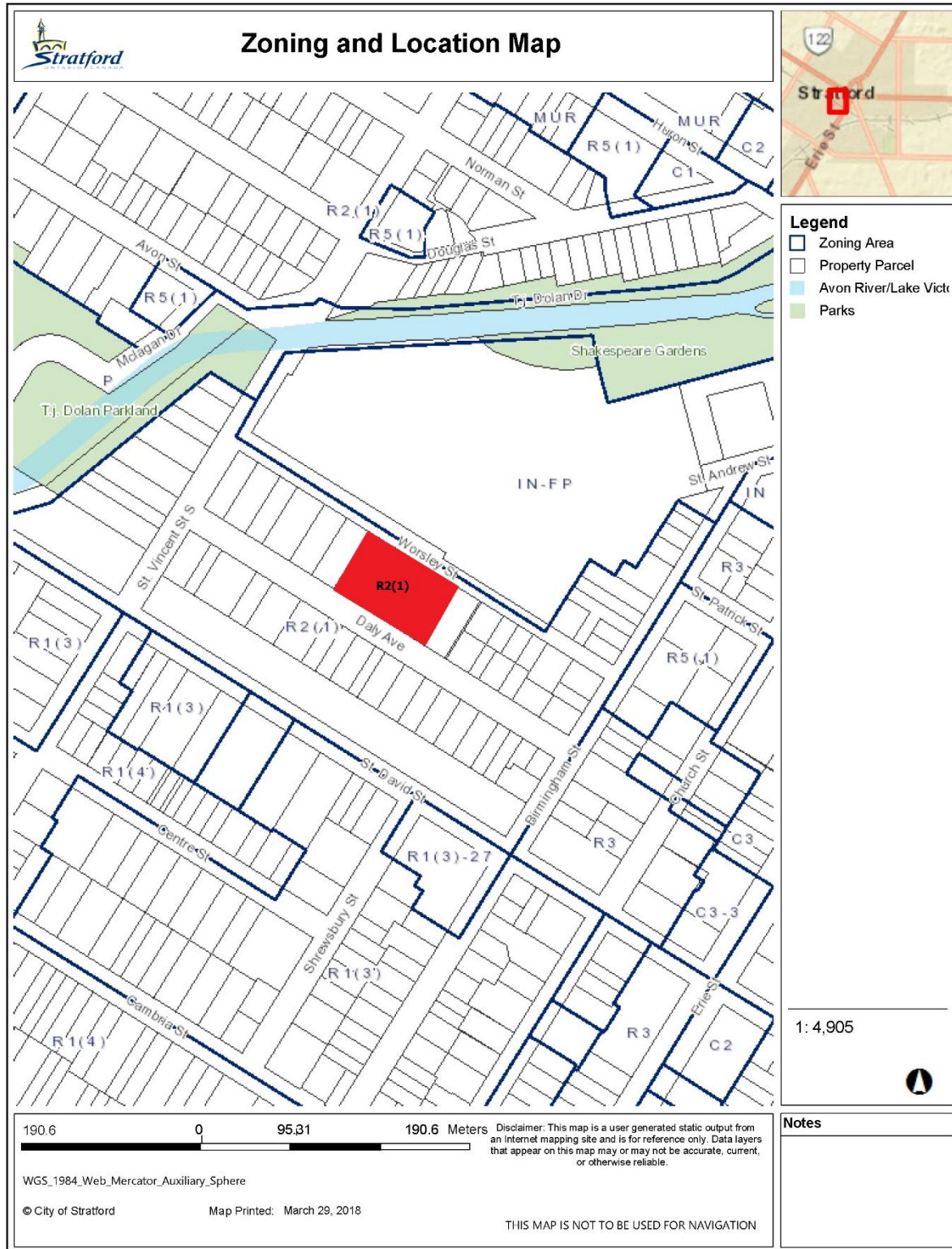
**Objective:** The purpose of this report is to describe the Plan of Subdivision and Zoning By-law application for the properties known as 48, 50, 60 and 66 Daly Avenue, located between St. Vincent Street South and Birmingham Street and legally described as Lots 8, 9, 10 and 11 Registered Plan 74 in the City of Stratford.

The proposed plan of subdivision contains 10 single detached dwelling lots with four servicing easements on 0.41 ha of land. The subdivision is to be accessed by Worsley Street and Daly Avenue. Lot frontages are proposed to range from approximately 12.5m to 21m and lot areas are proposed to range from 320m<sup>2</sup> to 533m<sup>2</sup>.

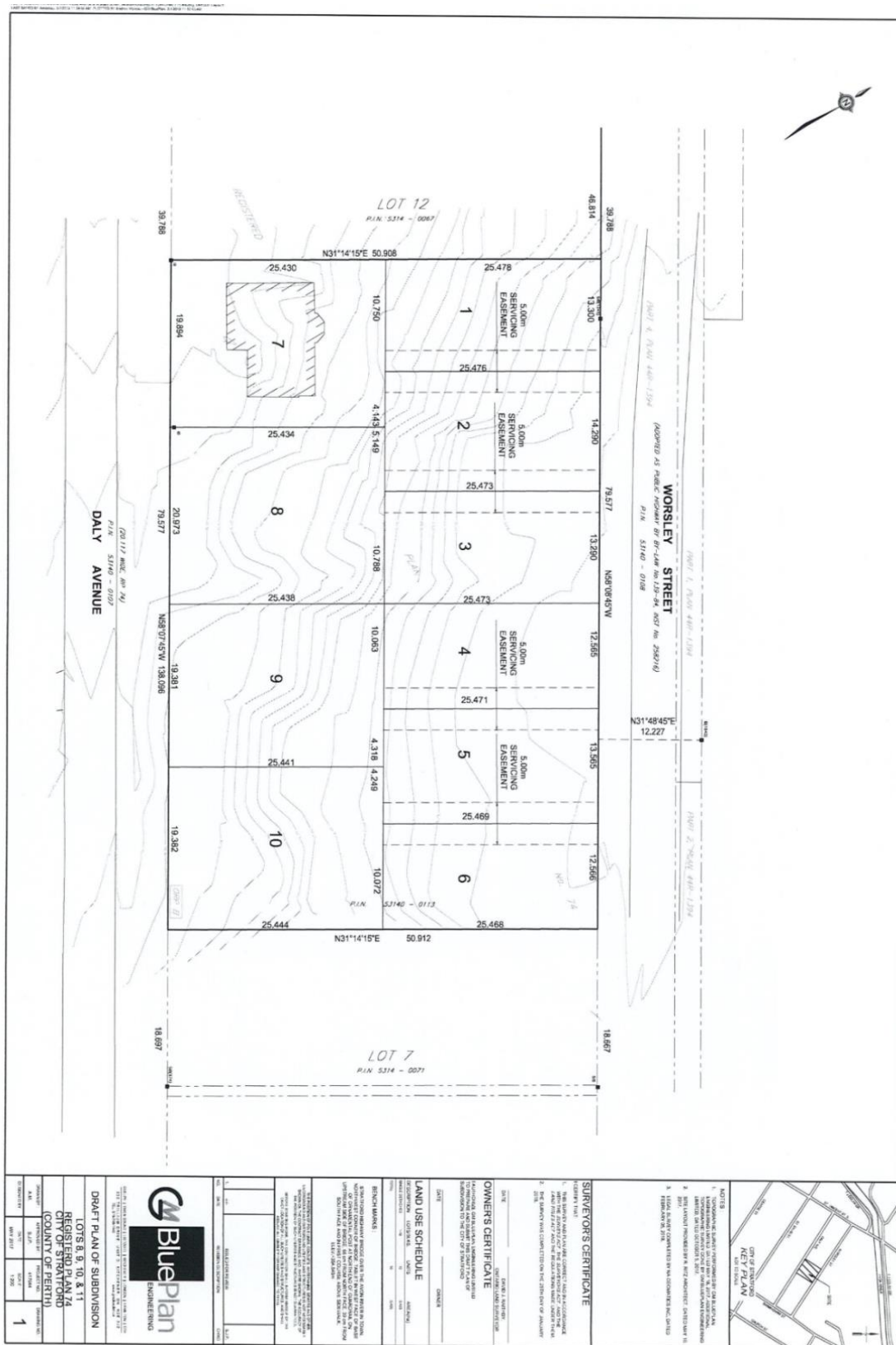
The proposed zone change application is intended to change the above described lands from a Residential Second Density R2(1) Zone to a Residential Second Density Special Provision R2(1)-\_\_ Zone that has the same range of uses and regulations as permitted in the standard R2(1) Zone including a single detached dwelling, a semi-detached dwelling, a duplex dwelling and a boarding house with the following special provisions: a 5.0m setback from Worsley Street, a minimum lot depth of 25m, a maximum deck encroachment into a rear yard of 3.5m and to measure building height from the average grade at the front yard setback.

A functional servicing report was submitted in support of the applications.

## Location and Zoning Map



## Proposed Draft Plan of Subdivision



**Background:** A portion of the subject lands were involved in previous minor variance and consent applications to allow a total of 5 new lots in 2015 (our files A01-15, B01-15 to B04-15). These applications were refused by the Committee of Adjustment and that decision was upheld by the Ontario Municipal Board. Additional land was added to the applicant's holdings and in 2017 the Committee of Adjustment heard minor variance and consent applications to allow for the creation of a total of 7 dwelling lots (our files A11-17, B08-17 to B14-17). The applications were denied by the Committee of Adjustment. The applicant has acquired additional lands and is now submitting an application for a proposed plan of subdivision and zone change that would permit a total of 10 single detached dwelling lots.

Subject Site: The subject lands are located between St. Vincent Street South and Birmingham Street and legally described as Lots 8, 9, 10 and 11 Registered Plan 74 in the City of Stratford having an area of approximately 0.41 ha.

Site Characteristics:

Existing Use:	Vacant land and a duplex dwelling
Frontage:	79.6m (261 ft)
Depth:	50.9m (167 ft)
Area:	0.41 ha (1.0 ac)
Shape:	Rectangular
Slope:	Grade difference of approximately 7m between Daly Avenue frontage and Worsley Street frontage

Surrounding Land Uses:

North:	Secondary School (Institutional / Flood Plain)
East:	Single detached dwelling (Residential)
West:	Duplex dwelling (Residential)
South:	Single detached dwellings (Residential)



48, 50, 60 and 66 Daly Avenue  
*Daly Avenue frontage*



*Worsley Street frontage*



Official Plan Designation

The property is designated as Residential Area and is within the Heritage Area of the Official



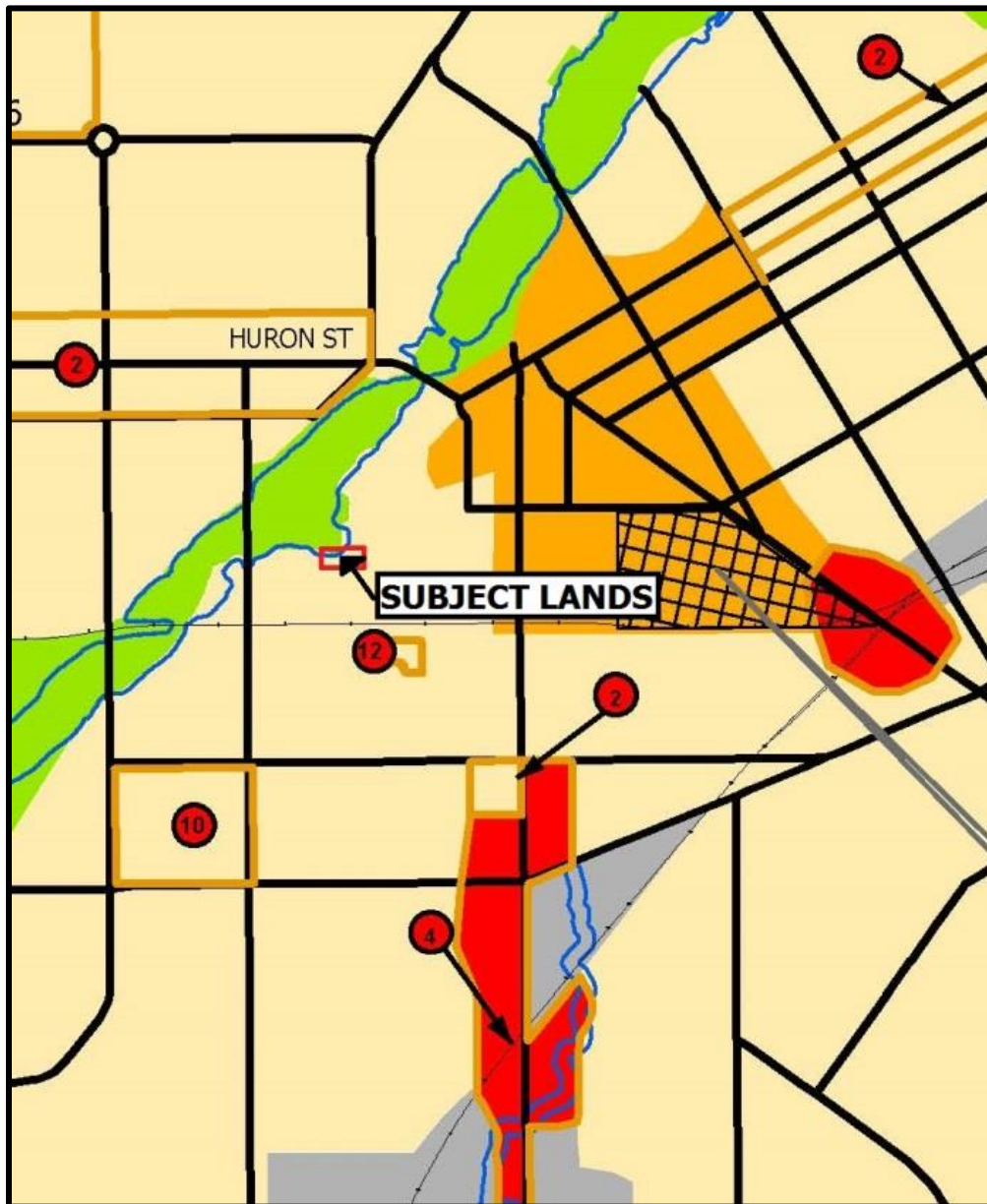
Plan. The Residential Area policies allow for a range of dwellings types from single detached and semi-detached dwellings to townhouses and low-rise apartment buildings.

Within areas identified as Heritage Area, wherever possible, new development is to designed to be compatible, sensitive and sympathetic to existing heritage buildings, neighbouring buildings and the area.

Daly Avenue and Worsley Street are classified as local streets.

#### Excerpt of Schedule "A"

#### Land Use of the Official Plan



## Zoning By-Law

The lands are zoned Residential Second Density R2(1) Zone which allows a boarding house dwelling, converted dwelling, duplex dwelling, single detached dwelling, semi-detached dwelling, day nursery, elementary school, group home, home occupation, and a religious institution. The minimum interior lot frontage and minimum interior lot area for a single detached dwelling in the R2(1) Zone is 12 m and 360 m<sup>2</sup> respectively. The minimum lot depth for all uses within the R2(1) Zone is 30 m.

## Agency Comments

Circulation of the application to various agencies produced the following comments to date (May 22, 2018):

### Upper Thames River Conservation Authority

- The UTRCA can advise that we have no objection to the above noted applications for Plan of Subdivision and associated Zone change, ***provided safe access to the subject lands has been achieved*** (as per 3.2.3). The foregoing comments are provided for the information of the applicant, the Planning Department and Council.

### ***3.2.3 Riverine Flooding Hazard Policies***

*Our previous comments dated March 5, 2015, identified the need to confirm; through detailed elevation information that safe or dry access to the proposed Worsley Street lots can be achieved during a Regulatory Flood. The information submitted identifies that;*

*The street line elevations across the Worsley Street frontage are between 350.76 to 350.95m. The Regulatory Flood Elevation at cross-section 3195 is 350.77m. Therefore, ***provided that the proposed developments will be above 0.3m from the Regulatory Flood Elevation and safe access for vehicular and pedestrian traffic can be achieved, we would not object to the applications for minor variance and the related applications for Consent affecting the subject lands.****

### Huron Perth Catholic District School Board

- No concerns

### Canada Post

- Canada Post will provide mail delivery service to the subdivision through centralized Community Mail Boxes (CMBs).
- The developer will consult with Canada Post to determine suitable permanent locations for the Community Mail Boxes. The developer will then indicate these locations on the appropriate servicing plans.
- The developer agrees, prior to offering any units for sale, to display a map on the wall of the sales office in a place readily accessible to potential

homeowners that indicates the location of all Community Mail Boxes within the development, as approved by Canada Post.

- The developer agrees to include in all offers of purchase and sale a statement which advises the purchaser that mail will be delivered via Community Mail Box. The developer also agrees to note the locations of all Community Mail Boxes within the development, and to notify affected homeowners of any established easements granted to Canada Post to permit access to the Community Mail Box.
- The developer will provide a suitable and safe temporary site for a Community Mail Box until curbs, sidewalks and final grading are completed at the permanent Community Mail Box locations. Canada Post will provide mail delivery to new residents as soon as the homes are occupied.
- The developer agrees to provide the following for each Community Mail Box site and to include these requirements on the appropriate servicing plans:
  - i. Any required walkway across the boulevard, per municipal standards
  - ii. Any required curb depressions for wheelchair access, with an opening of at least two metres (consult Canada Post for detailed specifications)
  - iii. A Community Mailbox concrete base pad per Canada Post specifications.

#### Union Gas

- It is Union Gas Limited's ("Union") request that as a condition of final approval that the owner/developer provide to Union the necessary easements and/or agreements required by Union for the provision of gas services for this project, in a form satisfactory to Union.

#### Heritage Stratford

- Members have expressed a concern with the overall density of the development not fitting with the surrounding area and they have noted that they would like to provide input on the exterior design of the dwellings.

#### Hydro One

- No comments or concerns.

The remaining agency comments will be provided in a future report that will be provided to the Planning and Heritage Committee.

#### Public Comments

Four written responses have been received. The issues that have been raised include concerns with the loss of trees on the property and the negative impacts on the environment, the increased density on the property, how storm water will be controlled, the potential of increased traffic in the neighbourhood and the building design of the new homes in the heritage area.

**Financial Impact:** To be reported in a future planning report.

**Staff Recommendation:** **THAT Council hear all interested persons with respect to Draft Plan of Subdivision Application 31T-18001 & Zone Change Application Z03-18.**



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Prepared by: Jeff Bannon, MCIP, RPP – Planner



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Recommended by: Jeff Leunissen, MCIP, RPP – Manager of Development Services



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Rob Horne, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** May 29, 2018  
**To:** Mayor and Council  
**From:** Jeff Leunissen, Manager of Development Services  
**Report#:** COU18-040  
**Attachments:** None

**Title:** Official Plan Amendment OPA01-18 and Zone Change Application Z05-18, 111 Lakeside Drive (48 Water Street), 68 & 72 Water Street, Public Meeting Planning Report

**Objective:** The site redevelopment has commenced as the development of a theatre is already permitted under the existing Official Plan designation and the Zoning By-Law. The proposed Official Plan Amendment and Zone Change will update the planning controls to recognize the full theatre development if the entire block for the new theatre. The development of the entire block was presented to the community over 2017/18 by the Stratford Festival, approved by Council.

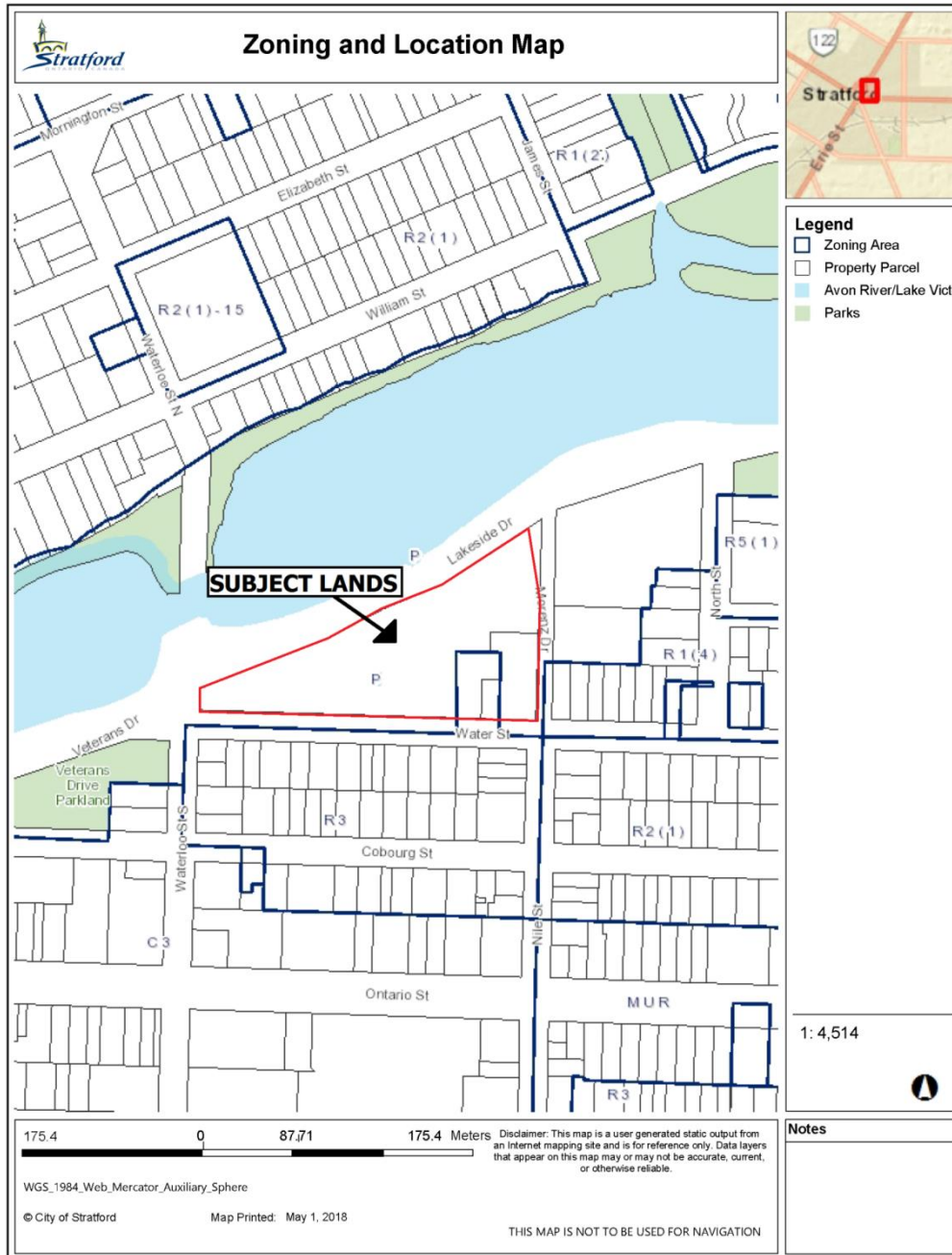
This review is a requirement of Stratford Council by resolution dated February 1, 2018, to recognize the uses permitted on the block to reflect Stratford Festival's proposed development and includes dedicated parking areas with parking being accessible to the public, delineated open space also publically accessible, and limited commercial space in the building. The proposed Official Plan amendment provides permission for a theatre which has existed on the property for more than four decades and the zoning amendment consolidates the zoning for the entire block in a manner that reflects Stratford Festival's intended uses (as per Council's direction).

The purpose of this report is to describe the Official Plan and Zoning By-law review initiated by the City of Stratford on May 1, 2018, to:

- amend the Official Plan to identify the lands as a Specific Policy Area to allow, in addition to the uses allowed in the Residential Area designation, a special theatre and event space;
- to add a new Theatre TH section to the Comprehensive Zoning By-law No. 201-2000 to recognize Stratford Festival's theatre uses; and,

- to zone the lands Theatre TH-1 to permit a theatre that is used for the production and viewing of the performing arts or for the screening and viewing of motion pictures by the public and includes a café, cafeteria, restaurant complementary to

### Location and Zoning Map



the theatre use, gift shops, studios for theatre purposes, theatre associated offices, studios, classrooms in conjunction with a theatre and rehearsal facilities.

The following special provisions are to be included in the proposed Theatre Special TH-1 Zone to: define the front lot line on Lakeside Drive, require a minimum lot area of 1.83 ha, allow for a minimum setback of 0m from Lakeside Drive, require minimum setbacks of 7.5m from Morenz Drive, Water Street and Waterloo Street South, allow parking spaces and parking aisles within the required setback, require a minimum landscape open space of 30%, require a maximum lot coverage of 30% and a maximum height of 11m. The minimum number of on-site parking spaces provided at all times for theatre patrons and the general public shall be not less than 166.

There were no additional Planning studies or reports submitted with the applications.

### **Background:**

Subject Site: The subject lands encompass the block bounded by Waterloo Street, Lakeside Drive, Morenz Drive and Water Street and are legally described as aall of Lots 567, 568, 569 Plan 20 and Part of Lot 570 and Lot 571, Plan 20, designated as Parts 1 to 7, both inclusive and 11 to 20, both inclusive on Reference Plan 44R-5496, having an area of approximately 1.83 ha.

### Site Characteristics:

Existing Use:	Community centre, theater, private club (previous uses)
Frontage:	273m (896 ft)
Depth:	65m (213 ft)
Area:	1.83 ha (4.52 ac)
Shape:	Irregular

### Surrounding Land Uses:

North:	Avon River (Park/Flood Plain)
East:	William Allman Memorial Arena, Community Services building & a single detached dwelling (Commercial)
West:	Avon River (Park/Flood Plain)
South:	Single Detached, semi-detached, triplex, duplex dwellings and a mixed use commercial/residential building (Residential)



111 Lakeside Drive  
*Lakeside Drive frontage*



*Waterloo Street South frontage*





*Water Street frontage*



*Morenz Drive frontage*



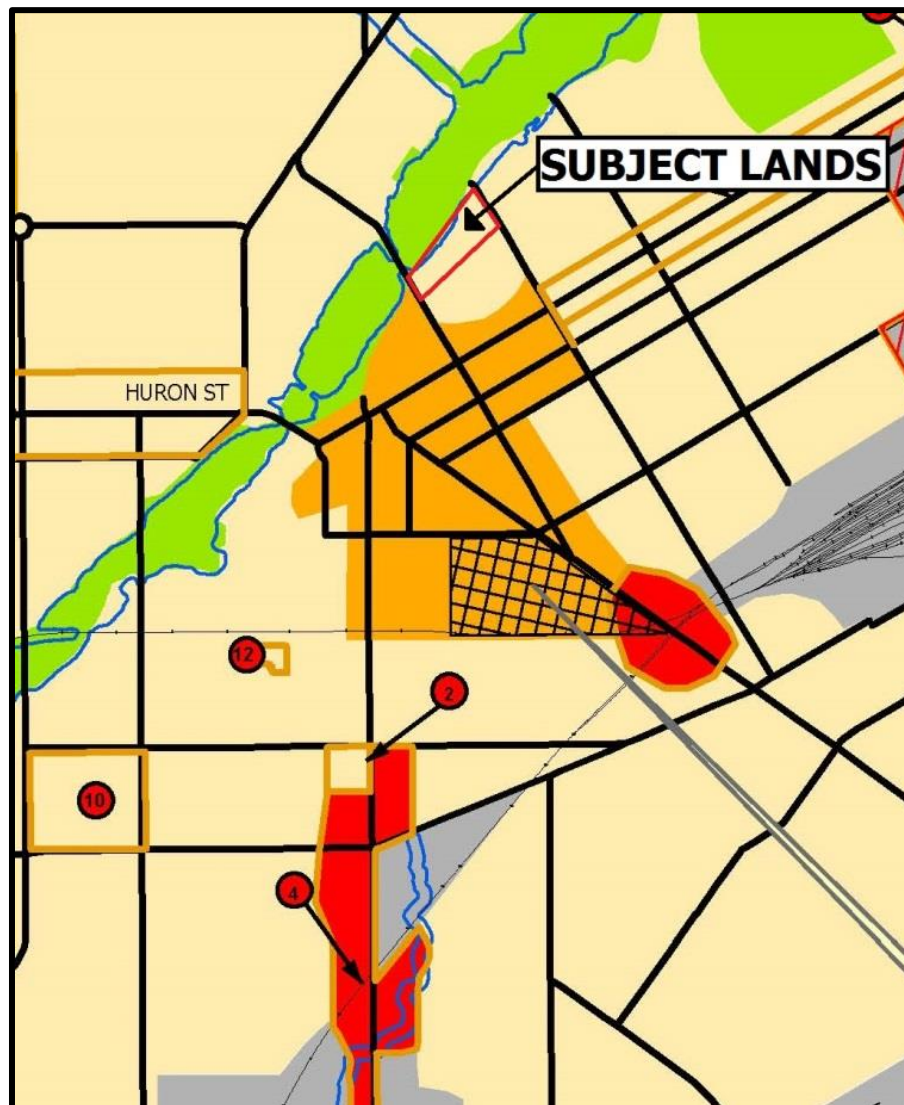
### Official Plan Designation

The property is designated Residential Area and is located within the Heritage Area in the Official Plan. The Residential Area policies allow for a range of dwellings types from single detached and semi-detached dwellings to townhouses and low-rise apartment buildings. Some secondary uses are also allowed in the Residential Area designation including convenience commercial uses, home occupations and public uses. A theatre use has been established on a portion of the property for forty-six year. The addition of a special policy area to recognize the theatre and event space as permitted uses would recognize the existing land use by the Stratford Festival and establish that land use on the lands that were recently acquired by the Stratford Festival.

Lakeside Drive, Water Street and Morenz Drive are classified as local streets and Waterloo Street South is classified as an arterial street.

### Excerpt of Schedule "A"

#### Land Use of the Official Plan



### Zoning By-Law

The lands are zoned Park (P) Zone which permits an auditorium, cemetery, golf course, park, private club, public use, recreational park and theatre and Residential Third Density R3 Zone which permits an existing single detached dwelling, converted, boarding house, triplex and quadruplex dwellings, day nursery, elementary school, group home, home occupation and religious institution.

The rezoning of all the lands to a Theatre TH Zone will implement Council's desire to recognize the use proposed by the Stratford Festival for its new Tom Patterson Theatre Centre.

### Agency Comments

Circulation of the application to various agencies produced the following comments to date (May 22, 2018):

#### Fire Department

- No issues

#### Upper Thames River Conservation Authority

- No objection

#### Huron Perth Catholic District School Board

- No concerns

The remaining agency comments will be provided in a future report that will be provided to the Planning and Heritage Committee.

### Public Comments

Two respondents have questioned how building height would be measured on the property. One other respondent mentioned verbally that additional parking should be provided for the staff of the Stratford Festival.

Planning Note: The height is measured in accordance with standard City practice for all buildings and no change is proposed to how height is measured in this review. Height is measured from the average finished grade. Although the existing Park Zone does not include a maximum height regulation, Planning staff is proposing a maximum building height of 11 m for the new Theatre TH-1 Zone. The proposed maximum height of 11 m would accommodate the new Tom Patterson Theatre Centre that is being constructed as-a-right on the land and permitted under the City's existing by-law.

**Financial Impact:** To be reported in a future planning report.

**Staff Recommendation: THAT Council hear all interested persons with respect to Official Plan Amendment OPA01-18 and Zone Change Application Z05-18.**



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Prepared by: Jeff Bannon, MCIP, RPP – Planner



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Recommended by: Jeff Leunissen, MCIP, RPP – Manager of Development Services



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Rob Horne, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** May 16, 2018  
**To:** Mayor and Council  
**From:** Nancy Roulston, Manager of Engineering  
**Report#:** [Click here to enter text.](#)  
**Attachments:** 44R-5504

**Title:** Easements for the Quinlan Pumping Station

**Objective:** To accept various easements for the construction and operation of the Quinlan Pumping Station

**Background:** The design of the Quinlan Pumping Station and associated forcemains is nearing completion, and tendering for construction is expected to begin next month. The lands on which the pumping station and forcemains are being constructed have draft plan approval and are in readiness for development. In order to access the lands for the pumping station and forcemain, easements must be granted to the City from the current land owner.

**Analysis:** Plan 44R-5504 has been completed to the City's satisfaction and deposited at the registry office. The developer has included all of the easements required for the pumping station construction, forcemain construction, construction access, and future easements required as part of the future subdivision development.

The following easements are proposed:

- Parts 1-7 for a future municipal road and sanitary trunk extensions. This will allow the construction of sanitary mains to service adjacent properties to the Quinlan Pumping Station prior to the full development of the subject lands
- Parts 8 and 9 – a future overland flow route
- Parts 10 and 11 – used for construction access, to be quit claimed once Bradshaw Drive is constructed
- Parts 12 and 13 – to become the extension of Bradshaw Drive when the future plan of subdivision is deposited, used for construction access until that time
- Part 14 – the pumping station block – to be dedicated to the City upon future plan of subdivision registration



- Parts 15 – 17 – easement for floodplain channelization, to be dedicated to the City upon future plan of subdivision registration
- Parts 16 and 18 – for the required forcemains

In order for construction of the pumping station to proceed, easements over the pumping station block, the forcemains, and a construction access route must be provided. The remainder of the easements can be provided as part of a future subdivision agreement.

**Financial Impact:** All legal fees are to be paid for by the Developer

**Staff Recommendation:** **THAT The Corporation of the City of Stratford accept the following easements:**

**Parts 4, 10, and 11, Plan 44R-5504 for construction access;**

**Part 14 Plan 44R-5504 for the Quinlan Pumping Station;**

**Parts 16 and 18, Plan 44R-5504 for the construction, operation and maintenance of sanitary forcemains.**




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Nancy Roulston, Manager of Engineering




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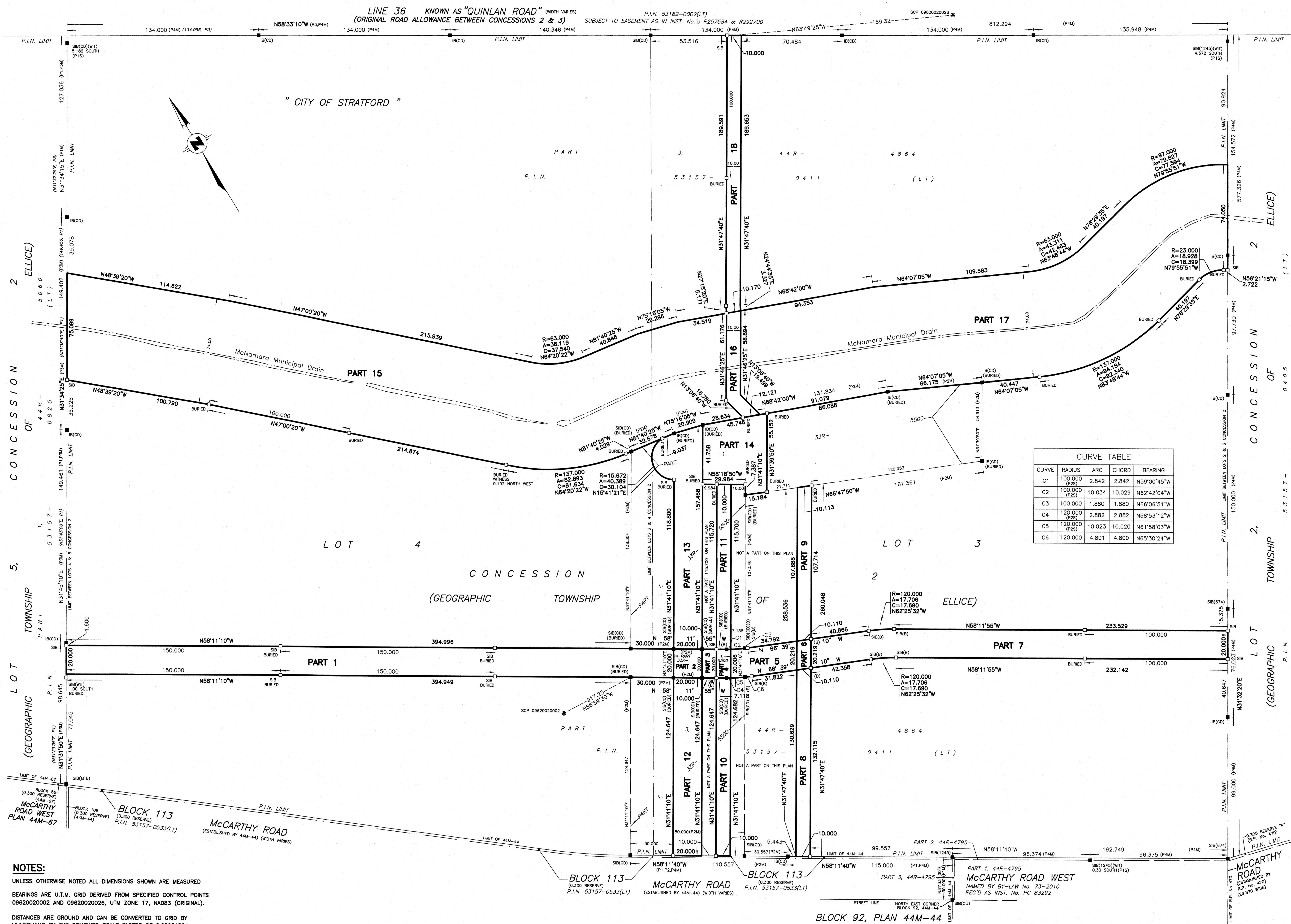
Ed Dujlovic, Director of Infrastructure and Development Services




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Rob Horne, Chief Administrative Officer





I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT	PLAN 44R-5504
DATE <u>Mar. 7/18</u>	RECEIVED AND DEPOSITED
<u>T. Dietz</u>	DATE <u>2018.05.08</u>
TERRY P. DIETZ, O.L.S.	"M. L. Green"
	REPRESENTATIVE FOR LAND REGISTRAR FOR THE LAND TITLES DIVISION OF PERTH (No. 44)

SCHEDULE			
PART	LOT	CONCESSION	P.I.N.
1	PART OF 3 & 4	2	PART OF 53157-0411(LT)
2	PART OF 3	2	PART OF 53157-0411(LT)
3	PART OF 3	2	PART OF 53157-0411(LT)
4	PART OF 3	2	PART OF 53157-0411(LT)
5	PART OF 3	2	PART OF 53157-0411(LT)
6	PART OF 3	2	PART OF 53157-0411(LT)
7	PART OF 3	2	PART OF 53157-0411(LT)
8	PART OF 3	2	PART OF 53157-0411(LT)
9	PART OF 3	2	PART OF 53157-0411(LT)
10	PART OF 3	2	PART OF 53157-0411(LT)
11	PART OF 3	2	PART OF 53157-0411(LT)
12	PART OF 3	2	PART OF 53157-0411(LT)
13	PART OF 3 & 4	2	PART OF 53157-0411(LT)
14	PART OF 3	2	PART OF 53157-0411(LT)
15	PART OF 3 & 4	2	PART OF 53157-0411(LT)
16	PART OF 3	2	PART OF 53157-0411(LT)
17	PART OF 3	2	PART OF 53157-0411(LT)
18	PART OF 3	2	PART OF 53157-0411(LT)

PARTS 1 TO 18 COMPRISE PART OF P.I.N. 53157-0411(LT

PLAN OF SURVEY  
OF PART OF  
LOTS 3 & 4, CONCESSION 2  
(GEOGRAPHIC TOWNSHIP OF ELLICE)  
IN THE  
CITY OF STRATFORD  
COUNTY OF PERTH

SCALE 1:1250 (Metric)

25 20 15 10 5 0 10 20 30 40 50

( SCALE IN METRES )

TERRY P. DIETZ  
ONTARIO LAND SURVEYOR

CURVE	RADIUS (P25)	ARC	CHORD	BEARING
C1	100.000 (P25)	2.842	2.842	N59°00'45"
C2	100.000 (P25)	10.034	10.029	N62°42'04"
C3	100.000	1.880	1.880	N66°06'51"
C4	120.000 (P25)	2.882	2.882	N58°53'12"
C5	120.000 (P25)	10.023	10.020	N61°58'03"
C6	120.000	4.801	4.800	N65°30'24"

**LEGEND:**

- |      |   |
|------|---|
| ■    | DENOTES SURVEY MONUMENT SET             |
| ■    | DENOTES SURVEY MONUMENT FOUND           |
| SIB  | DENOTES STANDARD IRON BAR               |
| SIB  | DENOTES SHORT STANDARD IRON BAR         |
| IB   | DENOTES IRON BAR                        |
| RIB  | DENOTES ROUND IRON BAR                  |
| CC   | DENOTES CUT CROSS                       |
| OU   | DENOTES ORIGIN UNKNOWN                  |
| SCP  | DENOTES SPECIFIED CONTROL POINT         |
| WIT  | DENOTES WITNESS                         |
| B    | DENOTES BURIED                          |
| M    | DENOTES MEASURED                        |
| S    | DENOTES SET                             |
| CD   | DENOTES CALLON DIETZ, O.L.S.'s          |
| 674  | DENOTES F. J. S. PEARCE, O.L.S.'s       |
| 1245 | DENOTES McNEIL SURVEYING LTD., O.L.S.'s |
| MTE  | DENOTES MTE O.L.S. LIMITED, O.L.S.'s    |
| P1   | DENOTES PLAN 44M-44                     |
| P2   | DENOTES PLAN 44R-5500                   |
| P3   | DENOTES PLAN 44R-5080                   |
| P4   | DENOTES PLAN 44R-4864                   |

**MONUMENT NOTE:**

ALL SET MONUMENTS SHOWN HEREON ARE IRON BARS (IB'S) UNLESS OTHERWISE NOTED.

**SURVEYOR'S CERTIFICATE:**

I CERTIFY THAT:

(1) THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.

(2) THE SURVEY WAS COMPLETED ON THE 23rd DAY OF APRIL, 2018

Mar 7/18  
DATE

7.   
TERRY P. DIETZ  
ONTARIO LAND SURVEYOR

**METRIC:** DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES  
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

C:\\_CDvault\DWG\2000s\2009\09-16980\RplanEasements(X-2164).dwg May 7, 2011

**Callon + Dietz** INCORPORATED

ONTARIO LAND SURVEYORS  
LONDON NORTH BAY ST. THOMAS  
info@callondietz.com callondietz.com

SURVEY BY: B.O.	DRAWN BY: H.D.	FILE No: 09-16980 U	PLAN No: X-2164
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SPECIFIED CONTROL POINTS (SCP's): UTM ZONE 17, NAD83 (ORIGINAL) COORDINATES TO URBAN ACCURACY PER SEC. 14 (2) OF O.REG. 216/10		
POINT ID	NORTHING	EASTING
SCP 09620020002	4804888.880	500720.198
SCP 09620020026	4804125.454	500266.812

COORDINATES CANNOT, IN THEMSELVES, BE USED TO  
RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466
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## MANAGEMENT REPORT

**Date:** May 29, 2018  
**To:** Mayor and Members of Council  
**From:** Tatiana Dafoe, Deputy Clerk  
**Report#:** COU18-038  
**Attachments:** Plaque Information  
Proposed Location  
Height of Sign  
ANAF Endorsement

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**Title:** Allward War Memorial Sculpture Project

**Objective:** To provide an update on the Allward War Memorial Sculpture Project.

**Background:** At the October 23, 2018 Regular Council meeting, a request was made for Council to approve the Allward War Memorial Sculpture Project which would result in a plaque being erected at the Memorial Gardens describing the sculptures and their significance.

At the meeting the following motion was passed:

**THAT the Allward War Memorial Sculpture in Stratford project be supported in principle;**

**AND THAT it be referred to staff, the Board of Parks Management and Heritage Stratford for review.**

**Analysis:** The plaque, to be located at Memorial Gardens, will be a bronze tablet with raised letters in the same style as the list of names on the monument. The design, content and proposed location of the plaque have been attached to this report.

No comment was received from the Planning and Building division.

The Board of Parks Management reviewed this project at their April 9, 2018 meeting. At the meeting, concern was expressed that the location (the Cenotaph) could be confusing to individuals reading the plaque as they may think that the location is the Stratford War Memorial and not the Cenotaph. It was questioned whether the title of the sign could be



changed to "The Stratford War Memorial at the Cenotaph". At the meeting it was noted the distinction between the two would be described on the website for this project. The Board of Parks Management then passed the following recommendation:

"That the request to place a plaque at the Cenotaph detailing the Stratford War Memorial be approved as presented."

The Project was then presented to Heritage Stratford at their meeting on May 8, 2018. At the meeting the following recommendation was made:

"That the Heritage Stratford Advisory Committee supports the design and wording of the Walter S. Allward Plaque which will be located at the Stratford Cenotaph as presented."

The organizer of this project reached out to the Army Navy and Air Force Veterans Unit 261 who expressed approval for the project as outlined in the attached correspondence. Additionally, at the Parks Board Management Meeting the Branch 8 President of the Legion advised of their support of the plaque and its placement in Memorial Gardens.

**Financial Impact:** The cost of the Allward War Memorial project is being funded through grants and sponsorships. There are no costs to the City.

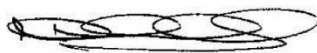
**Staff Recommendation: THAT the report entitled "Allward War Memorial Sculpture Project" be received for information;**

**AND THAT the Allward War Memorial Sculpture Project be approved and located at Memorial Gardens.**




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Tatiana Dafoe, Deputy Clerk




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Michael Humble, Director of Corporate Services




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Rob Horne, Chief Administrative Officer



# THE STRATFORD WAR MEMORIAL





This magnificent sculpture by Walter S. Allward (1875-1955) depicts the supremacy of right over brute force and was unveiled on 6 November 1922 to honour the soldiers from Stratford and surrounding counties who fell in the First World War. It was designed in 1921 as Allward prepared the models for the towering and majestic Canadian monument at Vimy Ridge in France.

Both sculptures show the same dedication to technique, to inventive composition, and to the use of classical figures in dramatic settings.

The upright figure, representing spiritual man, turns his back on the parting figure of brute force. "They broke the sword and brought peace to our land" is inscribed on the base.

The sculpture was commissioned by Stratford's War Memorial Committee (William Preston, Chair) in 1920. Civic leader and committee member R. Thomas Orr championed the project and Allward's poignant, powerful vision for it.

Walter S. Allward, long considered one of Canada's greatest artists, was designated by Canada as a "Person of National Historic Significance" in 2002.







Each of the two figures above, unusually placed in the book, has its own name and meaning. The upright figure is "Optimist's Triangle." The more twisted figure is "Worst-case" for business, and is a warning to the business that, at long last and good things are, good has prevailed.

*(Continued from Storyline's Not Theological Column)*  
William French Crain is just the subject because the subject was disabled and intimidating, someone who did not fit the L'Orléans leader and curriculum model. Crain says change had to be perfect and it wasn't perfect, possibly never will be.

5'

4'





Army, Navy & Air Force Veterans Unit 261 Inc.

R. R. #3  
151 LORNE AVENUE EAST  
STRATFORD ON N5A 6S4

Telephone: (519) 271-5545  
Fax: (519) 271-2085  
Email: anaf261@cyg.net

*May 1, 2018*

*Nancy Stotts Jones  
145 William Street  
Stratford ON N5A 4X9*

*Dear Nancy:*

*Please consider this letter as confirmation of the Army, Navy & Air Force Veterans Unit 261 approval of the Walter S. Allward Memorial Plaque project at the Stratford Cenotaph.*

*Regards,*

*Randy Petrie  
President*

*/bjs*



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## MANAGEMENT REPORT

**Date:** April 25, 2018  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Neil Anderson, Community Emergency Management Coordinator / Deputy Fire Chief  
**Report#:** ITS18-022  
**Attachments:** None

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**Title:** Proposed Amendments to the City of Stratford Emergency Response Plan

**Objective:** To review and propose amendments to the City of Stratford Emergency Response Plan (ERP) in order to ensure information is accurate and up-to-date.

**Background:** Section 21.1 of the ERP requires that the plan be reviewed on an annual basis and, where necessary, revisions are to be identified by the Emergency Control Group. In addition, the CAO's Office looks after revising the Appendices to the plan throughout the year, when necessary, to reflect updates in contact information and any administrative changes.

**Analysis:** The ERP has been reviewed by staff and the following amendments are proposed for consideration:

1. Any references to Perth County EMS be replaced with Perth County Paramedic Services as it is no longer referred to as "EMS";
2. Any references to Director of EMS (Emergency Medical Services) be replaced with Director of Emergency Services/Chief, Paramedic Services as the title has changed;
3. Any references to President of Festival Hydro Inc. be replaced with Chief Executive Officer of Festival Hydro Inc. as the title has changed;
4. Under Section 5.0 Community Emergency Management Co-ordinator – Remove reference to the JEPP Program on page 4 of the plan as it no longer exists and has no replacement. The bullet would then read as follows:

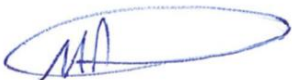
- Prepare or assist others in the preparation of funding requests for emergency purposes that would be submitted on the community's behalf.
5. Under Section 6.1 Emergency Control Group - Add "Municipality of West Perth and Municipality of North Perth" to the 5<sup>th</sup> bullet point so that it reads as follows:
    - Coordinate efforts for emergencies which extend beyond the boundaries of the City with the Emergency Control Groups of the Municipality of North Perth, the Municipality of West Perth, the Township of Perth East, the Township of Perth South and the County of Perth;
  6. Under Section 14.0 Operations – Remove the last sentence that reads: "The Stratford Fire Department's Rescue Unit shall operate as the On Site Command Post". This vehicle cannot be dedicated as such if already involved in Operations.
  7. Appendix H under the heading Finance Recovery Sub-committee – Delete bullet #2 as the Disaster Relief Committee is no longer required. The ODRAP program was replaced by the Disaster Recovery Assistance for Ontarians and the Municipal Disaster Recovery Assistance. Bullet #2 reads as follows:
    2. In the event of a natural emergency with widespread damage, coordinate the formation of a "Disaster Relief Committee", in accordance with Ministry of Municipal Affairs and Housing Guidelines.

The proposed amendments were reviewed and approved by the Emergency Control Group at its meeting held on April 9, 2018.

**Financial Impact:** Nil

**Staff Recommendation: THAT the proposed changes to the City of Stratford Emergency Response Plan, as outlined in the management report of the Community Emergency Management Coordinator/Deputy Fire Chief dated April 25, 2018, be approved as recommended by the Emergency Control Group;**

**AND THAT an amendment to By-law 111-2008, be listed for Council's consideration to formally incorporate the proposed changes into the City of Stratford Emergency Response Plan.**




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Neil Anderson, CEMC



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John Paradis, Fire Chief



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Rob Horne, Chief Administrative Officer





## MANAGEMENT REPORT

**Date:** April 25, 2018  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Joan Thomson, City Clerk  
**Report#:** ITS18-023  
**Attachments:** 2018 Canada Day Parade Route Map

**Title:** Request to Operate All Terrain Vehicles (ATVs) on City Streets, Recreation Trails and Municipal Property for the Kinsmen Club of Stratford 2018 Canada Day Parade

**Objective:** To consider the request from event organizers of the 2018 Canada Day Parade to operate All-Terrain Vehicles (ATVs) on certain city streets, recreation trails and municipal property on July 1, 2018 as identified in the attached map.

**Background:** The City has been approached by organizers of the 2018 Canada Day Parade for permission to operate ATVs in Stratford.

The *Off-Road Vehicles Act* (ORVA) and the *Highway Traffic Act* (HTA) govern off-road vehicle users and set out the registration, licensing, insurance, road access and safety requirements.

Information obtained from the Ministry of Transportation regarding off-road vehicles provides that:

*"municipalities have the authority to determine whether or not off-road vehicles (ORVs) should be allowed access to roads under their authority. Municipalities must put a by-law in place for ORVs to be allowed access to their roads. Municipalities can determine which roads, where on the road, time of day and season that ORVs are allowed access. They can also set speed limits that are lower than those set out in the regulation. If a by-law does not exist, ORVs are not allowed access to that municipality's roads."*

The request by the 2018 Canada Day Parade organizers is specific to their event so that ATVs can be used in the parade.

If approved by Council, the permission would be specific to the event and conditional upon receiving the required certificate of insurance prior to the event.

**Analysis:** By-law 65-2012 was passed by City Council to permit and control the operation of ATVs on certain highways and streets, recreational trails and municipal property under the jurisdiction of The Corporation of the City of Stratford during certain hours for certain special events.

The request from the event organizers is similar to previous requests. No concerns were raised by staff or Stratford Police Services regarding this annual request.

**Financial Impact:** None identified.

**Staff Recommendation:** **THAT the request for an exemption to permit the operation of All Terrain Vehicles (ATVs) on certain city streets, recreation trails and municipal property under the jurisdiction of The Corporation of the City of Stratford as outlined on the attached map, for the 2018 Canada Day Parade on July 1, 2018 be approved;**


**THAT By-law 65-2012 as amended, be further amended to authorize the operation of ATVs for the Kinsmen Club of Stratford Canada Day Parade on July 1, 2018;**

**AND THAT the event organizers provide the required certificate of insurance in the amount of \$2 million per occurrence to the City prior to their event as described in this report.**




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Joan Thomson, City Clerk




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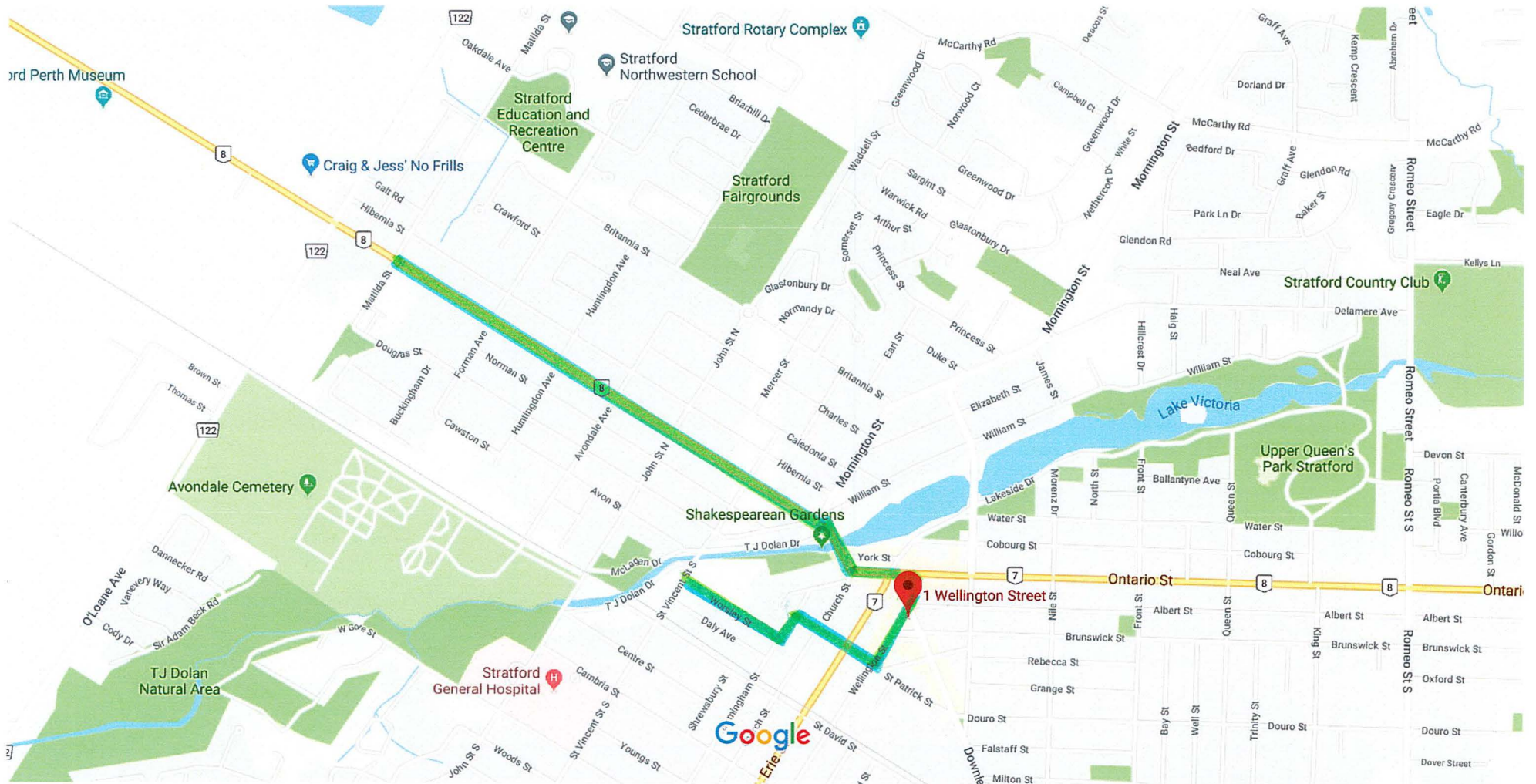
Michael Humble, Director of Corporate Services




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Rob Horne, Chief Administrative Officer

Google Maps 1 Wellington St



Map data ©2018 Google 200 m



## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance and Labour Relations Sub-committee  
**From:** Mike Mortimer, Manager of Environmental Services  
**Report#:** FIN18-016  
**Attachments:** Water Use Regulations By-Law 32-2002

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**Title:** High Water Charges, 678 Erie Street

**Objective:** To provide options for relief regarding the high water charges for 678 Erie Street in relation to a plumbing malfunction that occurred on the property in January 2018.

**Background:** At the March 2018 Sub-Committee meeting, Mr. Ron Himelfarb, owner of 678 Erie Street, requested full relief of water charges as a result of a plumbing malfunction that occurred on the property on January 11, 2018.

The decision from Sub-Committee was that staff bring back a report to the April Sub-committee meeting with options for relief, taking into account the unusual circumstances.

Relief options would need to take into account that a recommendation of a 50% reduction in charges was defeated at the meeting in March.

It was also the decision of Sub-Committee that, going forward, staff look at the Water Use Regulations By-law, with respect to unmetered fire service lines, as there may be ambiguity in the current regulation regarding these services. These changes will involve a review and lengthy process and is not relevant to the conclusion of this situation other than to note that clarity would be helpful should a similar event occur in the future.

**Analysis:** It was the agreement of Sub-committee that an owner must take responsibility for the internal plumbing of any building, including ensuring unoccupied buildings have proper provisions in place to protect against freezing during colder temperatures. It was also discussed that the fact that the break occurred on a line that is not metered is irrelevant in recovering lost water charges in these situations. The placement of where the break occurred should not be a factor in applying charges. It was also noted that water charges are not normally applicable to emergency events.

Any decisions on options for relief could have long lasting effects on water billing practices and would result in an increase in staff time, resources, and budget to investigate and provide monetary relief to such claims.

Using 22 cubic meters per month as a benchmark for residential use, and 200% as an extreme water loss event, each claim by a customer would result in an average of \$135.92 of monetary relief plus staff resources.

Therefore, full payment must always be required of all charges as per the Water Use-By-law:

"The water consumed on all premises in the City as indicated by the meter on each respective property shall be charged for at the rates as indicated in the City's Fees and Charges By-law, including the imposition and payment of a service charge".

Payment of the charges can be based on a payment plan that is appropriate to each individual property owner as to not cause undue financial stress.

Although full relief cannot be granted for Mr. Himelfarb, in the absence of a water meter reading for this failure, the City of Stratford will consider a correction factor (reduction) of 25% of the estimate which would result in a net charge of \$5,671.98 for this 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 options regarding the high water charges for 678 Erie Street be received for information.**




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Mike Mortimer, Manager of Environmental Services




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Ed Dujlovic, Director of Infrastructure & Development Services




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Rob Horne, Chief Administrative Officer

**BY-LAW NUMBER 32-2002  
OF THE CORPORATION OF  
THE CITY OF STRATFORD**

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BEING a By-law to provide for the regulation of water supply.

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WHEREAS the *Public Utilities Act, R.S.O. 1990 c. P.62*, as amended, provides that the corporation of a local municipality may acquire, establish, maintain and operate waterworks;

AND WHEREAS the *Municipal Act, R.S.O. 1990 c. M.45*, as amended, authorizes the council to impose water rates upon owners or occupants of lands who use water.

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

**1.0 DEFINITIONS**

In this by-law:

- 1.1 "City" means The Corporation of the City of Stratford;
- 1.2 "premises" means any house, building, property, lot or part of a lot, or both in, through or past which water service pipes run;
- 1.3 "user" means, as the context requires, the applicant for water supply, the owner or occupant of the premises, or the person to whom invoices are sent, for water supplied to a premises;
- 1.4 "water" means potable water that is fit for human consumption;
- 1.5 "water meter" means the water meter supplied, at the cost of the user, or owned by the City.
- 1.6 "water service connection" means that part of a water service pipe from the municipal water main to the street line, including the shut off valve, which supplies water to any premises.

**2.0 WATER AND WATER CHARGES**

- 2.1 The water consumed on all premises in the City shall be charged for as indicated by the water meter on each respective property and at rates established by the Council of the City from time to time.
- 2.2 Notwithstanding 2.1, where a meter is found to be not in use or out of proper working order or the scheduled reading is for any reason not obtained, or where no meter is installed, the City shall estimate the consumption of water used for any period based on the amount of water consumed during the time the meter was working or from any other information or source available, and such estimate shall be the basis for billing the customer for the water used.

**3.0 INSPECTION OF WATER METERS**

- 3.1 At all reasonable times the City shall be allowed access to the premises or private property and be provided free and clear access to the water meter where water is being supplied, for the purpose of reading, inspecting, testing, making repairs, taking away, or replacing any part of the water service or water meter, at the discretion of the City.

- 3.2 Where a user does not provide access to premises or free and clear access to a water meter within ten (10) days from written notice by the City, the City may at its discretion, discontinue the water supply to the premises until such time as free and clear access to the water meter is provided.

#### **4.0 WATER RATES**

- 4.1 There is hereby imposed upon all owners or occupants of land who use water supplied by the City of Stratford, the water rates and service charges as established by City Council.

#### **5.0 EFFECTIVE DATE**

- 5.1 This By-law shall come into force and take effect upon final passage thereof.
- 5.2 Upon this By-law coming into force and effect, any other by-laws and policies of The Corporation of the City of Stratford and the Public Utility Commission of the City of Stratford inconsistent with the provisions of this by-law are hereby and the same repealed and rescinded.

Read a FIRST, SECOND and THIRD time

and FINALLY PASSED this 25<sup>th</sup> day of March , 2002.

\_\_\_\_\_  
"Karen Haslam"

Mayor – Karen Haslam

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

Clerk – Joan L. Thomson





## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance and Labour Relations Sub-committee  
**From:** Mike Mortimer, Manager of Environmental Services  
**Report#:** FIN18-017  
**Attachments:** Water Use By-Law 96-2005

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**Title:** High Water and Sanitary Charges, 402 Downie Street

**Objective:** For the information of Council, a summary of a high water and sanitary billing situation that occurred at 402 Downie Street in January and February of 2018, is being provided.

**Background:** The building at 402 Erie Street is currently a vacant commercial property. The charges are due to volumes lost during an internal watermain break on the 50 mm water service of 402 Downie Street. The break occurred as a result of the water service freezing in the unoccupied building.

All charges are based on water meter readings that were taken in January and February respectively. For the time period of January 8 to February 7, the usage to be billed is 9,665 cubic meters which amounts to \$25,919.28 in water and sewer charges. An additional 3,005 cubic meters was used prior to the break being detected and shutdown (February 16). This results in an additional charge of \$9,862.74.

**Analysis:** As per Water Use By-Law 96-2005, "The water consumed on all premises....as indicated on the meter....shall be charged at the rates as indicated in the City's Fees and Charges By-law...". The rates indicated in that By-law also include sanitary charges as a percentage of the water consumed.

Based on site visits during the time of the water loss, it is reasonable to conclude that in the absence of any flooding on the property, all water lost was removed through the sanitary system (floor drains). Therefore, all sanitary charges should be considered in this situation regarding any resolution.



Due to the extraordinary charges to be applied, water operations have determined that a summary of the situation should be brought before the Finance and Labour Relations Sub-Committee for information.

**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 high water and sanitary charges for 402 Downie Street be received for information.**



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Mike Mortimer, Manager of Environmental Services



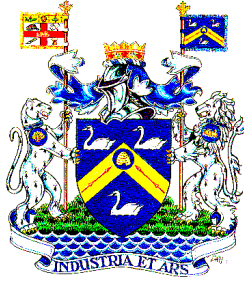
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Ed Dujlovic, Director of Infrastructure & Development Services



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Rob Horne, Chief Administrative Officer



**BY-LAW NUMBER 96-2005  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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Being a by-law to regulate the supply of water within the City of Stratford in order to secure the inhabitants of the City a continued and abundant supply of water.

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**WHEREAS** section 11 of the *Municipal Act, 2001*, c.25 (the "Act") provides for single tier municipalities to pass by-laws respecting certain matters within spheres of jurisdictions which includes public utilities;

**AND WHEREAS** public utilities includes a system used to provide water services for the public;

**AND WHEREAS** The Corporation of the City of Stratford is a single tier municipality and owns and operates a water supply and distribution system;

**AND WHEREAS** section 9(1) of the *Municipal Act, 2001* provides that section 11 shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues;

**AND WHEREAS** the Council of The Corporation of the City of Stratford wishes to regulate the operation of the same system and every other matter or thing related to or connected therewith that it may be necessary or proper to regulate, in order to secure to the inhabitants of the municipality a continued and abundant supply of pure and wholesome water and to prevent the practicing of frauds upon the City with regard to the water so supplied and for providing that for a contravention of any such by-law the offender is guilty of an offence.

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

1. In this by-law:
  - a) "Authorized Employee" means any City employee authorized by the Director of Infrastructure and Development Services, and includes any agent authorized on behalf of the City.
  - b) "Backflow Preventer" means a device or a method that prevents the backflow in a water distribution system.
  - c) "City" means The Corporation of the City of Stratford.
  - d) "Fire Department" means the Fire Department of the City.
  - e) "Hydrant" means fire plugs or standpipes installed by the City for the use of the Fire Department.
  - f) "Main" means every water pipe, except services and portions of private mains as defined herein installed on a road allowance or municipal easement.

- g) "Municipal Easement" means any land over, under, on or through which the City has obtained an easement.
- h) "Non essential needs" means lawn watering, motor vehicle washing, filling of swimming pools and includes any other unnecessary uses of the water system.
- i) "Owner" shall include any person who, or any firm or company that is the registered owner of the property to which water is being supplied.
- j) "Premises" means any house, tenement, building, lot or part of a lot or both, in, through, or past which water service pipes run.
- k) "Private Main" means a pipe connected to a main and installed on private property and for which more than one service and/or hydrant lateral are connected.
- l) "Road Allowance" means land dedicated to the City or the Province for a public highway.
- m) "User" means the applicant for water supply and includes an owner, occupant or lessee, or any other person or company to whom water is supplied by the City and to whom accounts are sent for water supplied to the premises.
- n) "Seal and By-Pass Seal" means a device or method that controls the operation of valves or other devices on a water service or private main from being operated other than in emergency situations.
- o) "Service Pipe" means the conduit for transporting water from the watermain to the building.
- p) "Stop and Waste" means a device or method for controlling the supply of water on the portion of a water service pipe that is located within a building.
- q) "Water Meter" means an apparatus owned by the City for measuring the quantity of water used by the user and supplied at the cost of the user.

## 2. Control of the Operation

- a) The City shall control and direct the operation of the water supply system and the water works distribution system within the City, including any land associated therewith.
- b) Festival Hydro Inc. is the authorized agent of the City in respect of the reading of water meters, and all administrative matters involving water works accounting.

## 3. Application for Water Service

- a) An owner or their agent shall apply to the City for water service. All applications for turning on the supply of water to any premises shall be made in writing to the City, upon the authorized form, and at the offices of Festival Hydro Inc.
- b) It shall be the responsibility of every person submitting an application under subsection (a) of this section to make arrangements with the Water Division of the City to allow access to the premises by an Authorized Employee.

## 4. Requests to Turn Off Water to Premises

- a) Every person requesting that the supply of water to his or her premises be turned off shall give notice in writing of such request upon the authorized form and at the office of Festival Hydro Inc.

- b) All applicable rates and charges shall continue to be levied until such written notice has been received by Festival Hydro Inc.

5. Water Rates and Charges

- a) The applicable rates and charges for water supply are as set out in the City's Fees and Charges By-law.
- b) Before the initial supply of water or any subsequent reconnection to any premises in the City, the user shall make application for same, in accordance with section 3 of this by-law.
- c) The water consumed on all premises in the City as indicated by the meter on each respective property shall be charged for at the rates as indicated in the City's Fees and Charges By-law, including the imposition and payment of a service charge.
- d) Water meters may be read and accounts rendered monthly, bi-monthly, or on any other basis, at the discretion of City. An account shall be deemed to be served upon the user if it is delivered or sent by mail to the premises at the address supplied by the user.

6. Notice re: Non-Payment

- a) If an account remains unpaid seven (7) days after the due date indicated on the account, the City shall notify the user by sending an overdue account notice.
- b) All overdue accounts will be charged a late payment fee of 1.5% per month.
- c) Seven (7) days after an overdue account notice is mailed (fourteen (14) days after the due date on the account), should an account remain unpaid, the Director of Infrastructure and Development Services will deliver or cause to be delivered to the premises a notice of disconnection advising the user that unless payment is received within 48 hours, service will be disconnected.
- d) Where a user fails or refuses to pay any account rendered, the City may, at its discretion, shut off or reduce the flow of water to the premises.
- e) Any amount remaining due and owing will have priority lien status, and may be collected in accordance with the *Municipal Act, 2001* and may be added to the tax roll and collected in like manner as taxes.

7. When Water Service Has Been Disconnected Due to Non-Payment

Where the water supply to any premises has been turned off because of non-payment of the rates and charges levied, or for any other reason pursuant to this by-law, the water supply shall not be reconnected until all rates and charges due and owing in respect of the water supply to the premises have been paid. In addition to any unpaid rates and charges outstanding, the prescribed fee set out in the City's Fees and Charges By-law applicable and any other additional expenses incurred as a result of turning on or off the water supply are also required to be paid prior to the reconnection of the water supply.

8. Additional Charges to Water User

Where any departure from the prescribed procedures is permitted in order to accommodate the needs of a user, the user shall be charged with the expenses of making the change.

9. Meters

- a) Every meter shall remain the property of the City.
- b) The owner or occupant of a premises in which a water meter has been placed shall take all the reasonable precautions to protect such meter and its connections from injury by frost or otherwise, and shall at all times allow free access to such meter and connections by Authorized Employees and authorized agents on behalf of the City to read the meter and perform their duties.
- c) Where any meter or its connections has been injured or interfered with, the owner or occupant shall be liable for the cost of putting the same in proper order and condition and the cost of so doing shall be immediately due and payable to the City, will have priority lien status, and may be collected by the City in accordance with the *Municipal Act, 2001* and may be added to the tax roll and collected in like manner as taxes.
- d) There shall be ample clearance from walls and other obstacles to allow the installation of a meter without any changes being made to the service pipe.
- e) No person, other than an employee or authorized agent on behalf of the City, shall alter, damage, interfere with or remove any water meter.
- f) Any user having doubts as to the accuracy of the water meter installed on his or her premises may request that the meter be tested by the City. If the meter is found to be accurate within five percent (+ or -) the meter will be returned to service. If not, adjustments will be made to the subject account up or down as required.

10. Approval of Services

- a) The Director of Infrastructure and Development Services shall, in every case, approve the service required, the size of the pipe to be used in supplying water to any premises and the location in the road allowance or municipal easement in which such pipes shall be laid. In those circumstances where the City is requested to install a service on behalf of an owner or user, the owner or user will be charged for the cost of the work undertaken.
- b) No person shall install a pipe between the main and the water meter that is smaller than that approved without the prior written consent of the Director of Infrastructure and Development Services.
- c) Any person who requests a water service larger than the existing water service to his or her premises may be supplied with a larger water service, subject to payment of the cost thereof, and provided that such larger service will not adversely affect the water supply and distribution system.
- d) Every connection in such premises shall be detached from the existing service and attached to the new service forthwith. Where this is not possible, alternate arrangements for the water supply shall be made with the City's Water Division prior to any change in the existing connection.

11. New Water Piping Work

- a) All water service pipes and appurtenances installed must be inspected by the City. The charges for such inspection are as calculated by the City. All Authorized Employees shall be, at all times and for the purposes of inspection, entitled to enter any premises for the purpose of inspecting the water pipes, connects and fixtures used in connection with the water service pipe and/or service main.

- b) Where new water piping work is installed in a premises, or where any repairs are made to an existing water piping system, such work shall comply with all municipal and provincial plumbing and building codes, and shall be subject to inspections and tests by the City's plumbing inspector.

12. Waste of Water on Premises

- a) No person shall willfully waste, let off or discharge water from the City supply system.
- b) No person shall damage or allow the deterioration of any appliance which will result in the waste of water.
- c) Where the Director of Infrastructure and Development Services detects any waste of water on any premises due to a leaky valve, a defective or improper pipe or defective or imperfect fixtures, the Director of Infrastructure and Development Services shall notify the owner or occupant of the premises of the repairs or alterations needed to correct the waste of water, and the time within which such repairs and alterations shall be made.
- d) The City shall not be liable for any damage caused as a result of such defects.
- e) Where the repairs or alterations required by the Director of Infrastructure and Development Services are not made within seven (7) calendar days following such notification or within such time as the Director of Infrastructure and Development Services may deem necessary, the Director of Infrastructure and Development Services is authorized to turn off the supply of water to the premises. If the City is ordered to restore the water supply, the City may repair the defect and charge the cost to the owner and, where such cost remains due and owing, it will have priority lien status and may be collected in accordance with the *Municipal Act, 2001* and may be added to the tax roll and collected in like manner as taxes. The City shall not be responsible for the cost of restoration.
- f) Where the condition of any pipe or fixture is such that it causes a waste of water or damage to any premises or property, the Director of Infrastructure and Development Services is authorized to turn off the supply of water to the premises without notice.
- g) Where the water supply has been turned off pursuant to subsection e) or f) herein, it shall not be turned on again until the repairs or alterations have been made to the satisfaction of the Director of Infrastructure and Development Services and all payments pursuant to this by-law and the City's Fees and Charges By-law have been made.
- h) The City shall not be responsible for any damages incurred to any property as a result of not turning off or turning off the water supply to any premises pursuant to this section.

13. Work in Road Allowance or Municipal Easement

Any work required in connection with the supply of water carried out within any road allowance or municipal easement shall be carried out only by Authorized Employees or such persons as are authorized by the Director of Infrastructure and Development Services.

14. Separate Service Pipe or Private Main

Every premise shall be supplied through a separate service pipe or private main and equipped with separate stop and wastes and curb stops of a type and in a location approved by the Director of Infrastructure and Development Services for the purpose of shutting off the water supply. Every curb stop will be placed at the property line. For the purpose of this section, an apartment building shall be considered to be one

premises and a townhouse development shall be exempted if the internal distribution system is designed and constructed to the satisfaction of the Director of Infrastructure and Development Services.

15. Stop and Waste

- a) Every stop and waste shall be placed immediately inside the outer wall of the premises being supplied with water.
- b) Where the City is requested or has cause to shut off the supply of water at the curb stop, it shall be the owner's or user's responsibility to turn off the stop and waste where damage could occur as a result of the premise being vacant.

16. Meter By-Pass

Where the owner or occupant of a premises requests a service main of a diameter of 3.84 cm (1.5 inches) or larger, he or she shall provide a meter by-pass to the specification and satisfaction of the Director of Infrastructure and Development Services. This by-pass shall be a type which can be sealed in a closed position by an Authorized Employee or authorized agent on behalf of the City.

17. Seals and By-Pass Seals

- a) No person, other than an Authorized Employee, shall break a by-pass seal.
- b) No person, other than an Authorized Employee, shall alter, damage, interfere or remove a water seal.

18. Fire Protection System

Except for water used for fire fighting purposes, any other use of the City's fire hydrant for water supply shall be subject to prior written approval by the City's Director of Infrastructure and Development Services. The method of application, terms and conditions, including any payment required for the granting of any such permission, shall be at the discretion of the City, and may be changed from time.

19. Operation of Water Supply Appurtenance or Fire Hydrant

No person, other than an Authorized Employee, shall operate any water supply appurtenance or fire hydrant within a road allowance or municipal easement without the prior written permission of the Director of Infrastructure and Development Services.

20. Service Connections

Every water service shall be laid in such a manner to ensure that there is a ground cover depth of at least 180 cm (6 feet) at all locations, measured from the ground surface. In every case where a connection pipe is laid across another excavated area, measures shall be taken to ensure minimal settlement.

21. Construction of Water Supply Services

Material used in the construction of water supply services from the street line to the premises shall be to a standard and incorporate materials as stipulated by the City's Director of Infrastructure and Development Services.

22. Connections

No connections, other than for authorized fire protection use, shall be made on the street side of the City's water meter.

23. Access

Every owner, occupant or user shall grant access to Authorized Employees to enter any premises for the purpose of inspecting or repairing the meter or service pipes, private mains, water lines, fixtures or appurtenances. Every owner and occupant of a premises supplied with water from the City's water supply shall grant access at all times between the hours of 7:30 a.m. and 3:30 p.m., Monday to Friday inclusive, to employees and authorized agents of the City for the purpose of meter reading, inspecting, altering and repairing water lines, meters, fixtures or appurtenances. Failure to allow such access following reasonable requests for same may result in the water supply to that premises being turned off without notice.

24. Filling of Pools and Skating Rinks

- a) No person shall fill with water a tanker or swimming pool from a water hydrant unless they have obtained prior written approval by the Director of Infrastructure and Development Services.
- b) No person shall take water from a fire hydrant to make a skating rink unless they have obtained prior written approval by the Director of Infrastructure and Development Services.

25. Water Use Restrictions

- a) The Director of Infrastructure and Development Services, in his or her discretion, may suspend all use from the water system, except for fire protection, medical, sanitation and drinking uses, as is advisable to limit the external use of the water, and this authority includes the right to bar completely the external use of water. Any other use of water from the City's system during such a suspension will be considered a violation of this by-law.
- b) The Director of Infrastructure and Development Services may impose water restrictions, at any time and from time to time, as follows:
  - (i) Homeowners or occupants with addresses ending in 1, 3, 5, 7 or 9 connected to the municipal water system shall not use water from the said system to water any lawn of any property, or for other non-essential purposes on the even calendar dates.
  - (ii) No person shall use water from the municipal water system for non-essential needs on even numbered days during a water restriction period as imposed by the City.
  - (iii) Homeowners or occupants with addresses ending in 0, 2, 4, 6 or 8 connected to the municipal water system shall not use water from the said system to water any lawn of any property or other non-essential purposes on the odd calendar dates.
  - (iv) No person shall use water from the municipal water system for non-essential needs on odd numbered days during a water restriction period imposed by the City.

26. By-Passes and Manufacturing

- a) No person shall allow the once through use of water for the purpose of cooling, with the exception of makeup water for recirculation systems and boiler blowdowns. Bypasses will be permitted for emergency uses.
- b) No person shall use or allow the use of water for manufacturing purposes unless the amount and application have first been approved by the Director of Infrastructure and Development Services.



27. Remote Read-Out

- a) Where a self-generating meter with a remote read-out is installed in any premises, the owner of the premises shall take all reasonable precautions to protect the remote read-out and the wire connecting it to the meter within the premises from any injury.
- b) Where any such meter with a remote read-out or its connecting wire has been injured or interfered with, the owner or occupant shall be liable for the cost of putting the same in proper order and condition and the cost of so doing shall be immediately due and payable to the City, and may be recovered by action in any court.
- c) It is the responsibility of the owner to check periodically the reading of the outside remote read-out against the inside meter. In the case of a discrepancy, payment shall be made in accordance with the inside meter.

28. Construction Requiring a Building Permit

During the construction of, or alteration to, a building requiring the issuance of a building permit, the owner and the contractor shall ensure that a three conductor wire is installed to facilitate the installation of a meter with a remote read-out. This wire shall extend from the point where the meter is to be installed inside the building to a point on the inside or outside of the building where the electric meter is to be installed. In cases where the distance does not exceed 30 m (100 feet), the wire will be composed of a three conductor 18 gauge solid copper and sheathed wire. These conductors shall be capable of carrying a voltage of approximately 6 to 8 volts. The wire shall be installed in such a fashion so as to leave a loose loop of approximately one third of a meter in length at the point of exit to allow for reconnection in case of breakage.

29. Private Water Supply

- a) In no case shall any private water supply system be connected to the City's water supply system.
- b) Notwithstanding anything else in this by-law, a private well shall not be permitted as a primary or accessory structure on any lands within the limits of the City where a municipal water distribution system is available within the road allowance abutting the property. This regulation shall not apply to a:
  - (i) well which legally existed prior to January 1, 2005; or
  - (ii) well which is installed for the purpose of environmental site remediation, water monitoring or site de-watering; or
  - (iii) property used for non-residential purposes which, prior to January 1, 2005, relies upon a legally existing private well for purposes other than human consumption such as irrigation, cooling or manufacturing.
- c) Any well which is not being used shall be decommissioned in accordance with Regulation 903 of the *Ontario Water Resources Act* or any future amendments thereto.

30. Large Boiler – Holding Tanks

Every owner of a large boiler or of a premises where water supply is essential shall install holding tanks to retain an ample supply of water to provide for situations where the City deems it necessary to shut off the water supply.

31. Backflow Preventers

- a) Every owner of any premises upon which is situated an industrial, commercial or institutional building which is supplied with water from the City's water supply system shall ensure that under no condition shall there be any backflow of unpotable or contaminated water into the potable drinking water lines on the premises or into the City's water supply system. Where air gaps are not possible in the connecting of the potable water supply onto contaminated systems, backflow preventers designed to the degree of contamination shall be installed.
- b) Backflow preventers shall be installed, tested and maintained by qualified persons only as required in the City of Stratford Cross Connection Control By-law.
- c) An Authorized Employee or authorized agent on behalf of the City may enter any premises at any reasonable time to request a test of the functionality of the backflow preventer(s).

32. Water Service Pipes

Where any premises contain a water service pipe in excess of 45 m (150 feet) from the property line, the City may from time to time require that this pipe be checked for leakage.

33. Lawn Sprinkler System

No person shall install a lawn sprinkler system without the prior written permission of the Director of Infrastructure and Development Services.

34. Offence and Penalty Provisions

- a) Any person who contravenes any provision of this By-law is guilty of an offence, and upon conviction, is liable to a fine as provided for in the *Municipal Act, 2001* or the *Provincial Offences Act*.
- b) A contravention of any provision of this by-law may result in the water supply being turned off, if deemed necessary in the discretion of the Director of Infrastructure and Development Services. Any fees, charges or costs associated with turning on the water must be paid for by the offender of the by-law prior to the water being turned on or reconnected.

35. Interpretation

If a Court with competent jurisdiction declares any provision, or any part of a provision, of this By-law to be invalid, or to be of no force and effect, it is the intention of Council enacting this By-law that each and every provision of this By-law authorized by law be applied and enforced in accordance with its terms to the extent possible according to law.

36. Commencement

This By-law comes into force on the day it is enacted.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 24th day of May, 2005.

\_\_\_\_\_  
"Daniel B. Mathieson"  
Mayor – Daniel B. Mathieson

\_\_\_\_\_  
"Joan Thomson"  
Clerk – Joan Thomson

## **EXEMPTION**

By-law 51-2009:

1. That for the purposes of installing a private well on lands described in Section 2 herein, as a precautionary back-up measure to supply cooling water in the event that the municipal water supply is not available, an exemption from clauses 29 a) and 29 b) of By-law 96-2005 is hereby granted, subject to the installation and maintenance of backflow prevention measures to the satisfaction of the City's Chief Building Official.
2. That the lands referred to in Section 1 hereof are designated as Part of PIN 53272-0127 (LT) specifically Parts 3 and 5 being Part Lot C, Concession 3 in the City of Stratford on draft deference plan (to be registered) and, Part of PIN 53272-0062 (LT) specifically Parts 16 and 17 being Part Lot 4, Concession 3 in the City of Stratford on draft reference plan (to be registered).
3. All other provisions of By-law 96-2005 shall remain in force and effect.



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-018  
**Attachments:** investStratford 2018 - Q1 Report

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**Title:** Stratford Economic Enterprise Development Corporation – 2018 Quarterly Report 1

**Objective:** To update members of Sub-committee on recent and upcoming activities for the Stratford Economic Enterprise Development Corporation (SEED Co.)

**Background:** See attached presentation.

**Analysis:** Joani Gerber, Chief Executive Officer of SEED Co., will be presenting a quarterly update to Sub-committee.

**Financial Impact:** Not applicable.

**Staff Recommendation:** **THAT the Stratford Economic Enterprise Development Corporation (SEED Co.) quarterly report dated April 17, 2018, be received as information.**

A handwritten signature in black ink, appearing to read "Michael Humble", written over a horizontal line.

Michael Humble, Director of Corporate Services

A handwritten signature in black ink, appearing to read "Rob Horne", written over a horizontal line.

Rob Horne, Chief Administrative Officer

## Finance & Labour Relations Sub-Committee - April 17, 2018

### Investment Attraction

- \*Automotive Parts Manufacturing Association & Autonomous Vehicle Innovation Network
- \*Renesas Electronics
  - \*Launched test track in Fall, 2017 & technology at the Consumer Electronics Show (Jan, 2018)
- \*November, 2017 – Asia Mission
  - \*Leads include Chinese investment firm; Japanese parts company expanding
- \*March, 2018 – MIPIM (World's Largest Real Estate Investment Event)



### Investment Attraction – Q2/3/4

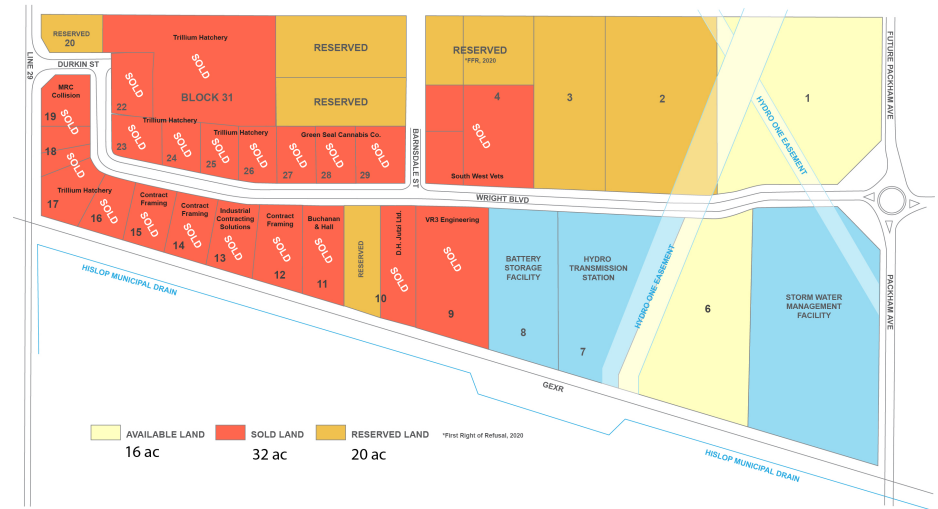
- \*June, 2018 – UK Mission



## Finance & Labour Relations Sub-Committee - April 17, 2018

### Business Retention & Expansion

- ) \$1million + in Industrial Land Deals
  - ) VR3 Engineering (3+ acres)
  - ) Jutzi Water Treatment (1.5 acres)
  - ) Trillium Expansion (2+ acres)
  - ) Green Seal Option to Purchase (4+ acres)
  - ) Contract Framing (1+ acres)
- ) VicWest centralized Ontario operations, expanding its Lorne Ave location to 90,000 sq ft.



### Business Retention & Expansion – Q2/3/4

- ) Development Lands Project - Phase 2 is nearly 100% spoken for & investStratford has taken a leadership role in the determination & recommendations to Council for new lands for development

## Finance & Labour Relations Sub-Committee - April 17, 2018

### **Business Creation & Entrepreneurship**

- ' Fielded 82 enquiries, spent 41 hours in direct consulting and supported the start-up/expansion of 27 small businesses (\*Jan/Feb; total catchment area)
- ' Networking Events in all four tier Municipalities & St. Marys
- ' 50+ women attended International Women's Day Celebration Event
- ' Re-started the Ontario Works Self-Employment Program w/Social Service Department

### **Business Creation & Entrepreneurship – Q2/3/4**

- ' Starter Company Program – Cohort #4
- ' Digital Engagement Series
- ' Launch of Summer Entrepreneurship Program
  - ' 7 young business owners; \$21,000 in grants

## Finance & Labour Relations Sub-Committee - April 17, 2018

### Workforce Development

- ) Successful completion of Connect2Skills Program
  - ) 5 local manufacturers; 29 participants, 90% retention
- ) Opportunity Lives Here – website portal & campaign
- ) Collaborations with Perth4Youth Stratford Program
- ) Four County Labour Market Planning Board
  - ) Career Day – Manufacturing; Health Care



Program facilitators, participants and their families gathered at Stratford city hall Wednesday afternoon for the third and final Connect2Skills graduation ceremony of the program's pilot year. Pictured from left are SkillsAdvance Ontario employment facilitator Ja-

### Workforce Development – Q2/3/4

- ) Transportation project
- ) United Way & Centre for Employment & Learning – new Canadian landing program



## Finance & Labour Relations Sub-Committee - April 17, 2018

### Marketing & Communications

- , Celebrating our Businesses Success
  - , Stackpole Ribbon Cutting - May
  - , Samsonite Official Opening - June
- , ITS World Congress (Montreal); International Auto Show (Detroit)
- , Successful Receipt of Federal ICCI Funding - \$15K for Web Updates
- , Completion of Video Series

### Marketing & Communications – Q2/3/4

- , Automotive Parts Manufacturing Annual Conference - June
- , Completion of Web Updates – fresh appeal; user-experience; land listings
- , Deployment of Contact Management System



## Finance & Labour Relations Sub-Committee - April 17, 2018

### **Governance & Management**

- Contracted Ron Shaw & Associates – Policy Review & Risk Assessment

### **Governance & Management – Q2/3/4**

- Recruitment & Recommendation of two new Board Members:
  - Anita Gaffney & Dennis DesRosiers retiring
  - Sectors represented – Digital & Media; Manufacturing



## Corporate Services Department

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# MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance and Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-019  
**Attachments:** Stratford Tourism Alliance – Q1 Update - 2018

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**Title:** Stratford Tourism Alliance – Q1 Update - 2018

**Objective:** To receive an update on the Stratford Tourism Alliance's activities and financial position so far in 2018.

**Background:** Stratford Tourism Alliance (STA) has been giving regular updates to Council through the Finance & Labour Relations Sub-Committee for the past few years.

**Analysis:** Representatives from STA have been invited to attend as a delegation to present the attached report.

**Financial Impact:** None noted.

**Staff Recommendation:** **THAT the Stratford Tourism Alliance reported dated April 17, 2018 be received for information.**

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Michael Humble, Director of Corporate Services

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Rob Horne, Chief Administrative Officer

# Finance and Labour Relations 2018

## Q1 Update



## Executive Summary

- Revenue is tracking at 54% of budget by end of Q1. Early positive performance is due to renewal cycle with partners in the STA system, as well as advertising participation in STA programs (i.e. Culinary Guide, Culinary Trails etc.)
- Expenses are tracking at 14.7% of budget by end of Q1. Burn rate will increase with higher HR costs to staff the two visitor centres in Q2 - Q3. Marketing, special projects (i.e. DAP, Google360 etc.) and digital data projects allocated for consistent pace of spending throughout the fiscal year.

# 2018 Actuals vs Budget – Revenues Q1<sup>98</sup>



	Jan - Mar 18	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · INTEREST INCOME	0.00	100.00	0.0%
4050 · MARKETING SALES	17,380.75	94,275.00	18.4%
4240 · MEMBERSHIP SALES	23,720.93	55,410.00	42.8%
4260 · PARTNERSHIPS*	417,125.00	608,500.00	68.5%
4280 · DESTINATION MARKETING FUND	4,514.98	95,000.00	4.8%
Total Income	462,741.66	853,285.00	54.2%
Gross Profit	462,741.66	853,285.00	54.2%

# 2018 Actuals vs Budget – Expenses Q1



Expense	Jan - Mar 18	Budget	% of Budget
5100 · CONTRACT AND CONSULTING	0.00	5,500.00	0.0%
5107 · 5107 Four Season Development	0.00	5,000.00	0.0%
5633 · BANK & MERCHANT SERVICE F...	769.30	3,800.00	20.2%
5645 · INSURANCE	3,885.84	3,600.00	107.9%
5660 · TRAVEL	84.46	1,500.00	5.6%
5950 · SPECIAL PROJECTS	0.00	15,000.00	0.0%
5990 · Spec Proj - RTO Animation Fund	0.00	10,000.00	0.0%
6000 · MARKETING - INTERNET	9,017.40	103,730.00	8.7%
6150 · MARKETING - PRINT	15,716.00	84,500.00	18.6%
6151 · MARKETING - RADIO	0.00	1,000.00	0.0%
6152 · MARKETING*	3,640.90	57,200.00	6.4%
6153 · PROFESSIONAL FEES	422.00	23,000.00	1.8%
6155 · FACILITY MAINTENANCE	0.00	5,500.00	0.0%
6480 · PAYROLL	83,366.88	417,850.00	20.0%
6540 · OFFICE EXPENDITURES	5,226.96	34,650.00	15.1%
6550 · EVENT EXPENSES	1,719.73	10,700.00	16.1%
7000 · TELEPHONE/COMMUNICATIONS	1,377.38	8,500.00	16.2%
<b>Total Expense</b>	<b>125,226.85</b>	<b>791,030.00</b>	<b>15.8%</b>
<b>Other Income/Expense</b>			
<b>Other Expense</b>			
5451 · Transfer to Reserve	0.00	20,000.00	0.0%
7100 · City Repayment on Loan	0.00	42,187.50	0.0%
<b>Total Other Expense</b>	<b>0.00</b>	<b>62,187.50</b>	<b>0.0%</b>

## Current Active Partners – 193

- Creation of new partner categories (i.e. new Stratford hospitality business opening in 2018, trial partnership for current non-partners, and flat hotel rate category) has resulted in more positive engagement from business and cultural community
- YOY increase from 187 in March 2017
- 2018 YTD total of 22 new active partners



## Alignment with Regional Partners

- Working with 32 partners throughout SW Ontario strengthens appeal of the entire region and encourages longer term stays with day-tripping potential
- Municipal partnerships with St Marys and Perth County both renewed for 2018
- Other partners include businesses in Blyth, St Marys, Shakespeare, Clinton, Waterloo, Millbank, Baden, Tavistock, and Mitchell
- Revenue contribution from regional partners - \$16,750 (plus approx. \$20,000 from accommodators collecting STS fees)

## Community Collaborations

- Working with Stratford Festival and BIA on Rocky Horror City Experiences and Spring Campaign Incentives for Visitors
- Working with RTO4 and BIA on 37 additional Google360 tours, 3<sup>rd</sup> round of Destination Animation Project (DAP), and Destination Digital Audit (also with InvestStratford)
- Contributed to City Market Square policy and Event Coordinator Position Development
- Supported City's Transportation Funding Applications
- Nearing completion of new comprehensive regional map in collaboration with BIA, City, Perth County, and St. Marys

- Newly created “Visitor Experience Lead” role starting in April. Front of house at Downie Street to evolve into 100% visitor focused space with all business assets shifting to back rooms.
- Developing Style Guide for all Brand materials, platforms, and communications with contemporary, modern look and feel.
- Exploring new SEO project with digital agency experts. Goal to optimize STA website for Google algorithms resulting in higher visibility and rankings. Completing RFP process. Project will take approximately 18 weeks from start date to completion.
- Evaluating A. I. software developed by Deep Learning Institute group at University of Waterloo. It would become a layer over the existing STA website to customize user experience as a “Digital Concierge” and would deepen STA visitor insights.

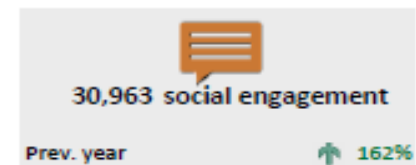
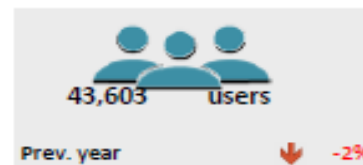
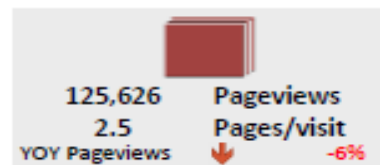
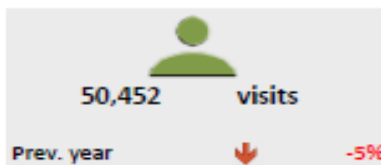
# Digital Performance Q1

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## January and February 2018 digital metrics report

Social engagement is much higher than last year. Focusing on our top three platforms has tightened up our efforts plus we're running successful Steps to Stardom and Swan Parade Facebook events that increase our numbers. Twitter is also doing well based on our focus on interacting with our partners and the community at large at every opportunity. Our site visits are lower as we work with our agency on new Google Grant rules around minimum click-thru-rates to remain in the program.



### CAMPAIGN UPDATE

**CPC Ad Buys January 25 to March 15 Romance**

Google search & display, Facebook, Yahoo, Bing

-Update after March 15

**Facebook Spend outside of CPC campaigns Jan/Feb**

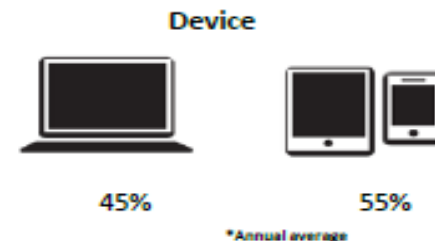
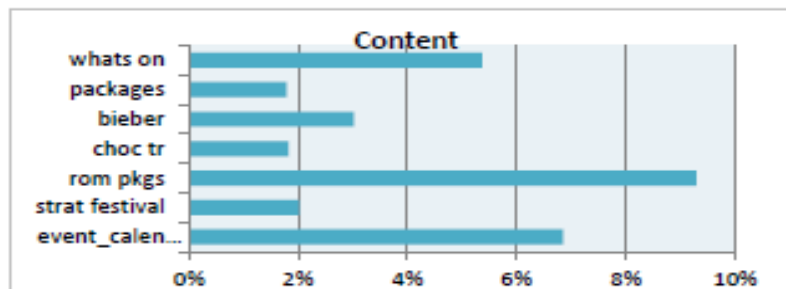
\$40 STA media spend on Museum Exhibition Event + 2 boosted RTO4 360 posts

5,546 STA paid reach + 13,100 RTO4 paid reach

548 STA paid engagement + 858 RTO4 paid engagement

**Google Grants YTD**

Update after Q1



	Followers	Engagement/Mentions	Reach/Impressions
Facebook (f)	14,165 ↑ 14%	20,438 ↑ 95%	471,658 ↑ 37%
Twitter (t)	12,379 ↑ 6%	542 ↑ 12%	206,000 ↑ 306% YOY



2,526 followers  
Averaging 9,500 impressions per week

- Very strong winter campaign reach with 41 articles/blogs/radio/TV (excluding Bieber Museum stories which had almost 600,000,000 additional impressions).
- One Stratford culinary trail story in Postmedia and Sun papers had reach of more than 2.6 million readers.
- Romance campaign in Toronto for two weeks on huge screens in Dundas Square, 2 months on screens in The Path, and print in March and April (Horizon Magazine full page ad)
- Upcoming campaigns: Rocky Horror Stratford Experience, Outdoors in Stratford (Focused on Hardcore Cycling Scene and Leisure Cycling/Golf), Possible “Play, Stay, and Dine” Spring Incentive Campaign between Festival, BIA, and STA

*I could have sat there for hours listening to her passionately talking about the Stratford's food and culture. She recommended a few must see places and provided many useful insights to make sure I wouldn't miss one thing....*

*These meetings made my trip to Stratford special and also made me realize that at the end of the day, a city isn't really a place to see, if it isn't for those who shape its culture, its history, and its sense of belonging.*

**-Sandra Lamonde**

**Eat, Meet and Greet in Stratford Ontario: Blog Dec 2017**

Thank you!





## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-024  
**Attachments:** 2018 SCC BIA Budget

**Title:** Adoption of Stratford City Centre Business Improvement Area (SCC BIA) 2018 Budget

**Objective:** To consider the 2018 operating budget of the Stratford City Centre Business Improvement Area.

**Background:** In accordance with the existing agreement with the City of Stratford and the SCC BIA, Council must approve the annual operating budget of this organization. Its 2018 budget is attached for review.

**Analysis:** Representatives from SCC BIA will be attending the meeting to review the budget and answer questions.

**Financial Impact:** No financial impact for the City, as the approved amount is added to the rateable property in the business improvement area as a special charge.

**Staff Recommendations:** **THAT the report of the Director of Corporate Services dated April 17, 2018, regarding the Stratford City Centre Business Improvement Area (BIA) 2018 budget be received for information;**


**THAT the 2018 budget of the Stratford City Centre Business Improvement Area (BIA) be approved as submitted in the amount of \$286,150;**

**AND THAT the sum of \$227,150 shall be levied on properties located within the boundaries of the Stratford City Centre Business Improvement Area (BIA) for the year 2018, such amount to be provided for as follows:**



**BIA Tax Rates for 2018:**

<b>Tax Class</b>	<b>Assessment</b>	<b>BIA Rate</b>	<b>Taxes</b>
Commercial Occupied	85,389,053	0.00257450	\$219,834.11
Commercial Vacant	872,800	0.00180215	\$1,572.91
Industrial Occupied	1,598,000	0.00359410	\$5,743.37
<b>TOTAL</b>			<b>\$227,150.39</b>




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Michael Humble, Director of Corporate Services




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Rob Horne, Chief Administrative Officer

## 18 Budget

REVENUES		
	Tax Levy	\$ 227,150.00
	Interest on Accounts	\$ 1,000.00
	HST Rebate	\$ 10,000.00
D007	Carriage Ride Revenue	\$ 2,000.00
D007	Christmas Revenue	\$ 2,000.00
D007	Grants	\$ 10,000.00
D008	Destination Animation Fund	\$ 34,000.00
	TOTAL REVENUES	\$ 286,150.00
EXPENSES		
	Operating	
D200	CC Support Fees - Admin, Events, Membership	\$ 63,300.00
D201/D204	Office Operations	\$ 4,400.00
D202	Insurance	\$ 1,800.00
D205	AGM / Membership Events	\$ 2,800.00
D208	Phone	\$ 700.00
D213	Anticipated Levy Refund	\$ 5,000.00
D245	Maps	\$ 5,000.00
D235	Directory Sign Maintenance	\$ 1,500.00
	Events, Marketing and Beautification	
D275	Community Events	\$ 11,250.00
D275	Christmas (carolers/Santa/G-C's/promotion)	\$ 25,000.00
D275	Stratford Summer Music	\$ 5,000.00
D275	Carriage Rides	\$ 15,000.00
D258	Newsletter Production/Delivery	\$ 1,400.00
D261	Promotion	\$ 22,000.00
D260	Website Maintenance & Hosting	\$ 1,000.00
D256	New Business Packages	\$ 500.00
D256	Other (Canada Day/Christmas g/c) Purchase	\$ 1,500.00
D256	STA contribution	\$ 40,000.00
D238	Beautification (maintenance, recycling/garbage/benches/racks)	\$ 35,000.00
D265	Destination Animation Fund	\$ 44,000.00
	TOTAL EXPENSE	\$ 286,150.00
	NET INCOME/EXPENSES CURRENT YR	\$ -
	Gift Certificate Revenues	\$ 25,000.00
	Gift Certificate Payouts	\$ (40,000.00)
	G/Cs Difference Outstanding	\$ (15,000.00)



## Corporate Services Department

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# MANAGEMENT REPORT

**Date:** May 14, 2018  
**To:** Finance and Labour Relations Committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-031  
**Attachments:** Correspondence From Stratford Perth Rotary Hospice

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**Title:** 2018 Grant Request From Stratford Perth Rotary Hospice

**Objective:** To seek approval to commence grant payments to the Stratford Perth Rotary Hospice one year earlier than planned.

**Background:** At the regular Council meeting on 23<sup>rd</sup> November 2015 the following resolution was passed:

*"that the City of Stratford commit to \$1.5 million in funding over 5 years [\$300,000 per year], conditional upon the SWLHIN approval of funding for a residential hospice, once the City's commitment to the SGH MRI project is met."*

**Analysis:** The final instalment of the City's multi-year commitment to the Stratford General Hospital is \$200,000 and was budgeted for payment in 2018.

In accordance with the Council resolution the City would then budget for a five year \$1,500,000 commitment to the Hospice commencing 2019-2023 in the amount of \$300,000 per year.

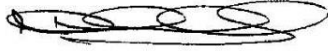
A successful fundraising campaign will permit the Hospice to begin construction this year in Spring 2018. The group has submitted the attached letter requesting that the City bring forward the first instalment in order to assist with the cash-flow requirements of their project.

**Financial Impact:** There is no budget to commence payments to the Hospice until 2019, after the final payment to the Hospital MRI campaign has been fulfilled.

There is \$69,400 available as grant contingency (unallocated funds) for the 2018 fiscal year.

**Staff Recommendation: THAT the 2018 grant request of \$300,000 to the Stratford Perth Rotary Hospice be approved;**

**AND THAT the remaining 2018 grant contingency be used, with the balance recognized as an unfunded expenditure in 2018.**



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Michael Humble, Director of Corporate Services



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Rob Horne, Chief Administrative Officer



April 19, 2018

Mr. Dan Mathieson  
Mayor  
City of Stratford  
1 Wellington Street  
Stratford ON N5A 2L3

Dear Dan

Thank you very much for your support and Council's decision to provide a \$1.5M grant over five years.

I am pleased to report our capital campaign has raised \$5.6M of the \$8.5M goal and we are about to begin construction. Our plan is to accept the first residents by March 2019.

Therefore would the City please provide the first \$300K installment.

Best regards

A handwritten signature in blue ink that reads "Andy".

Andy Werner  
Board Chair



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-021  
**Attachments:** Proposed Reserve and Reserve Fund Listing & Consolidated Balances  
Reserve and Reserve Fund Detail Sheets

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**Title:** Reserve and Reserve Fund Detail

**Objective:** To review the purpose of each City Reserve and Reserve Fund and to establish parameters and target balances as appropriate.

**Background:** In March 2018, a Reserve and Reserve Fund policy was presented for Council's consideration.

The initial report sought

- the consideration and adoption of the policy which provides an overview and guidance on general principles and topics that apply to all reserve funds
- Consolidation of 138 existing accounts down to 58 (see attached listing)

**Analysis:** The second stage of this process is to engage in a more detailed discussion related to the 58 specific reserve funds.

Where applicable, for each account the following detail will be considered:

- Purpose and intended use
- Funding source
- Reserve minimum and maximum targets
- Specific reporting or guiding legislation references

The effort to reach this point has been considerable, and has involved both input and review by Corporate Leadership Team spanning several months and many meetings.

This is the opportunity for Council to review the recommendations of staff and establish the appropriate balance required in each account.



If the original account balance has not been spent **and** the original purpose remains valid today, the account balance remains untouched, but perhaps consolidated within an account with funds of a similar purpose.

If the original account balance has already been spent or the original purpose is no longer valid today, these accounts have been grouped together on Line 38 under the new account heading Strategic Community Development.

There are thirteen such accounts with a balance totaling \$439,906.

Council may consider the following options for the direction of these funds:

- Staff is suggesting two capital projects that have been discussed but without formal approval or funding applied – washroom renovations at City Hall and Allman Arena (total \$300,000).
- There is a total Of \$5,073,619 of unfunded tax supported capital projects outstanding:

Grand Trunk (Cooper) Site	\$4,730,722
Stratford Fairgrounds - Glastonbury	295,680
Airport Runway	47,217
<b>TOTAL (tax supported)</b>	<b>\$5,073,619</b>

- Consider an initial contribution towards the new Grand Trunk (Cooper) Block reserve.
- Any other purpose that Council may direct.

**Financial Impact:** There is no financial impact to this report. Defining the purpose for reserve accounts does not affect the overall balances.

Well-managed reserves and reserve funds enhance the City's financial flexibility and provide additional options for funding capital expenditures.

**Staff Recommendations: THAT the Director of Corporate Services report dated April 17, 2018 regarding Reserve and Reserve Fund Detail sheets be received for information;**

**THAT Council adopt the attached Reserve and Reserve Fund Detail sheets as an Appendix to the Reserve and Reserve Fund Policy F.1.13;**

**AND THAT the Reserve and Reserve Fund Detail sheets be reviewed annually by the Chief Administrative Officer and the Treasurer, and presented to Council as part of the budget process.**

A handwritten signature in black ink, appearing to read "Michael Humble", with a horizontal line drawn underneath.

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Michael Humble, Director of Corporate Services

A handwritten signature in black ink, appearing to read "Rob Horne", with a horizontal line drawn underneath.

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Rob Horne, Chief Administrative Officer

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Tax Rate Stabilization

**RESERVE ACCOUNT #:** G-R14-TAXS-0000

**PURPOSE:**

- To mitigate tax rate changes during preparation of the annual budget and to protect the City against any unanticipated expenditures of an operating nature.
- This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.

**TARGET BALANCE:**

- 5% of previous year's municipal tax levy with a minimum balance of \$500,000.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Year-end operating surplus.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Funding of year-end deficits.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Water Rate Stabilization

**RESERVE ACCOUNT #:** G-R18-WATR-0000

**PURPOSE:**

- To mitigate user rate changes during preparation of the annual operating budget and to protect the City against any unanticipated expenditures of an operating nature.
- This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.

**TARGET BALANCE:**

- Minimum balance zero.
- Maximum balance not to exceed 10% of the user rate Water budget.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Year-end operating surplus of Water budget up to reserve maximum, then balance to Water Capital Replacement Reserve Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Funding of Water Fund year-end operating deficit.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Wastewater Rate Stabilization

**RESERVE ACCOUNT #:** G-R18-WWTR-0000

**PURPOSE:**

- To mitigate user rate changes during preparation of the annual operating budget and to protect the City against any unanticipated expenditures of an operating nature.
- This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.

**TARGET BALANCE:**

- Minimum balance zero.
- Maximum balance not to exceed 10% of the user rate Waste Water budget.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Year-end operating surplus of Wastewater budget up to reserve maximum, then balance to Wastewater Capital Replacement Reserve Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Funding of Wastewater Fund year-end operating deficit.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Winter Control

**RESERVE ACCOUNT #:** G-R00-WNTR-0000

**PURPOSE:**

- To provide for winter control costs which exceed the amount provided for in the City's operating budget so as not to adversely impact the current year's operating fund.

**TARGET BALANCE:**

- Total balance should not be less than 10% of the prior year's annual operating budget for winter control.
- Total balance should not exceed more than 25% of the prior year's annual operating budget for winter control.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Unexpended winter control funds.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.





**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Building Permit Reserve

**RESERVE ACCOUNT #:** G-R07-BSUR-0000

**PURPOSE:**

- To ensure that the Building Department operates as a self-sustaining operation
- As per Bill 124, this reserve will be used to mitigate fluctuations in building permit fees by managing the risk associated with an economic downturn and managing the financial implications resulting from additional compliance costs.

**TARGET BALANCE:**

- One year of costs to operate the Building Department.

**FUNDING SOURCES:**

- Surplus earned from building permit and inspection revenues.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Election Expenses

**RESERVE ACCOUNT #:** G-R00-ELEC-0000

**PURPOSE:**

- In order to mitigate budget pressure resulting from the expenditures of a municipal election, one quarter of the estimated costs of the election will be transferred annually to this reserve and drawn upon in the year of the election.

**TARGET BALANCE:**

- Full cost of the election by election year.

**FUNDING SOURCES:**

- Contribution from Operating Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund in the election year.



**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Clerks Investigations

**RESERVE ACCOUNT #:** G-R18-CLRK-0000

**PURPOSE:**

- In order to mitigate budget pressure resulting from the unexpected cost of complaints filed with the City's Integrity Commissioner or Ontario Ombudsman.

**TARGET BALANCE:**

- \$50,000.

**FUNDING SOURCES:**

- Contribution from Operating Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Economic Development

**RESERVE ACCOUNT #:** G-R14-STAR-0000

**PURPOSE:**

- \$72,000 received from the Province of Ontario in 2014 for the Stratford Perth Centre for Business.
- Program was intended to be three years in duration with an audit at the end.

**TARGET BALANCE:**

Target balance is zero once funds have been used for the agreed purpose.

**FUNDING SOURCES:**

- Grant from the Province of Ontario.

**UTILIZATION OF FUNDS:**

- As determined by agreement with the Province the funds were to be used for starter company initiatives by the end of the program term in 2017.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Insurance

**RESERVE ACCOUNT #:** G-R00-INSR-0000

**PURPOSE:**

- To finance insurance claims and related expenses that are less than the City's insurance deductible.

**TARGET BALANCE:**

- Minimum balance not less than 10% of prior year's insurance policy premiums.
- Maximum balance not more than 40% of prior year's insurance policy premiums.
- *Point of reference: 2018 premium \$766,000. Current balance \$241,153 or 31.5%.*

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Third party recoveries.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund to cover extraordinary and unbudgeted number of claims.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** WSIB

**RESERVE ACCOUNT #:** G-R00-WCBO-0000

**PURPOSE:**

- As a municipal government, the City is classified as a Schedule 2 employer through the Workplace Safety and Insurance Board (WSIB) which means that the City is responsible for the full cost of any accident claims filed by its employees.
- This reserve is used to fund any claims associated with accidents in the workplace so as not to impact the operating fund as claims occur.

**TARGET BALANCE:**

- To be in a fully-funded position as determined by the annual report prepared by WSIB.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Payroll charge of 1% for all City employees, except
- 2.88% payroll charge for Fire Department.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- To fund accident claims filed by employees who are injured in the workplace.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Sick Leave

**RESERVE ACCOUNT #:** G-R00-SICK-0000

**PURPOSE:**

- In accordance with collective bargaining agreements for Fire, Police, Library, Inside and Outside workers, to fund:
  - Accrued sick time payouts on retirement or resignation
  - Extended sick time events where the department had to hire additional staff
- This does not apply to Water, Transit or Management employee groups who are covered by Long term Disability insurance coverage.

**TARGET BALANCE:**

- To remain fully-funded as determined by the independent actuarial review.

**FUNDING SOURCES:**

- Contributions from Operating Fund.

**UTILIZATION OF FUNDS:**

- Contributions to Operating Fund as determined by payouts within each calendar year.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** HR Salary Contingency

**RESERVE ACCOUNT #:** G-R18-HRCO-0000

**PURPOSE:**

- To fund non-budgeted human resources costs including legal fees, recruitment costs, termination costs, costs to backfill vacant positions, etc.

**TARGET BALANCE:**

- No minimum balance,
- Not to exceed more than 2.5% of the total annual municipal employee compensation budget.

**FUNDING SOURCES:**

- Contribution from Operating Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Management & Planning Studies

**RESERVE ACCOUNT #:** G-R18-STUD-0000

**PURPOSE:**

- To set money aside for the future completion of various management and planning studies. For example;
  - Zoning By-Law Update
  - Stratford More Affordable Study
  - Official Plan Update
  - Various departmental master plans

**TARGET BALANCE:**

- Timing and balances as determined by needs of 10 year capital budget and forecast.

**FUNDING SOURCES:**

- Contribution from operating fund.

**UTILIZATION OF FUNDS:**

- Contribution to capital fund. Studies are operating in nature but budgeted with capital since they are infrequent but reoccurring in nature.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Library – Perth County Information Network

**RESERVE ACCOUNT #:** G-R06-PCIN-0000

**PURPOSE:**

- To be used as needed for special projects of the Perth County Information Network group (PCIN).
- Does not include PCIN main capital project – Integrated Library System replacement

**TARGET BALANCE:**

- No target.

**FUNDING SOURCES:**

- Contribution from Library's annual PCIN operating budget.
- Includes operating funds from all 5 PCIN libraries.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Special Projects

**RESERVE ACCOUNT #:** G-R18-SPEC

**PURPOSE:**

- To fund specific, unique initiatives, typically projects or events that have corporate or community-wide levels of significance.

**TARGET BALANCE:**

- \$250,000.

**FUNDING SOURCE:**

- Contribution from Operating Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Local Boards & Committees

**RESERVE ACCOUNT #:** G-R18-BRDS-0000

**PURPOSE:**

- To track funds available for committees of Council
- Funds may have been received in the form of grants or donations, or may be operating funds unspent from prior years but subject to availability of City surplus at year end.

**TARGET BALANCE:**

- No target balance. Committees are generally expected to utilize their approved budget each year.

**FUNDING SOURCES:**

- Grants and donations.
- Contribution from Operating Fund.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Contribution to Capital Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Working Capital

**RESERVE ACCOUNT #:** R-R11-WORK

**PURPOSE:**

- To fund emergency capital requirements outside of the annual budget process and over-expenditures in capital projects.
- To provide financing to capital projects where tenders exceed approved budgets.

**TARGET BALANCE:**

- 5% of previous year's City source funding in the capital fund.
- *Point of reference: 2018 City capital funding \$10,351,000. Current balance \$643,573 or 6.2%.*

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Excess financing from completed capital projects.
- Operating fund surplus.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.





**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – I.T. Equipment Replacement

**RESERVE ACCOUNT #:** R-R11-ITCA

**PURPOSE:**

- To maintain the current level of Information Technology (I.T.) service and infrastructure, while also improving the system to meet future needs.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of I.T. assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Maintain, upgrade and enhance I.T. Infrastructure.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital - Fleet

**RESERVE ACCOUNT #:** R-R11-FLET

**PURPOSE:**

- To fund the capital replacement needs of City Fleet assets.

**TARGET BALANCE:**

- Maximum balance as determined by the 10 year capital forecast need for City funding.

**FUNDING SOURCES:**

- User based rate charges.
- Contribution from Operating Fund.
- Interest earned on monthly balances.
- Proceeds of disposition on sale of Fleet assets.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Public Works

**RESERVE ACCOUNT #:** R-R11-PWCA

**PURPOSE:**

- To fund the capital replacement needs of Public Works assets and the City share of growth-related projects.

**TARGET BALANCE:**

- Maximum balance as determined by the 10 year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of Public Works assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Storm Water

**RESERVE ACCOUNT #:** R-R11-STRM-0000

**PURPOSE:**

- To fund the replacement of City storm-water linear inventory and the City share of growth related projects.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from operating budget.
- Proceeds of disposition on sale of Storm Water assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to capital fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Fire

**RESERVE ACCOUNT #:** R-R11-FIRE

**PURPOSE:**

- To replace, upgrade or purchase the addition of assets required to support Fire Department operations, life safety, infrastructure and life cycle management of assets.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of Fire assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Maintain and upgrade Fire infrastructure.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital - Police

**RESERVE ACCOUNT #:** R-R11-POLI

**PURPOSE:**

- To replace, upgrade or purchase the addition of assets required to support Stratford Police Services operations, life safety, infrastructure and life cycle management of assets.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of Police assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Maintain and upgrade Police infrastructure.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Facilities

**RESERVE ACCOUNT #:** R-R11-FACI

**PURPOSE:**

- To fund capital projects related to life-cycle needs of City Facilities.

**TARGET BALANCE:**

- Maximum balance as determined by the 10 year capital forecast needs for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of City facilities.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.





**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital - Recreation

**RESERVE ACCOUNT #:** R-R11-RECR

**PURPOSE:**

- To fund capital projects related to recreation equipment.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast needs for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Social Services

**RESERVE ACCOUNT #:** R-R11-SSCA

**PURPOSE:**

- Comprised of amounts related to Social Housing, Affordable Housing, Child Care and General Social Services used in the continuous improvement of social programming within the City of Stratford, Town of St. Marys and County of Perth.
- A certain amount of this funding is restricted to specific programming (restricted funding) and other funding is more general in nature (unrestricted funding).

**TARGET BALANCE:**

- No target identified.

**FUNDING SOURCES:**

- Funded through Ministry authorized transfers and grants over various years.
- Contribution from Operating Fund.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Library

**RESERVE ACCOUNT #:** R-R11-LIBR

**PURPOSE:**

- To replace, upgrade or purchase the addition of assets required to support the Stratford Public Library operations, life safety, infrastructure and life cycle management of assets.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of Library assets.
- Grants and donations.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Maintain and upgrade Library infrastructure.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Airport

**RESERVE ACCOUNT #:** R-R11-AIRP

**PURPOSE:**

- To replace, upgrade or purchase additional assets required to support Municipal Airport operations, life safety, infrastructure and life cycle management of assets.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from operating budget.
- Proceeds of disposition on sale of Airport assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Maintain and upgrade Airport infrastructure.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Golf Course

**RESERVE ACCOUNT #:** R-R11-RMUN

**PURPOSE:**

- To fund Municipal Golf Course capital requirements.

**TARGET BALANCE:**

- \$150,000.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Cemetery

**RESERVE ACCOUNT #:** R-R11-CEME

**PURPOSE:**

- To fund Cemetery and Parks capital projects.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Proceeds of disposition on sale of assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Water

**RESERVE ACCOUNT #:** R-R11-WATR

**PURPOSE:**

- To fund Water capital projects as identified in the current Water and Wastewater Rate Study, and as described in the 10 year capital plan of the City.

**TARGET BALANCE:**

- As set out in the current Water and Wastewater Rate Study.
- Maximum balances as determined by 10 year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Balance of year end Water surplus when Stabilization Reserve balance has been achieved.
- Proceeds of disposition on sale of Water assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.





**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Wastewater

**RESERVE ACCOUNT #:** R-R11-WWTR

**PURPOSE:**

- To fund Wastewater capital projects as identified in the current Water and Wastewater Rate Study, and as described in the 10 year capital plan of the City.

**TARGET BALANCE:**

- As set out in the current Water and Wastewater Rate Study.
- Maximum balances as determined by 10 year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contributions from Operating Fund.
- Balance of year end Wastewater fund surplus when Stabilization Reserve balance has been achieved.
- Interest earned on monthly balances.
- Proceeds of disposition on sale of Wastewater assets.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Waste Management

**RESERVE ACCOUNT #:** R-R11-WAST

**PURPOSE:**

- To fund Waste Management capital projects as identified in the current Waste Management Rate Study, and as described in the 10 year capital plan of the City.

**TARGET BALANCE:**

- As set out in the current Waste Management Rate Study.
- Maximum balances as determined by 10 year capital forecast needs for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Excess financing from completed capital projects.
- Balance of year end Waste Management surplus when Stabilization Reserve balance has been achieved.
- Interest on monthly balances.
- Proceeds of disposition on sale of Waste Management assets.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Landfill Closure

**RESERVE ACCOUNT #:** R-R11-LAND

**PURPOSE:**

- To provide funding to cover the costs of post closure activities required at the Romeo Street landfill.

**TARGET BALANCE:**

- As set out in the current Waste Management Rate Study.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Excess financing from completed capital projects.
- Waste Management fund surplus.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Capital – Parking

**RESERVE ACCOUNT #:** R-R11-PRKG

**PURPOSE:**

- To maintain the current level of service and infrastructure, while also improving the system to meet future needs.

**TARGET BALANCE:**

- Maximum balance as determined by the 10-year capital forecast need for City funding.

**FUNDING SOURCES:**

- Contribution from Operating Fund parking revenues.
- Minimum of \$500,000 to a maximum of \$1,000,000 from parking revenue in a given year.
- Proceeds of disposition on sale of Parking assets.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Maintain parking inventory, including capital repairs and improvements to parking lots.
- Addition of technology to enhance and improve system.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Development Deposits

**RESERVE ACCOUNT #:** R-R11-RPLA

**PURPOSE:**

- There is little detail on this account. The name on the existing account is "Cobra Plan 481".
- Funds have been on deposit with no activity since prior to 2002.
- Staff are investigating the nature of these funds and the appropriate disposition.

**TARGET BALANCE:**

- Zero balance once appropriate fund disposition is determined.

**FUNDING SOURCES:**

- Nil.

**UTILIZATION OF FUNDS:**

- Balance of the Development Deposits Reserve Fund will be assessed by Building and Planning staff and appropriate allocation made.
- When balance is zero at year end this reserve fund will be closed.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Industrial Land

**RESERVE ACCOUNT #:** R-R11-RPRO

**PURPOSE:**

- To track the purchase, servicing and sale of industrial land inventory of the City.

**TARGET BALANCE:**

- Sale price of industrial land shall be sufficient to at least cover the cost of preparation of lots for sale, including interest cost on borrowed funds.
- This reserve may run at a deficit as revenue cash flow lags the expenditure necessary to purchase and service the lots.

**FUNDING SOURCES:**

- Sale of industrial land.
- Sale of other municipally owned property.
- Contribution from Operating Fund.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Purchase of industrial land.
- Servicing of industrial land inventory.
- Costs to prepare industrial land for sale.
- Debt servicing obligations if servicing expenditures are converted to long term debt.
- Contribution to Operating Fund.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Strategic Community Development

**RESERVE ACCOUNT #:** R-R11-STRA

**PURPOSE:**

- For the funding of capital and operating strategic community development initiatives.
- Eligible capital projects are typically categorized as growth, "new" to the City, or promotional in nature.
- The replacement of existing assets is handled by Capital Replacement Reserve Funds or the Working Capital Reserve Fund.

**TARGET BALANCE:**

- \$500,000 or 1% of the municipal tax levy, whichever is greater.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Grants or donations.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Contribution to Capital Fund.



**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Local Housing Corporation

**RESERVE ACCOUNT #:** R-R11-HOUS

**PURPOSE:**

- To assist in the costs of maintenance, capital upgrades, new builds (rejuvenation) and emergency major repairs of the Public Housing buildings throughout the City of Stratford, Town of St. Marys and County of Perth.

**TARGET BALANCE:**

- None identified.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Funding is provided from Ministry transfers and grants, user fees as well as cost sharing between the three partner municipalities.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Operating Fund.
- Contribution to Capital Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Grand Trunk (Cooper) Block

**RESERVE ACCOUNT #:** R-R11-GTCH

**PURPOSE:**

- To fund the development of the Grand Trunk Community Hub at the Cooper site.

**TARGET BALANCE:**

- As determined by the costing estimates of the approved Master Plan.

**FUNDING SOURCES:**

- Contribution from Operating Fund.
- Grants or donations.
- Sale of City-owned property.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Parkland: Cash In Lieu

**RESERVE ACCOUNT #:** R-R11-RPLT

**PURPOSE:**

- In accordance with the Planning Act R.S.O 1990 S42.(1), municipalities may adopt a by-law requiring a percentage of land being developed or redeveloped to be conveyed to the municipality for park or other recreational purposes.
- S42.(6) Where parkland cannot appropriately be provided, *"the council may require a payment in lieu, to the value of the land otherwise to be conveyed"*.

**TARGET BALANCE:**

- Based on growth related development.

**FUNDING SOURCES:**

- Contributions received in lieu of land being conveyed to the City for parkland requirements as per the Planning Act.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund for:
  - the acquisition of land for parks or other public recreational purposes.
  - the development or redevelopment of land, parks and recreational facilities.

**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Provincial Infrastructure Grants

**RESERVE ACCOUNT #:** R-R11-OCIF

**PURPOSE:**

- To track funding received from provincial infrastructure grant programs and the expenditure of these funds on eligible and approved infrastructure capital projects.

**TARGET BALANCE:**

- No target balance.
- Balance will depend on timing of grant receipts in relation to the year of eligible project completion.

**FUNDING SOURCES:**

- Contributions from Provincial Infrastructure grant programs.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Contribution to Capital Fund for provincial share of eligible and approved infrastructure projects.



## RESERVE AND RESERVE FUND POLICY F.1.13 CORPORATE SERVICES DEPARTMENT

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**RESERVE NAME:** Federal Gas Tax

**RESERVE ACCOUNT #:** R-R11-RFED

**PURPOSE:**

- To track funding received from the Federal Gas Tax Fund as administered by the Association of Municipalities Ontario (AMO), and the Eligible Expenditure of these funds in respect of Eligible Projects as governed by the Municipal Funding Agreement (MFA).

**TARGET BALANCE:**

- No target balance
- Balance will depend on timing of semi-annual grant receipts in relation to the year of eligible expenditures.

**FUNDING SOURCES:**

- Contributions from AMO for the federal government.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- As per Section 6.4 of the Municipal Funding Agreement:
  - *The Recipient acknowledges and agrees the Funds are intended for and shall be used only for Eligible Expenditures in respect of Eligible Projects.*
- There are seventeen eligible project categories listed in the MFA that *include investments in Infrastructure for its construction, renewal or material enhancement.*

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Provincial Gas Tax

**RESERVE ACCOUNT #:** R-R11-RGAS

**PURPOSE:**

- To track funding received from the Ministry of Transportation and the permitted expenditure of these funds as per the guidelines of the Dedicated Gas Tax Funds for Public Transportation Program.

**TARGET BALANCE:**

- No target balance.
- Balance will depend on timing of quarterly grant receipts to the year of fund usage.

**FUNDING SOURCES:**

- Contributions from the Ministry of Transportation.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- The funding provided under the Dedicated Gas Tax for Public Transportation Program must be used exclusively for public transportation expenses (capital and operating) above the municipality's baseline spending, while not exceeding 75% of the municipality's spending on public transportation.

**RESERVE AND RESERVE FUND POLICY F.1.13**  
**CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Development Charges

**RESERVE ACCOUNT #:** Various

**PURPOSE:**

- As per the *Development Charges Act*, 1997, c.27, S2(1) "The council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development of the area to which the by-law applies".
- Services include Roads, Fire, Library, Parking, Transit, Recreation, Parks, Police, Water, Waste Water, Storm Water, Other Transportation and Administration.

**TARGET BALANCE:**

- Based on growth activity and as calculated through Development Charge Background Study.

**FUNDING SOURCES:**

- Contributions received from developers as per the Development Charges by-law.
- Interest earned on monthly balances.

**UTILIZATION OF FUNDS:**

- Growth related capital projects as funded by the Development Charges by-law and identified in the Development Charge Background Study.





**RESERVE AND RESERVE FUND POLICY F.1.13  
CORPORATE SERVICES DEPARTMENT**

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**RESERVE NAME:** Impost Fees

**RESERVE ACCOUNT #:** R-R11-RIMP

**PURPOSE:**

- Impost Fees were collected by the City from developers many years ago prior to the introduction of Development Charges.
- No Impost Fees have been collected by the City since before 2004 which is the starting date of our financial records in Great Plains.

**TARGET BALANCE:**

- Zero Balance.
- No further Impost Fees will be collected.

**FUNDING SOURCES:**

- None.

**UTILIZATION OF FUNDS:**

- Balance of the Impost Fee Reserve Fund will be utilized during 2018 to fund growth related capital expenditures.
- When balance is zero at year end this reserve fund will be closed.

### Proposed Reserve and Reserve Fund Listing and Consolidated Balances

(Finance Sub-committee Apr 17 2018)

NEW RESERVE NAME	BALANCE
<b>Stabilization Reserves</b>	
Tax Rate Stabilization	( 235,000.00)
Water Rate Stabilization	-
Wastewater Rate Stabilization	-
Winter Control	( 180,659.96)
Building Permit Reserve	( 435,131.71)
<b>Corporate Use Reserves</b>	
Election Expenses	( 138,114.25)
Clerks Investigations	( 32,300.00)
Economic Development	( 37,520.00)
Insurance	( 241,153.79)
WSIB	( 268,128.19)
Sick Leave	( 5,764,788.33)
HR Salary Contingency	( 258,174.00)
Management & Planning Studies	( 160,499.87)
Library - Perth County Information Network	( 24,176.63)
Special Projects	( 211,243.10)
Local Boards & Committees	( 61,305.36)
<b>Discretionary Reserve Funds</b>	
<i>Tax Supported Capital Reserve Funds</i>	
Working Capital	( 643,573.58)
Capital – IT Equipment Replacement	( 1,222,738.46)
Capital - Fleet	( 3,766,505.40)
Capital – Public Works	( 3,503,811.38)
Capital – Storm Water	
Capital – Fire	( 627,624.27)

OLD RESERVE NAME	BALANCE	OLD ACCOUNT #	
Tax Stabilization Reserve	( 235,000.00)	G-R14-TAXS-0000	1
Winter Expenditure Surplus	( 180,659.96)	G-R00-WNTR-0000	2
Building Dept Surplus	( 435,131.71)	G-R07-BSUR-0000	3
Election Reserve	( 138,114.25)	G-R00-ELEC-0000	4
Clerks - In Camera Investigations	( 28,300.00)	G-R08-ICAM-0000	5
Integrity Commissioner	( 4,000.00)	G-R17-ICOM-0000	6
SEBC Starter Company	( 37,520.00)	G-R14-STAR-0000	7
Self Insurance Reserve	( 241,153.79)	G-R00-INSR-0000	8
WCB Liability Reserve	( 268,128.19)	G-R00-WCBO-0000	9
Sick Leave Liability Reserve	( 5,764,788.33)	G-R00-SICK-0000	10
Fire Dept OT Reserve	( 83,174.00)	G-R12-FDOT-0000	11
Salary Adjustment New Contract	( 175,000.00)	G-R17-SANC-0000	12
Comprehensive Zoning By-law Update	( 25,000.00)	G-R15-CZBU-0000	13
Stratford More Affordable Study	( 50,000.00)	G-R15-SMAS-0000	14
Build Dept - Offical Plan Update	( 84,355.78)	G-R09-PLAN-0000	15
Development Charge Study	( 769.94)	G-R12-DCST-0000	16
Cemetery Master Plan	( 374.15)	G-R15-CEMP-0000	17
Perth County Information Network	( 24,176.63)	G-R06-PCIN-0000	18
Meth Special Projects	(48,492.66)	R-R11-METH	19
CAO Special Initiatives	( 81,484.86)	G-R13-SPCI-0000	20
Hockey Day In Canada	( 49,201.93)	G-R09-HDIC-0000	21
Stratford Digital Media Institute	( 32,063.65)	G-R13-DMED-0000	22
Heritage Stratford	( 4,349.53)	G-R08-HTGE-0000	23
Stratfords Of the World	( 4,756.16)	G-R10-WRLD-0000	24
Sister Cities - 96 unexpended	( 7,340.05)	G-R00-SISR-0000	25
Energy & Environment Committee	( 18,945.84)	G-R12-ENVR-0000	26
Active Transportation Advisory Comm	( 9,749.20)	G-R14-BIKE-0000	27
Communities In Bloom	( 15,920.91)	G-R15-BLOM-0000	28
Stfd Lakeside Seniors Assoc	(243.67)	R-R11-RLAK	29
Working Reserve	-	G-R09-WORK-0000	30
Capital Carry Forward Reserve	( 643,573.58)	G-R15-CCFR-0000	31
Information Tech Depreciation	( 678,257.47)	G-R00-ITDP-0000	32
Document & Rentention Software	( 4,500.00)	G-R05-SOFT-0000	33
Corporate Services - IT	( 539,980.99)	G-R12-CSIT-0000	34
Building Dept Vehicle Depreciation	( 50,376.20)	G-R00-BDVE-0000	35
Airport Vehicles	( 62,426.15)	G-R05-AIRV-0000	36
Public Works Equipment Deprc'n	( 2,551,143.05)	G-R00-PWVE-0000	37
Water Department Vehicles	( 1,102,560.00)	G-R00-WDVE-0000	38
Eng & P/W - Asset Management	( 438,806.99)	G-R15-ASMP-0000	39
Eng & P/W - Infrastructure Levy	( 1,799,211.20)	G-R15-INFR-0000	40
Engineering Capital Reserve	( 1,164,948.45)	G-R00-ECPR-0000	41
Street Lighting Unxpnd 2000	( 7,520.78)	G-R00-LITE-0000	42
Ent Sign (Maintenance) Publc'y	( 15,563.28)	G-R00-MNTC-0000	43
Expenditure - Truck Route	( 44,100.00)	G-R00-RING-0000	44
Douglas Extension	(33,660.68)	R-R11-RDOU	45
Fire-Comp Aided Dispatch	( 7,474.58)	G-R00-CADO-0000	46
Fire Equipment Reserve	( 18,319.81)	G-R00-FDEQ-0000	47
Fire Dept Vehicle Depreciation	( 302,080.50)	G-R00-FDVE-0000	48
Future Expansion	( 13,630.40)	G-R08-XPAN-0000	49
Fire Dept - Hall 2	( 148,174.18)	G-R11-FDH2-0000	50
Fire Dept Training Facility	( 39,740.08)	G-R00-TRAI-0000	51
Y2K Chall Gen/Fire Eqp - 99 Unxpnd	( 1,788.34)	G-R00-Y2K0-0000	52
Fire Radio Replacement	(96,416.38)	R-R11-RFIR	53

23	Capital - Police	( 719,768.88)
24	Capital – Facilities	( 519,979.38)
25	Capital – Recreation	( 736,642.49)
26	Capital - Social Services	( 3,481,997.49)
27	Capital – Library	( 160,449.12)
28	Capital – Airport	( 288,189.00)
29	Capital – Golf Course	( 87,974.54)
30	Capital - Cemetery	66,687.19
	<i>User Pay Capital Reserve Funds</i>	
31	Capital Water	( 3,389,261.98)
32	Capital Wastewater	2,820,761.32
33	Capital – Waste Management	( 2,392,961.02)
34	Landfill Closure	
35	Capital – Parking	( 1,867,529.10)
	<i>Operation Specific</i>	
36	Development Deposits	( 107,924.52)
37	Industrial Land	228,307.04
38	Strategic Community Development	( 439,906.46)
	<i>suggest assigning for City Hall Washroom Renovation \$200,000 Allman Arena Washroom Renovation \$100,000</i>	
39	Local Housing Corporation	( 1,146,165.80)
40	Grand Trunk (Cooper) Block	-

Police-Law Enforcement Equip	( 88,712.64)	G-R00-PDEQ-0000	54
Police Dept Vehicle Reserve	( 102,881.08)	G-R00-PDVE-0000	55
Communication Centre Dispatch	( 371,249.17)	G-R00-COMM-0000	56
Police Dept Radio Depreciation	( 5,659.83)	G-R00-RADO-0000	57
Police Generator - 00 Unxpnd	( 14,274.00)	G-R00-GENE-0000	58
Special Investigations	( 97,829.72)	G-R00-INVE-0000	59
Police Dept P.R.I.D.E. Prog.	312.47	G-R00-PRID-0000	60
Police Dept Auction Sale	( 34,187.43)	G-R00-SALE-0000	61
Police Canine Unit	( 5,287.48)	G-R13-CANE-0000	62
City Hall Brickwork	( 11,704.65)	G-R00-CHBR-0000	63
Discovery Centre	( 184,648.58)	G-R13-DISC-0000	64
City Hall Front Steps	( 20,000.00)	G-R07-STEP-0000	65
Barrier Free Washroom - 47 Downie	( 4,764.91)	G-R08-WASH-0000	66
Building Reserve	( 200,000.00)	G-R15-BLDG-0000	67
Rolling File Cabinet	( 26,000.00)	G-R17-FILE-0000	68
City Hall Annex	( 15,000.00)	G-R03-ANEX-0000	69
Stratford Museum Board	( 56,268.89)	R-R11-RSMB	70
Tomm Patt Theatre Air Cond Rpl	( 1,592.35)	G-R02-THTR-0000	71
Parks Board Equipment	( 445,763.56)	G-R00-PKEQ-0000	72
Community Service Facilities	( 210,917.01)	G-R00-CMSF-0000	73
Equip - Rotary Concession Booth	( 9,956.77)	G-R09-ERCB-0000	74
Emerald Ash Bore Reserve	( 40,000.00)	G-R09-EABR-0000	75
Soccer - Turf Replacement	( 25,000.00)	G-R17-TURF-0000	76
Freeland Fountain	(4,510.57)	R-R11-RFRE	77
Ted Blowes Memorial - Peace Garden	( 494.58)	G-R13-TEDB-0000	78
Social Housing Capital Reserve	( 201,599.14)	G-R03-SHCR-0000	79
Rent Supp	( 2,851.39)	G-R07-RSUP-0000	80
Social Service Reserve Funds	( 3,277,546.96)	G-R08-SSRF-0000	81
Library Computer Equip Reserve	( 150,383.59)	G-R00-COMP-0000	82
Equipment Library	( 179.33)	G-R00-LIEQ-0000	83
Library Literacy Project	(2,886.20)	R-R11-RLIB	84
Public Library on Wheels	( 7,000.00)	G-R13-PLOW-0000	85
Airport Capital Reserve	( 288,189.00)	G-R00-AIRP-0000	86
Golf Course Capital	(87,974.54)	R-R11-RMUN	87
Mausoleum Sinking Fund	114,410.38	G-R05-MAUS-0000	88
Cemetery - Open Section 26	( 15,000.00)	G-R08-OPEN-0000	89
Perpetual Tree Reserve	(32,723.19)	R-R11-RPER	90
Water Department Surplus	( 3,389,261.98)	G-R00-WATR-0000	91
Sanitary Sewer Reserve	2,820,761.32	G-R00-STPO-0000	92
Tipping Fees	( 2,392,961.02)	G-R00-TIPF-0000	93
Festival Parking Lot Deprec'n	( 32,184.57)	G-R00-FLOT-0000	94
Albert Lot	(1,352,977.74)	R-R11-BALB	95
Erie Lot 1	3,249,812.95	R-R11-BER1	96
General Parking	(2,484,801.26)	R-R11-BGEN	97
Oman Lot	(106,524.40)	R-R11-BOMA	98
Ontario Lot	(946,121.36)	R-R11-BONT	99
Parking Permits	(31,409.04)	R-R11-BPER	100
St Patrick	(68,504.15)	R-R11-BSTP	101
York St Permits	(4,671.76)	R-R11-BYOR	102
Cooper Parking Lot	( 90,147.77)	G-R04-COOP-0000	103
Cobra Plan 481	(107,924.52)	R-R11-RPLA	104
Proceeds Sale of Industrial	228,307.04	R-R11-RPRO	105
Council Initiatives - Logo Contest	( 3,250.00)	G-R09-LOGO-0000	106
Energy Savings	( 580.50)	G-R08-ENGR-0000	107
Post Office Taxes	( 31,129.48)	G-R08-POST-0000	108
P/W Inside Office Equipment	( 11,015.00)	G-R00-PWEQ-0000	109
Emergency Order	( 44,188.00)	G-R03-EMRG-0000	110
Airport Taxes	( 25,669.63)	G-R07-AIRT-0000	111
Christmas Decorations	( 33,981.53)	G-R04-XMAS-0000	112
Registry Office - Capital Reserve	( 26,337.95)	G-R00-REGO-0000	113
Bric Program (Heritage Conservation Di	(52,057.06)	R-R11-RBRI	114
Economic Development Brochures	( 33,560.81)	G-R00-BRCH-0000	115
Economic Development Reserve	( 22,839.17)	G-R08-ECDV-0000	116
Intelligent Communities Fund Funds	( 14,202.18)	G-R13-ICFF-0000	117
Econo Dev Special Initiative	(141,095.15)	R-R11-RSPC	118
Social Service Reserve Funds	( 1,146,165.80)	G-R08-SSRF-0000	119

	Obligatory Reserve Funds	
41	Parkland: Cash in Lieu	( 344,481.40)
42	Provincial Infrastructure Grants	( 381,324.93)
43	Federal Gas Tax	( 5,595,391.89)
44	Provincial Gas Tax	( 467,581.98)
45	Development Charges – Administrative Services	( 372,668.04)
46	Development Charges – Fire Protection Services	( 1,023,595.11)
47	Development Charges – Indoor Recreation Service:	( 1,569,057.22)
48	Development Charges – Outdoor Recreation Servic	( 1,052,558.13)
49	Development Charges – Library Services	( 863,791.43)
50	Development Charges – Municipal Parking	( 42,845.31)
51	Development Charges – Police Services	( 627,146.63)
52	Development Charges – Other Transportation Servi	( 558,187.91)
53	Development Charges – Roads & Related Services	( 821,882.42)
54	Development Charges – Water Services	( 249,513.51)
55	Development Charges – Wastewater Services	( 226,080.25)
56	Development Charges – Storm Water Management	405,034.25
57	Development Charge Clearing	( 1,968,709.96)
58	Impost Fees	( 8,796.45)

	Public Land Reserve	(344,481.40)	R-R11-RPLT
	OCIF	(381,324.93)	R-R11-OCIF
	Federal Gas Tax	(5,595,391.89)	R-R11-RFED
	Provincial Gas Tax	(467,581.98)	R-R11-RGAS
	General Services Admin	(372,668.04)	R-DGS-ADMN
	General Services Fire	(1,023,595.11)	R-DGS-FIRE
	General Services Indoor Rec	(1,569,057.22)	R-DGS-IREC
	General Services Outdoor Rec	(1,052,558.13)	R-DGS-OREC
	General Services Library	(863,791.43)	R-DGS-LIBR
	Municipal Parking	(42,845.31)	R-DGS-MPKG
	General Services Police	(627,146.63)	R-DGS-POLI
	Transit	(381,564.66)	R-DGS-TRAN
	Infrastructure Transportation	(176,623.25)	R-DIS-OTRN
	Roads and Traffic Signals	(821,882.42)	R-DIS-ROAD
	Water Service	(249,513.51)	R-DIS-WATS
	Wastewater	(226,080.25)	R-DIS-WAST
	Area Specific Storm	405,034.25	R-DSC-STWM
	Develop Charge Res Fund	(1,968,709.96)	R-R11-RDEV
	Impost Fees	(8,796.45)	R-R11-RIMP



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-022  
**Attachments:** None

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**Title:** Municipal Investment Performance for 2017

**Objective:** To report on the performance of municipal investments for the fiscal year 2017.

**Background:** The investment of surplus funds by the City is governed by s.418 of the *Municipal Act, 2001* and Ontario Regulation 438/97 *Eligible Investments, Related Financial Agreements and Prudent Investment*.

O. Reg. 438/97, s. 8 (1) requires that..... *"If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report"*.

**Analysis:** The City of Stratford maintains eleven (11) bank accounts with RBC. Most are City funds, but others are funds managed or held for the benefit of others (Trust Funds, Golf Course, Police Traffic Safety).

All RBC accounts are paid interest at the negotiated rate of Prime minus 1.7%, or an effective rate of **1.5%** as at 31<sup>st</sup> December and throughout most of 2017.



Institution	Use of Funds	Interest Rate	Effective Rate	Book Value
Royal Bank of Canada	General Bank Account	Prime - 1.7%	1.50%	\$ 2,087,136.62
Royal Bank of Canada	Reserve Funds	Prime - 1.7%	1.50%	\$ 9,622,759.21
Royal Bank of Canada	Social Services	Prime - 1.7%	1.50%	\$ 109,042.05
Royal Bank of Canada	Public Housing	Prime - 1.7%	1.50%	\$ 308,618.24
Royal Bank of Canada	Perth & Stratford Housing	Prime - 1.7%	1.50%	\$ 3,329.18
Royal Bank of Canada	Anne Hathaway Daycare	Prime - 1.7%	1.50%	\$ 1,630.05
Royal Bank of Canada	Library	Prime - 1.7%	1.50%	\$ 545.00
Royal Bank of Canada	Trust Funds	Prime - 1.7%	1.50%	\$ 330,604.03
Royal Bank of Canada	DBIA	Prime - 1.7%	1.50%	\$ 107,441.32
Royal Bank of Canada	Golf Course	Prime - 1.7%	1.50%	\$ 19,189.63
Royal Bank of Canada	Police Traffic Safety	Prime - 1.7%	1.50%	\$ 5,024.64

There are also four (4) investment accounts held with three (3) investment managers.

Institution	Use of Funds	Rate of Return	Book Value	Market Value
ScotiaMcLeod	Cemetery Prepays	3.77%	\$ 531,335.87	\$ 549,902.00
BMO Nesbitt Burns	Cemetery Perpetual Care	2.70%	\$ 2,476,335.71	\$ 2,387,155.39
BMO Nesbitt Burns	Reserve	2.40%	\$ 4,451,873.22	\$ 4,350,966.92
CIBC Wood Gundy	General / Reserve Funds	0.29%	\$ 11,415,603.59	\$ 11,467,546.35

### **Scotia McLeod**

This firm manages one investment trust account with proceeds of Cemetery prepaid burial and internment fees.

Investment options are not subject to the restrictive Municipal Act "eligible list", but fall under the jurisdiction of the Trustees Act, 1990 which permits the "prudent investor" standard;

#### *Investment standards*

*27(1) In investing trust property, a trustee must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments.*

#### *Authorized investments*

*(2) A trustee may invest trust property in any form of property in which a prudent investor might invest.*

These investments have a book value of \$531,335 at year end and a rate of return of 3.77% which is indicative of the broader investment options under "prudent investor" standard.

## **BMO Nesbitt Burns**

This firm maintains two investment accounts for the City of Stratford. Both are following a buy and hold strategy with laddering of maturity dates to allow for potential cash flow needs. Proper management means less activity and lower trading commissions – a total of \$7,835 during fiscal 2017.

### 1. Perpetual Care for Stratford Avondale Cemetery

Book value of \$2,488,641 at year end.

Rate of return was **2.70%** in 2017. The return was lower than anticipated because four of the eight bond holdings matured between May and June 2017 and were left in cash account and not reinvested.

At year end

- \$1,272,619 was held in cash account,
- \$76,558 in a GIC yielding 2.31% and maturing 25<sup>th</sup> April 2018
- Balance of \$1,102,874 in two eligible bonds.

### 2. City of Stratford General Investment Account

Book value of \$2,488,641 at year end.

Rate of return was **2.40%** in 2017. Holdings in this account were exclusively Canadian bank bonds at the beginning of the year which had lower yields than other corporate issues. As two of these issues matured during the course of the year, they were replaced in the portfolio with high quality corporate bonds bearing a higher yield.

At year end

- \$2,762,203 were in Canadian bank eligible bonds,
- \$1,659,022 had been reinvested in Canadian corporate eligible bonds.

## **CIBC Wood Gundy**

This firm holds one account for the City's reserve funds with a book value of \$11,415,603 at year end.

Since 2014 this portfolio has not been managed by CIBC Wood Gundy but placed with Manulife for day to day management and following the investment direction of the Manulife Canadian Bond portfolio.

The Manulife Canadian Bond portfolio is not tailored to the regulated investment needs of Canadian municipalities, but has a much broader mandate to "invest in fixed income



securities," many of which are not eligible for Canadian municipalities to hold, but are ideally suited to individuals looking to maximize fixed income investment returns.

Accessing investment products that are ineligible for municipalities to hold resulted in a rate of return quoted to Finance committee each year in the 3.5%-plus range.

However,

- Many bond holdings were beyond the eligibility criteria for Ontario municipalities
- The vaunted 3.5% return did not mention
  - annual "Investment Management Fees" of \$114,390 plus HST
  - constant trading and rebalancing of our portfolio (2017 - 29 purchases and 32 sales) led to high trading commissions
  - trading activity triggered realized losses in portfolio holdings

The "actual" or net return on this Manulife portfolio after all fees and realized losses have been recorded was \$33,527, or 0.29% in 2017. This is the income that was available to be distributed to the reserve funds.

### **Statement By Treasurer**

O.Reg. 438/97, s.8(2)(c) requires *"a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality"*.

As at 31<sup>st</sup> December 2017, one of our investment portfolios contained a significant number of bond investments that were not in accordance with the governing legislation. This situation appears to have been in place since at least 2014.

The managed portfolio product we held for four years was not managed within the constraints of the municipal sector "legal list" and as such held numerous corporate bond issues that were both

- greater than the 5 years term to maturity permitted; and
- investment quality that was below the AA- permitted.

As at 16<sup>th</sup> March 2017, the Manulife Canadian Bond managed portfolio placed with CIBC Wood Gundy comprised twenty five (25) bond holdings.

Eight (8) of those individual bonds were ultra vires governing legislation as being beyond the permissible term to maturity limit of five years for corporate bonds.

A further three (3) corporate bonds were below the permitted quality rating of AA- and as low as BBB.

Corrective action was taken and eleven bonds were sold with a market value of \$3,937,854 of a total portfolio market value of \$11,429,511.

The required statement by the Treasurer is that a number of holdings within one investment portfolio were not consistent with the permitted "legal list" as at 31<sup>st</sup> December 2017. The situation was discovered on 16<sup>th</sup> March 2018 and promptly remedied.

Appropriate adherence to governing legislation and greater scrutiny over those entrusted as investment managers of City controlled funds will ensure legal compliance and should deliver more competitive rates of return in the future.

**Financial Impact:** Overall, 2017 was a challenging year for fixed income investing, as prices fell within a global environment of rising interest rates.

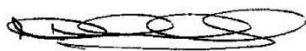
The rates of return on our BMO portfolios are fairly representative of what can be achieved in this economic environment while remaining within the legislated confines of eligible investments for municipalities.

The CIBC portfolio placement with Manulife Canadian Bond was a non-eligible tool for any Ontario municipality, and a combination of excessive trading activity, inappropriate investment choices and substantial management fees eroded the vaunted high income return down to a level of 0.29%. However, this matter has now been corrected; although some additional trading fees will be incurred.

The Treasurer will be working with investment managers to establish an updated portfolio strategy for the City in full compliance with the Municipal Act and our new investment policy's stated objectives (in priority) of:

- *Legality of investments;*
- *Preservation of capital;*
- *Maintenance of liquidity; and*
- *Competitive rate of return.*

**Staff Recommendation: THAT the report of Director of Corporate Services dated April 17, 2018, regarding 2017 investment performance, be received for information.**




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Michael Humble, Director of Corporate Services




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Rob Horne, Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-Committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-022  
**Attachments:** None.

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**Title:** Municipal Investment Performance for 2017

**Objective:** To report on the performance of municipal investments for the fiscal year 2017.

**Background:** The investment of surplus funds by the City is governed by s.418 of the *Municipal Act, 2001* and Ontario Regulation 438/97 *Eligible Investments, Related Financial Agreements and Prudent Investment*.

O. Reg. 438/97, s. 8 (1) requires that..... *"If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report"*.

### Analysis:

The City of Stratford maintains eleven (11) bank accounts with RBC. Most are City funds, but others are funds managed or held for the benefit of others (Trust Funds, Golf Course, Police Traffic Safety).

All RBC accounts are paid interest at the negotiated rate of Prime minus 1.7%, or an effective rate of **1.5%** as at 31<sup>st</sup> December and throughout most of 2017.

Institution	Use of Funds	Interest Rate	Effective Rate	Book Value
Royal Bank of Canada	General Bank Account	Prime - 1.7%	1.50%	\$ 2,087,136.62
Royal Bank of Canada	Reserve Funds	Prime - 1.7%	1.50%	\$ 9,622,759.21
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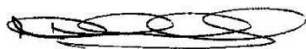
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- *Legality of investments;*
- *Preservation of capital;*
- *Maintenance of liquidity; and*
- *Competitive rate of return.*

**Staff Recommendation:**

**THAT the report of Director of Corporate Services dated April 17, 2018, regarding 2017 investment performance, be received for information.**




---

Michael Humble, Director of Corporate Services




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Rob Horne, Chief Administrative Officer



## Appendix A

**City of Stratford**  
**Financial Report As At 31 December 2017**

Department		2017 Actual	2017 Budget	Variance (favourable) / unfavourable
Mayor and Council	Revenue	(7,996)		(7,996)
	Expense	328,471	311,222	17,249
		320,475	311,222	9,253
Chief Administrator	Revenue	(50,103)	(50,000)	(103)
	Expense	666,552	636,799	29,753
		616,449	586,799	29,650
Human Resources	Revenue	-	-	-
	Expense	568,731	581,937	(13,206)
		568,731	581,937	(13,206)
Clerks	Revenue	(158,807)	(176,800)	17,993
	Expense	573,549	663,900	(90,351)
		414,741	487,100	(72,359)
Crossing Guards	Revenue	-	-	-
	Expense	135,214	163,700	(28,486)
		135,214	163,700	(28,486)
Parking	Revenue	(1,473,839)	(1,065,000)	(408,839)
	Expense	1,223,839	815,000	408,839
		(250,000)	(250,000)	-
IT	Revenue	(110,515)	(160,106)	49,591
	Expense	931,649	997,878	(66,229)
		821,134	837,772	(16,638)
Treasury	Revenue	(7,115,918)	(5,429,260)	(1,686,658)
	Expense	14,129,488	12,760,545	1,368,943
		7,013,570	7,331,285	(317,715)
Fire Department	Revenue	(218,773)	(134,970)	(83,803)
	Expense	7,451,092	7,158,780	292,312
		7,232,320	7,023,810	208,510
Police Services	Revenue	(777,977)	(648,684)	(129,293)
	Expense	11,041,358	11,159,256	(117,898)
		10,263,380	10,510,572	(247,192)
Building and Planning	Revenue	(989,677)	(746,113)	(243,564)
	Expense	1,224,089	1,151,923	72,166
		234,413	405,810	(171,397)
Municipal Buildings Operations	Revenue	(633,499)	(632,438)	(1,061)
	Expense	986,480	1,056,848	(70,368)
		352,981	424,410	(71,429)

## Appendix A

**City of Stratford**  
**Financial Report As At 31 December 2017**

Department		2017 Actual	2017 Budget	Variance (favourable) / unfavorable
	Revenue	(359,079)	(717,520)	358,441
	Expense	1,635,206	1,630,586	4,620
<b>Engineering</b>		<b>1,276,127</b>	<b>913,066</b>	<b>363,061</b>
	Revenue	(668,441)	(679,250)	10,809
	Expense	4,754,496	4,602,238	152,258
<b>Roads</b>		<b>4,086,055</b>	<b>3,922,988</b>	<b>163,067</b>
<b>Storm</b>	Revenue	(34,022)	(36,000)	1,978
	Expense	181,324	283,789	(102,465)
<b>Library</b>	Revenue	(425,224)	(385,579)	(39,645)
	Expense	2,587,837	2,554,836	33,001
<b>Airport</b>	Revenue	(249,985)	(244,093)	(5,892)
	Expense	414,132	415,628	(1,496)
<b>Social Services</b>	Revenue	(26,928,497)	(23,773,319)	(3,155,178)
	Expense	29,654,392	26,782,739	2,871,653
<b>Anne Hathaway Daycare</b>	Revenue	(1,175,798)	(1,251,609)	75,811
	Expense	1,265,894	1,312,548	(46,654)
<b>Parks</b>	Revenue	(305,231)	(256,000)	(49,231)
	Expense	2,126,732	2,304,600	(177,868)
<b>Recreation</b>	Revenue	(2,247,334)	(2,208,200)	(39,134)
	Expense	4,441,247	4,374,185	67,062
<b>Cemetery</b>	Revenue	(436,317)	(400,000)	(36,317)
	Expense	612,106	552,000	60,106
<b>Transit</b>	Revenue	(1,073,011)	(1,184,000)	110,989
	Expense	2,963,002	2,663,700	299,302
<b>Parallel Transit</b>		<b>1,889,991</b>	<b>1,479,700</b>	<b>410,291</b>
	Revenue	(47,279)	(50,000)	2,721
	Expense	448,319	436,632	11,687
	Revenue	(92,584)	-	(92,584)
	Expense	8,572,634	8,589,359	(16,725)

## Appendix A

**City of Stratford**  
**Financial Report As At 31 December 2017**

Department		2017 Actual	2017 Budget	Variance (favourable) / unfavorable
<b>External Boards &amp; Services</b>		8,480,050	8,589,359	(109,309)
	Revenue	(32,203)	(10,000)	(22,203)
	Expense	578,778	562,225	16,553
<b>Grants</b>		546,575	552,225	(5,650)
<b>Other Revenue</b>		(2,150,000)	(2,150,000)	-
<b>Capital Transfers</b>		3,623,849	3,131,000	492,849
<b>Tax Revenue</b>		(55,266,218)	(55,264,912)	(1,306)
<b>Net (Revenue) Expenditure before Capital Transfers</b>		<b>92,134</b>	<b>-</b>	<b>92,134</b>
<b>User Pay Divisions</b>				
	Revenue	(6,324,392)	(6,351,500)	27,108
	Expense	6,324,392	6,351,500	(27,108)
<b>Sanitary</b>		-	-	-
	Revenue	(4,365,158)	(4,402,120)	36,962
	Expense	4,365,158	4,402,120	(36,962)
<b>Water</b>		-	-	-
	Revenue	(3,261,397)	(3,037,435)	(223,962)
	Expense	3,261,397	3,037,435	223,962
<b>Waste</b>		-	-	-



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN18-026  
**Attachments:** 2017 Treasurer's Statement – Development Charges Reserve Funds  
2017 Treasurer's Statement – Cash In Lieu of Parkland Reserve Fund

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**Title:** 2017 Treasurer's Statements for Development Charges and Cash In Lieu of Parkland Reserve Funds

**Objective:** To recommend that these two reports for the year ending December 31, 2017, be approved and submitted to the Ministry of Municipal Affairs and Housing.

**Background:** In accordance with the Development Charges Act, 1997 and the City's Development Charges By-law 45-2013, the Treasurer is required to provide Council with an annual financial statement on the development charges reserve funds.

Furthermore, in accordance with recent amendments to the Planning Act, the Treasurer is also required to provide Council with an annual financial statement on the City's Cash In Lieu of Parkland reserve fund.

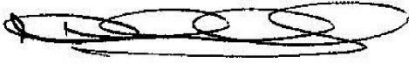
Once reviewed by Council, these reports must be made available for the public, and are forwarded to the Ministry of Municipal Affairs & Housing.

**Analysis:** Please see the attached reports.

**Financial Impact:** There is no financial impact from these reports, as the recommendations relate specifically to the City of Stratford's legislated reporting requirements.

**Staff Recommendation:** **THAT the 2017 Treasurer's Statement for City of Stratford Development Charges Reserve Funds be received for information;**

**AND THAT the 2017 Treasurer's Statement for City of Stratford Cash In Lieu of Parkland Reserve Fund be received for information.**

A handwritten signature in black ink, appearing to read "Michael Humble", written over a horizontal line.

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Michael Humble, Director of Corporate Services

A handwritten signature in black ink, appearing to read "Rob Horne", written over a horizontal line.

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Rob Horne, Chief Administrative Officer



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**THE CORPORATION OF THE CITY OF STRATFORD**

### Statement of Credit Holder Transaction

[illegible]



<b>THE CORPORATION OF THE CITY OF STRATFORD</b>		
<b>Treasurer's Statement Under Section 42 of the Planning Act</b>		
<b>For the Year Ended - December 31, 2017</b>		
<b>Opening Balance - January 1, 2017</b>		<b>\$535,060.07</b>
Cash in Lieu Collected During 2017	40,570.00	
2017 Reserve Fund Interest	6,326.68	
		46,896.68
Total Funds Available		581,956.75
Less: Funds Spent During 2017		
Bromberg Subdivision Park	51,153.88	
Pachham Soccer Field	186,321.47	
		237,475.35
<b>Closing Balance - December 31, 2017</b>		<b>\$344,481.40</b>



## MANAGEMENT REPORT

**Date:** March 20, 2018  
**To:** Finance and Labour Relations Sub-committee  
**From:** Tatiana Dafoe, Deputy Clerk  
**Report#:** FIN18-09  
**Attachments:** Bingo Averages 2015  
 Bingo Averages 2016  
 Bingo Averages 2017

**Title:** 2017 Lottery Licence Activity Update

**Objective:** To provide information on lottery licence activities in 2017.

**Background:** Each year staff provides an update on municipal lottery activity within the City. Lottery events include:

- Bingo
- Nevada (Break Open Tickets)
- Raffle/Bazaar lotteries with prize boards of \$50,000 and under
- Catch the Ace

**Analysis:** The table below identifies the number of licences issued per year by category.

	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Bingo*</b>	49	49	47
<b>Nevada</b>	13	10	6
<b>Raffle</b>	30	27	25
<b>Catch the Ace</b>	N/A	N/A	1
<b>Total</b>	92	86	79

\* bingo licence for a particular group may be for multiple events

The raffle licence category generally includes groups selling tickets for specific merchandise prizes; however 50/50 draws are becoming popular as well. Generally raffles coincide with special events already taking place in the City. There are currently 55 organizations eligible for lottery licences.

Nevada licences are generally issued for a period of six (6) months to one (1) year and the locations of ticket sales must be registered with the Alcohol and Gaming Commission of Ontario.

In 2017 the municipality issued its first Catch the Ace lottery licence. As of December 31, 2017, \$43.98 in licence fees has been collected for this lottery. The group has sold 1,466 out of a possible 3,300 tickets, with an average weekly sale of 122.2 tickets.

The Province has also issued a Catch the Ace lottery licence to a group in Stratford wanting the opportunity to have a prize lot above \$50,000.00

Attached are tables that provide further information on bingos, including Club's net revenue, total average share, average attendance and average money spent per player. The average share per event and the average amount spent per person increased from 2016. while the average attendance remained status quo.

The number of lottery events in the City continues to decrease which could be a result of a variety of reasons (organizations choosing to pursue a provincial licence, holding less events, or conducting other events like a silent auction which does not require a licence). The revenue received from lottery licences has not been significantly impacted and issuing these licences continues to be a central service offered by the Clerk's Office.

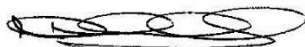
**Financial Impact:** The revenue received from lottery licences in 2016 was \$56,506., and in 2017 the revenue was \$54,810.

**Staff Recommendation: THAT the report entitled "2017 Lottery Licence Activity Update" be received for information.**




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Tatiana Dafoe, Deputy Clerk




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Michael Humble, Director of Corporate Services




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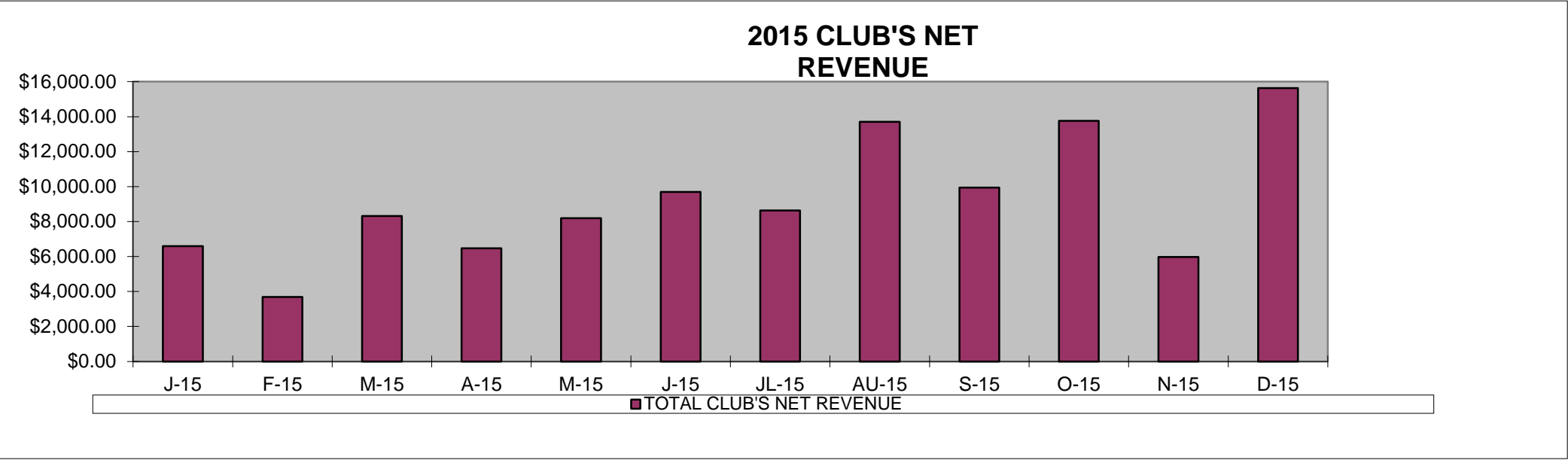
Rob Horne, Chief Administrative Officer

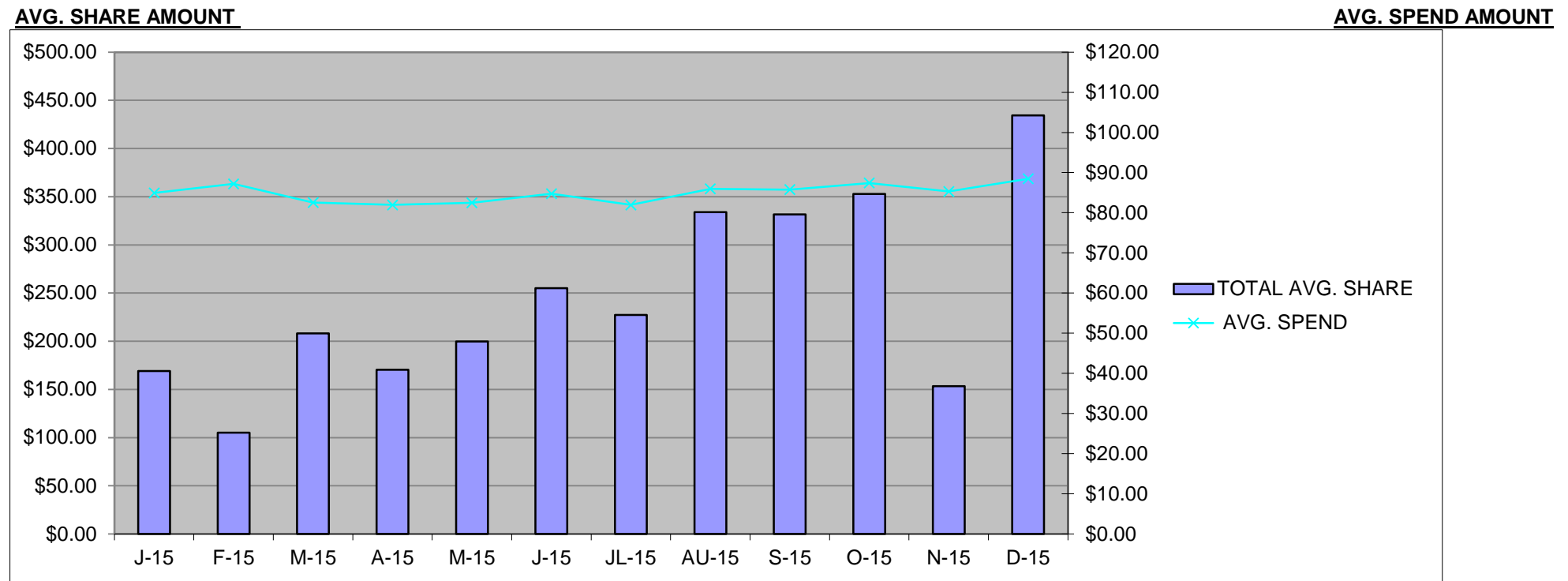
2015

REGULAR BINGO AVERAGES

DATE	TOTAL CLUB'S NET REVENUE	NO.# OF EVENTS PER MONTH	TOTAL AVG. SHARE	AVG. ATTENDANCE	AVG. SPEND
J-15	\$6,597.92	36	\$169.17	51	\$ 84.95
F-15	\$3,683.24	33	\$105.24	49	\$ 87.20
M-15	\$8,322.40	39	\$208.06	54	\$ 82.55
A-15	\$6,473.49	38	\$170.35	53	\$ 81.95
M-15	\$8,187.90	41	\$199.70	53	\$ 82.50
J-15	\$9,691.35	38	\$255.03	55	\$ 84.75
JL-15	\$8,634.60	38	\$227.22	59	\$ 81.95
AU-15	\$13,710.41	41	\$334.10	56	\$ 85.96
S-15	\$9,946.51	30	\$331.55	54	\$ 85.78
O-15	\$13,756.52	39	\$352.73	57	\$ 87.42
N-15	\$5,978.56	39	\$153.40	51	\$ 85.32
D-15	\$15,639.09	39	\$434.42	55	\$ 88.47
MONTHLY AVG.'S	\$9,218.50		\$245.08	53.92	\$84.90

(Divided by Completed Months)

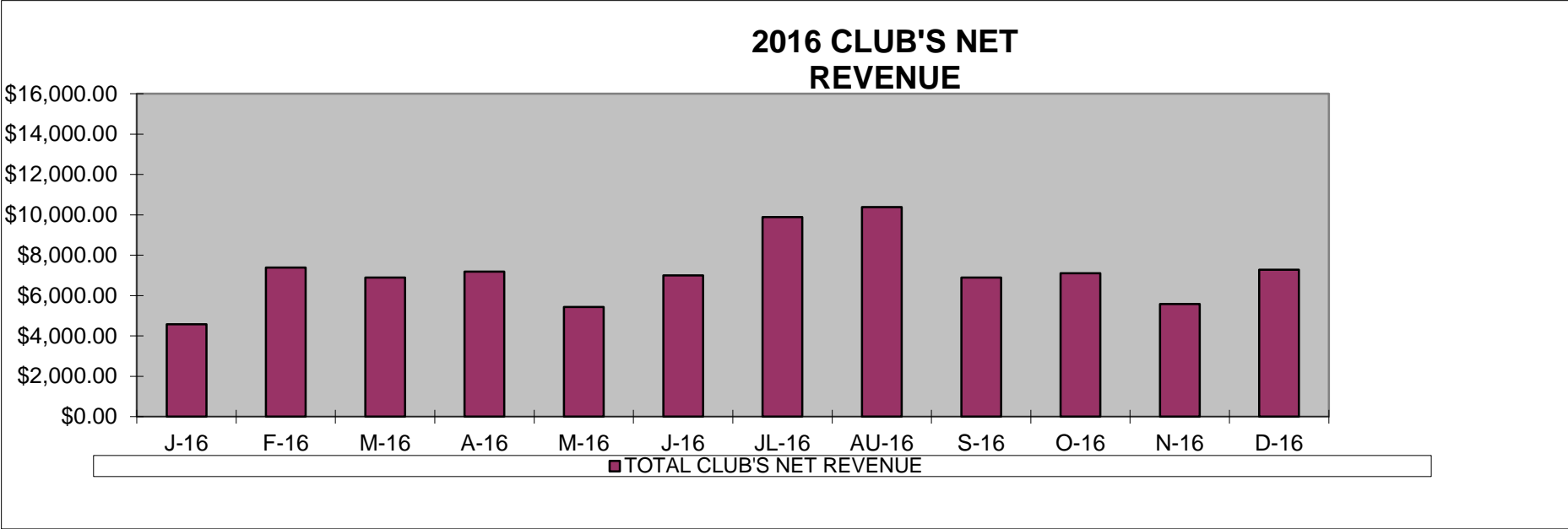


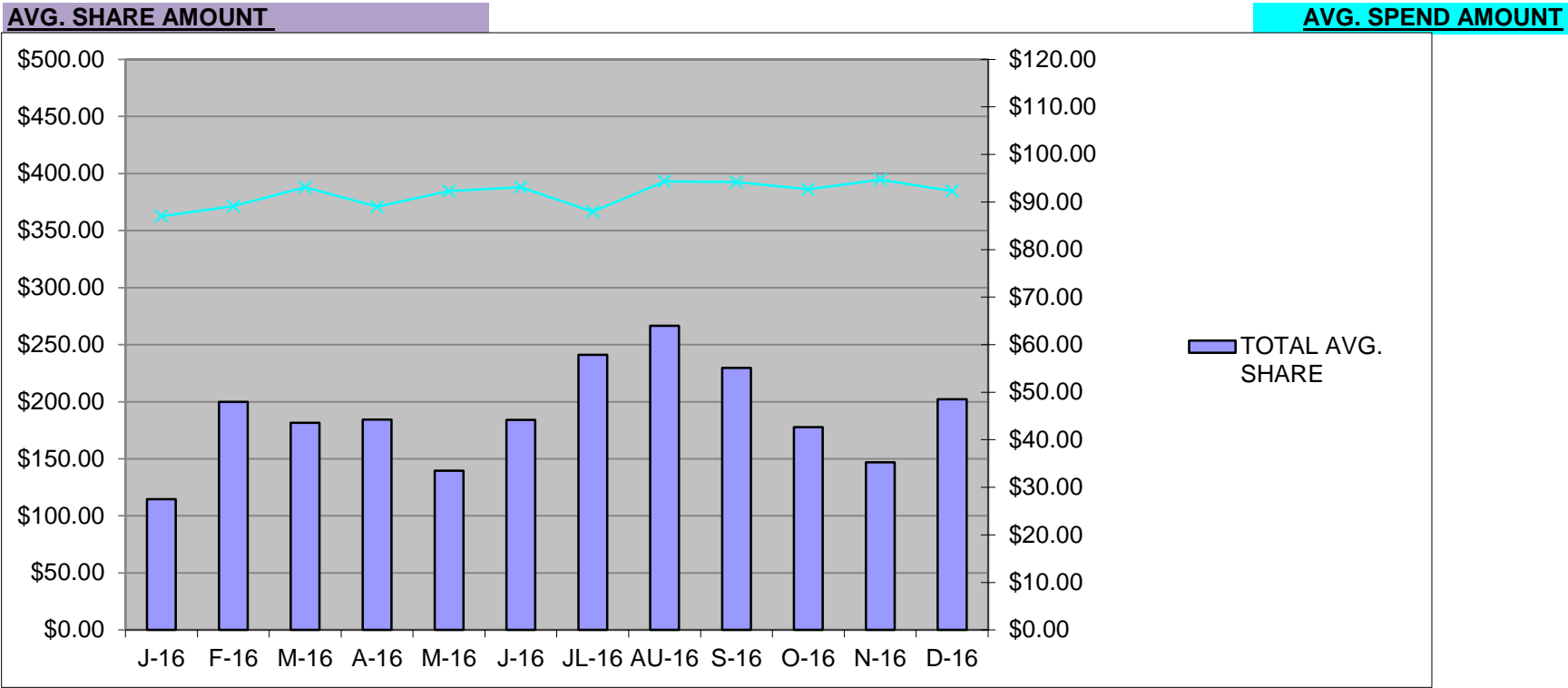


2016

REGULAR BINGO AVERAGES

DATE	TOTAL CLUB'S NET REVENUE	NO.# OF EVENTS PER MONTH	TOTAL AVG. SHARE	AVG. ATTENDANCE	AVG. SPEND
J-16	\$4,585.01	38	\$114.63	49	\$ 87.00
F-16	\$7,394.38	37	\$199.85	51	\$ 89.12
M-16	\$6,898.15	38	\$181.53	50.24	\$ 93.10
A-16	\$7,190.75	39	\$184.38	51.23	\$ 89.01
M-16	\$5,440.31	39	\$139.50	49.05	\$ 92.31
J-16	\$6,994.94	38	\$184.08	49.78	\$ 93.13
JL-16	\$9,887.49	41	\$241.16	57.56	\$ 88.00
AU-16	\$10,391.75	39	\$266.46	54.59	\$ 94.34
S-16	\$6,891.85	30	\$229.73	55.9	\$ 94.20
O-16	\$7,105.59	40	\$177.64	48.55	\$ 92.67
N-16	\$5,583.57	38	\$146.94	49.29	\$ 94.70
D-16	\$7,279.04	36	\$202.20	52	\$ 92.33
MONTHLY AVG.'S:	\$7,136.90		\$189.01	51.52	\$91.66

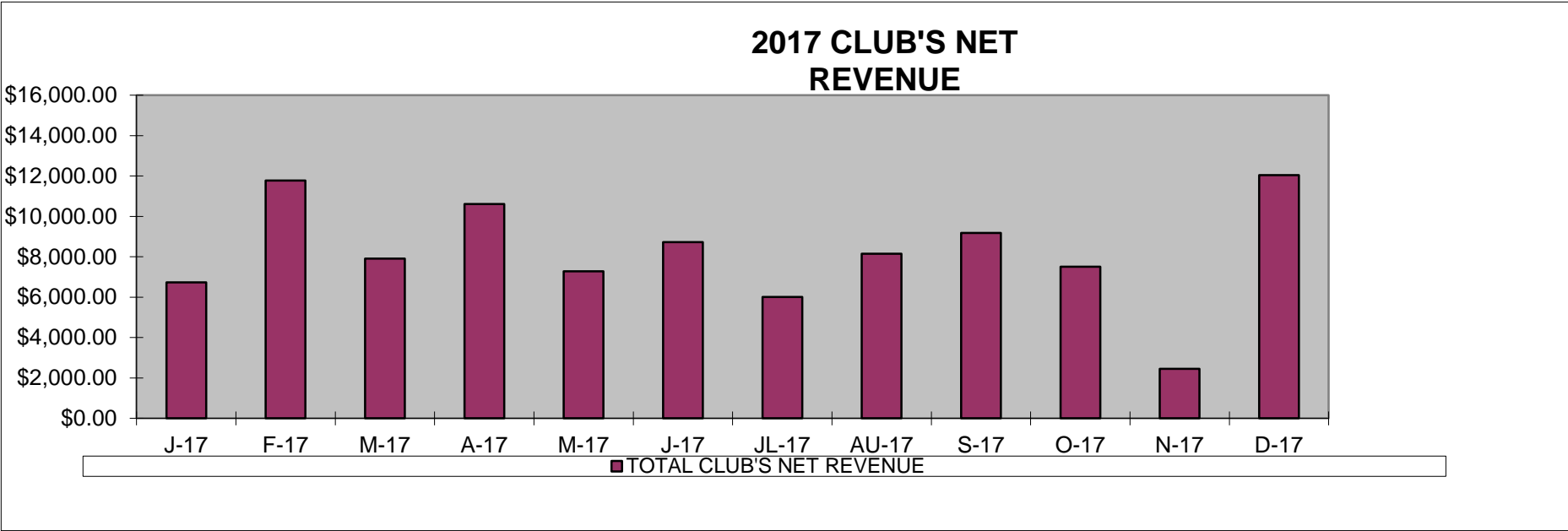




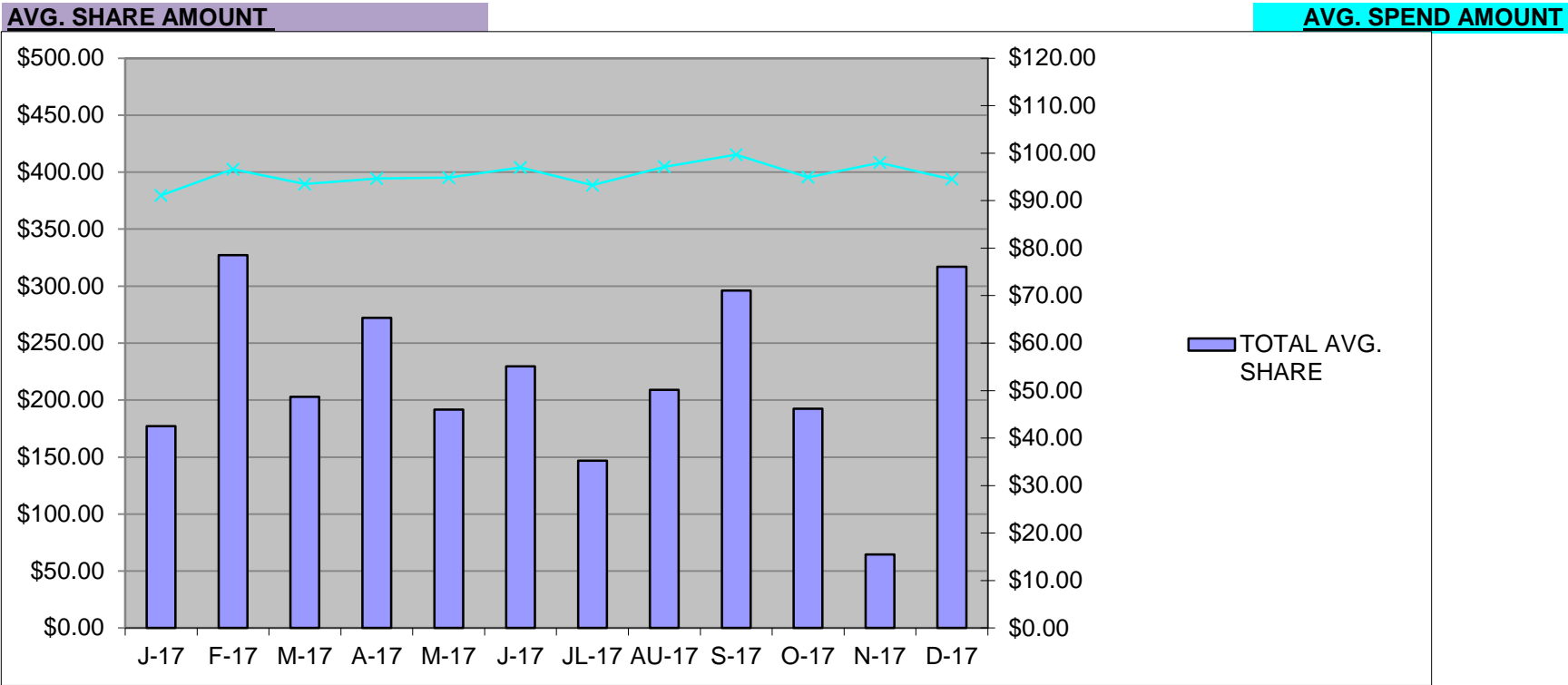
2017

REGULAR BINGO AVERAGES

<u>DATE</u>	<u>TOTAL CLUB'S NET REVENUE</u>	<u>NO.# OF EVENTS PER MONTH</u>	<u>TOTAL AVG. SHARE</u>	<u>AVG. ATTENDANCE</u>	<u>AVG. SPEND</u>
J-17	\$6,730.95	38	\$177.13	50.8	\$ 91.11
F-17	\$11,780.25	36	\$327.23	53.7	\$ 96.61
M-17	\$7,911.35	39	\$202.86	52.7	\$ 93.50
A-17	\$10,616.12	39	\$272.21	54.6	\$ 94.64
M-17	\$7,283.85	38	\$191.68	49.3	\$ 94.85
J-17	\$8,724.52	38	\$229.59	48.9	\$ 96.98
JL-17	\$6,015.47	41	\$146.72	52.4	\$ 93.25
AU-17	\$8,155.83	39	\$209.10	50.1	\$ 97.13
S-17	\$9,176.53	31	\$296.02	56.6	\$ 99.68
O-17	\$7,502.82	39	\$192.38	49.8	\$ 94.92
N-17	\$2,449.86	38	\$64.47	45.9	\$ 97.99
D-17	\$12,046.48	38	\$317.01	54.4	\$ 94.50
MONTHLY AVG.'S:	\$8,199.50		\$218.87	51.60	\$95.43









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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Marilyn Pickering, Supervisor of Tax Revenue  
**Report#:** FIN18-020  
**Attachments:** Summary of Tax Adjustments – April 17, 2018

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**Title:** Tax Adjustments – April 17, 2018

**Objective:** To consider approval of tax adjustments under Section 357 of the Municipal Act, 2001 for 2016 and 2017 and to receive a Minutes of Settlement under Section 36 of the Assessment Act for 2017.

**Background:** Section 357 of the Municipal Act, 2001 states in part 'upon application to the treasurer, the local municipality may cancel, reduce or refund all or part of taxes levied on land in the year in respect of which the application is made.' Details of the tax adjustments for approval are attached.

Minutes of Settlement under Section 36 of the Assessment Act have been issued to settle various appeals and no further hearing is required by the Assessment Review Board.

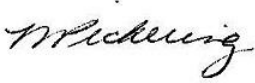
**Analysis:** A summary of the tax adjustments is attached. There are still a number of outstanding appeals for multiple years being scheduled through the Assessment Review Board process. Further adjustments are unknown at this time.

**Financial Impact:** There has been an allowance made in the 2018 Budget for anticipated tax adjustments.

**Staff Recommendation:** THAT taxes totalling approximately \$16,344.09 as shown in the Summary of Tax Adjustments dated April 17, 2018 be adjusted under Section 357 of the Municipal Act, 2001 in the amount of \$14,834.79 and Section 36 of the Assessment Act in the amount of \$1,509.30 of which the City's portion is estimated to be \$12,550.

**AND THAT** the associated interest be cancelled in proportion to the tax adjustments;

**AND THAT the Treasurer be directed to adjust the Collector's Roll accordingly.**



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Marilyn Pickering, Supervisor of Tax Revenue



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Michael Humble, Director of Corporate Services



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Rob Horne, Chief Administrative Officer

[illegible]



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance and Labour Relations Sub-committee  
**From:** Jeff Leunissen, Manager of Development Services and  
Gerald Moore, Acting, Chief Building Official  
**Report#:** FIN18-023  
**Attachments:** None

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**Title:** Annual Building Permit Fee Report 2017

**Objective:** To consider permit fees collected and operational costs for 2017.

**Background:** In accordance with subsection 7(4) of the Building Code Act, 1992 S.O. 1992, Chapter 23, as amended, the City is required to prepare a report on the permit fees received and the direct and indirect costs to administer and enforce the Building Code Act in its area of jurisdiction. A Building Reserve Fund has been established to ensure funds are available to administer and enforce the Building Code Act in the event of an economic slowdown. The Building Code Act does not set minimum or maximum reserve fund amounts. Previous Annual Building Permit Fee Reports have reported to Council the goal for the Building Reserve Fund is 100% of annual total costs (direct and indirect) which is not out of line with other municipalities.

Currently, Stratford's Building Reserve Fund has a balance of 435,131.69.

**Analysis:** The following table shows total fees and total costs for the calendar year of January 1 to December 31, 2017:

Total Building Permit fees received in 2017		\$702,864.68
Total Direct Costs (Division) to administer and enforce the Building Code Act including the review of applications for permits and inspection of buildings	\$544,729.46	
Total Indirect Costs (Corporate) of administration and enforcement of the Building Code Act including support and overhead costs	\$86,949.28	
Total Direct Costs (Department) and Indirect Costs (Corporate)	\$631,678.74	\$631,678.74
Permit Fees received less Direct and Indirect Costs*		\$71,185.94*

\*Permit fees are not collected for City projects and basement isolation programs.

December 31, 2016 Building Reserve Fund \$435,131.69

2017 Permit Fees received less Direct and Indirect Costs \$71,185.94

December 31, 2017 Reserve Fund if 2017 surplus is added to Reserves \$506,317.63

If the 2017 surplus was added to the Building Reserve Fund, the fund would be at 80.2% of the total costs for 2017.

Direct and indirect costs increased from \$541,712.31 in 2016 to \$631,678.74 in 2017, or by \$89,966.43. This increase in costs in 2017 was because of increased legal expenses, an above-average number of permit applications requiring more overtime, and engaging a registered code agency - RSM Consulting - to assist in the review of building permit applications in order to meet prescribed timelines.

With the reserve balance approaching the target level, City Staff will be reviewing Bill 124 Building Code Statute Law Amendment Act, 2001 to determine what can be done with future surpluses.

**Financial Impact:** \$71,185.94 surplus to be added to the Building Code Enforcement reserve fund established to administer and enforce the Building Code Act. The new balance in the reserve fund will be \$506,317.63.

**Staff Recommendation:** THAT Council add the amount of \$71,185.94 into the Building Code Enforcement reserve fund established to administer and enforce the Building Code Act.



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Jeff Leunissen,  
Manager of Development Services



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Gerald Moore  
Acting Chief Building Official



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Ed Dujlovic, Director Infrastructure & Development Services



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Rob Horne, Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Dave Buck, Manager of Health & Safety  
**Report#:** FIN18-026  
**Attachments:** Corporate Health and Safety Policy - H.1 Human Resources  
H.1.12 Health and Safety

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**Title:** Proposed Revisions to Corporate Health & Safety Policy

**Objective:** To consider proposed revisions to the Corporate Health and Safety Policy (H.1.12)

**Background:** In an effort to ensure compliance with legislative requirements and best health and safety practices, staff recently completed a review of the Corporate Health and Safety Policy.

As a result, several revisions to Policy H.1.2 are recommended. This includes the incorporation of statements that clearly describe employee responsibilities to work in accordance with legislation and related corporate policy and procedures, as well as the City's responsibility as an employer to achieve compliance with legal and other requirements. The proposed changes have been reviewed and endorsed by the Corporate Leadership Team.

Copies of the existing and revised policies are attached for your review.

**Analysis:** Policy H.1.12 was last amended in 2007. This policy is signed by the Chief Administrative Officer on an annual basis for inclusion in the Corporate Health and Safety Manual, and is posted on all corporate Health & Safety Bulletin Boards. A copy is also provided to new employees as part of their orientation.

**Financial Impact:** Not applicable.

**Staff Recommendation:** That proposed revisions to the City of Stratford's Corporate Health and Safety Policy H.1.12 be approved.





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Dave Buck  
Manager of Health and Safety



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Glenn Roach  
Interim Director of Human Resources



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Rob Horne, Chief Administrative Officer

# The Corporation of the City of Stratford

## Policy Manual

### H.1 Human Resources

Dept: Human Resources

Committee: Finance and Labour Relations

## H.1.12 Health and Safety

Adopted: April 8, 1991  
 Amended: February 12, 2007, \_\_\_\_\_, 2018  
 Reaffirmed: January 14, 1994; January 8, 1997; January, 2000  
 Related Documents:  
☒ Council Policy ☐ Administrative Policy

The Corporation of the City of Stratford (The City) recognizes the need for a Health and Safety Policy that is applicable to all operations, and is focused on creating and maintaining a safe and injury free workplaces for all employees.

The City is committed to achieving compliance with all health and safety legislation. Each employee has a responsibility to comply with related legislation, as well as corporate and departmental health and safety standards, practices, policies, procedures.

The City endeavours to provide a safe work environment for all employees by promoting safe work practices, educating employees to be aware of possible dangers which may cause injury or illness to themselves or to co-workers, and by actively inspecting the workplace to identify and correct hazardous situations. The responsibility for safety is equally placed upon all employees. Safety is a part of everyone's job. Employees are considered as partners in creating and maintaining a workplace that safeguards against employee injury or damage to health. Failure to follow safe practices can result in otherwise avoidable worker injury and suffering.

Safety is an attitude that each individual carries with them on and off the job. The development of positive health and safety attitudes and behaviours will enrich the work environment. Occupational Health and Safety is a shared administrative responsibility. Each Director, Manager and Supervisor is responsible for ensuring that employees are aware of safe operating procedures, that a safe workplace is established and maintained, and that accidents are promptly reported, whether or not there is any lost time. Supervisors are responsible to check that the cause or any hazard is reduced or eliminated, and that proper action is taken to avoid accident re-occurrence.

Administration of this Policy shall be the responsibility of the Chief Administrative Officer.

Dated at Stratford, Ontario this \_\_\_\_ of \_\_\_\_\_, 2018.

Rob Horne  
Chief Administrative Officer

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That Policy P.2.12 replaced the following policy:

- That the guidelines for the structure and function of the Joint Occupational Health and Safety Committee as set out by the Ontario Minister of Labour be endorsed. Established February 8, 1988. Rescinded April 8, 1991.

# The Corporation of the City of Stratford

## Policy Manual

### H.1 Human Resources

Dept: Human Resources

Committee: Finance and Labour Relations

#### H.1.12 Health and Safety

Adopted: April 8, 1991  
 Amended: February 12, 2007; \_\_\_\_\_, **2018.**  
 Reaffirmed: January 14, 1994; January 8, 1997; January, 2000  
 Related Documents:  
☒ Council Policy ☐ Administrative Policy

The Corporation of the City of Stratford (**The City**) recognizes the need for a Health and Safety Policy **that is** applicable to all of its operations, **and is focused on creating and maintaining safe and injury free workplaces for all employees.** which focuses on the workplace(s) as safe and injury free as possible for all its employees. The City acknowledges the importance of complying with legislation and related departmental policies and procedures.

**The City is committed to achieving compliance with all health and safety legislation. Each employee has a responsibility to comply with related legislation, as well as corporate and departmental health and safety standards, practices and policies.**

It is the policy of the Corporation **The City endeavours** to provide a safe work environment for all employees by promoting safe **work** practices, educating employees to be aware of possible dangers which may cause injury or illness to themselves or to co-workers, and by actively inspecting the workplace to identify and correct potentially hazardous situations. before they become serious. **Safety is part of everyone's job.** The responsibility for safety is equally placed upon all employees regardless of their position in the City. Employees are considered partners in creating and maintaining a workplace that safeguards the individual against **employee** injury or damage to health. **Failure to follow safe practices can result in otherwise avoidable worker injury and suffering.**

Supervisory personnel will insure that employees are aware of safe operating procedures and these are used by staff at all times. Failure to follow safe practices can result in worker injury and suffering which could be avoided.

Safety is an attitude that each individual carries with them on and off the job. **The development of positive health and safety attitudes and behaviours will enrich the work environment. Occupational Health and Safety is a shared administrative responsibility. Each Director, Manager and Supervisor is responsible for ensuring that employees are aware of safe operating procedures; that a safe workplace is established and maintained, and that accidents are promptly reported, whether or not there is any lost time. Supervisors are responsible to check that the cause or any hazard is reduced or eliminated, and that proper action is taken to avoid accident**

**re-occurrence.** ~~Safety then is a part of everyone's job and the development of a positive attitude towards it will enrich work opportunities for tomorrow.~~

Administration of this Policy shall be the responsibility of the Chief Administrative Officer.

~~Occupational Health and Safety is considered to be a shared administrative responsibility. Each department head, manager or supervisor is responsible to insure that a safe workplace is established and maintained, and that accidents are reported promptly whether or not there is any lost time. Supervisors are responsible to check that the cause or hazard is reduced or eliminated and the proper action is taken to avoid a re-occurrence.~~

Dated at Stratford, Ontario this \_\_\_\_ of \_\_\_\_\_, **2018**. ~~30th day of January, 2017.~~

Rob Horne  
Chief Administrative Officer

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That Policy P.2.12 replaced the following policy:

- That the guidelines for the structure and function of the Joint Occupational Health and Safety Committee as set out by the Ontario Minister of Labour be endorsed. Established February 8, 1988. Rescinded April 8, 1991.



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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance & Labour Relations Sub-committee  
**From:** Dave Buck, Manager of Health & Safety  
**Report#:** FIN18-027  
**Attachments:** City of Stratford - Health and Safety Program  
Workplace Inspections - Policy No. 14

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**Title:** Revisions to Workplace Inspection Policy

**Objective:** To advise Council on recent revisions to the City of Stratford's Workplace Inspection Policy, process and forms.

**Background:** Workplace Health and Safety Inspections are conducted within all City of Stratford workplaces on a regular basis. Inspections are conducted on an assigned basis by members of the Corporate Leadership Team, Managers, Supervisors, front line staff in partnership with Joint Health and Safety Committee (JHSC) members. These regular inspections help to ensure that employees are working safely, and that potential workplace hazards are identified, controlled, reported and resolved.

The Manager of Health and Safety recently recommended revisions to the Workplace Inspection Policy and related Workplace Inspection Form to the Corporate Leadership Team (CLT). This includes updated descriptions of leadership, supervisory staff and JHSC member roles and responsibilities with respect to workplace inspections, and establishes consistent standards, procedures and evaluation methods for the conduct of workplace inspections. The form has also been revised to include detailed instructions for use by various inspection teams within the Corporation. CLT indicated their support for the proposed changes.

**Analysis:** Reviews of the Health and Safety Program Manual are conducted on an ongoing basis by the Manager of Health and Safety in partnership with the JHSC and Corporate Leadership Team. The current monthly inspection schedule includes over 50 work sites.

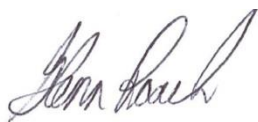
**Financial Impact:** Not applicable.

**Staff Recommendation: That the report on revisions to the Health and Safety Program Policy 14 (Workplace Inspections) be received for information.**



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Dave Buck  
Manager of Health and Safety



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Glenn Roach  
Interim Director of Human Resources



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Rob Horne, Chief Administrative Officer



## City of Stratford – Health and Safety Program

SUBJECT: Workplace Inspections	POLICY NO: 14
SCOPE: All Staff	Page 1 of 3

### Purpose

This policy provides a consistent format for ensuring that workplace inspections are conducted by the Corporate Leadership Team, Managers, Supervisors, frontline fire department staff and the Joint Health and Safety Committee (JHSC); that workers are practicing workplace safety procedures and behaviours; and to ensure workplace safety through hazard identification, evaluation and control.


### Scope

This standard applies to all areas of the workplace.

### Roles and Responsibilities


CAO	Is responsible for overall organizational enforcement of this policy. Will inspect and record a workplace inspection (WPI) in a portion of each department on an annual basis.
Director	Will conduct and record a quarterly wpi in a portion of their department's workplace. When possible, each of the four WPI's will be in a different workplace. Review all workplace inspections in their department and take appropriate action to correct any deficiencies.
Manager/Supervisor	Conduct and record a monthly workplace inspection for a workplace in their division. Review all WPI's conducted in their workplaces and take appropriate action to correct any deficiencies or alternatively, make recommendations for corrective actions to their Director.
JHSC & Fire JHSC	Conduct and record a monthly or annual (if department is too large) WPI for their workplace. Each quarter conduct a Health & Safety Board review using the checklist that is included in this policy.
Fire Department Staff	Frontline staff will conduct and record a weekly WPI of their department's workplaces. Review all WPI's conducted in their workplaces and take appropriate action to correct any deficiencies or alternatively, make recommendations for corrective actions to their Supervisor.



 <b>City of Stratford – Health and Safety Program</b>	
SUBJECT: Workplace Inspections	POLICY NO: 14
SCOPE: All Staff	Page 2 of 3

## Standards/Procedures

- Inspectors may use the following tools to conduct an inspection:
  - walk through inspection guidelines (on back of wpi form)
  - previous week/month WPI
  - previous WPI's conducted by JHSC, CAO, Manager/Supervisor, or Director
  - incident/injury reports
- Any hazards or unsafe conditions observed while conducting the inspection should be corrected immediately, if possible. This includes notifying the manager of the area where the hazard was identified and recording the notification on the inspection worksheet.
- Provided employees are present during the WPI a minimum of one employee contact or activity will be conducted and recorded during each wpi (i.e. Is the employee aware of any hazards? Are there any Health and Safety questions for specific work processes? Are employees aware of the controls for hazards? Is proper Personal Protective Equipment (PPE) being used?)
- Those conducting the inspection must sign the original completed inspection worksheet. If an employee discusses H&S concerns they may also initial the form.
- Complete inspection reports to be forwarded to Human Resources (HR) and the department director within one week of the date of inspection. Fire Department exempt but shall complete the Fire internal reporting process.
- HR will track the deficiencies and action taken on a WPI Report. This report will be reviewed at the JHSC meetings. Fire Department Management shall do the same internally.
- The JHSC meeting minutes are also reviewed at the Corporate Leadership Team meetings in order for directors to take any appropriate action.
- When action items are complete, a copy of the actions taken and the date completed is to be sent to HR in order to update the WPI report. Fire Department is exempt but shall complete the Fire internal reporting process.

 <b>City of Stratford – Health and Safety Program</b>	
SUBJECT: Workplace Inspections	POLICY NO: 14
SCOPE: All Staff	Page 3 of 3

## Communication

This policy will be available to all staff in the Health and Safety Manual. This standard will be reviewed bi-annually by Human Resources.

## Evaluation

The Chief Administrative Officer and Directors will evaluate the compliance and effectiveness of this policy during review of the JHSC minutes that takes place at the Corporate Leadership Meetings. Each quarter the JHSC reviews WPI findings and resolutions as well as a list of completed and missed inspections.

## Reference Materials

Occupational Health and Safety Act, Section 8 and/or 9.

## Forms

Workplace Inspection Form  
 Department Jobsite Inspection Checklist  
 Health & Safety Board Checklist

APPROVED BY:		ISSUE DATE: 10/01/2007	REVISION DATE: 03/26/2018
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## MANAGEMENT REPORT

**Date:** April 17, 2018  
**To:** Finance and Labour Relations Sub-committee  
**From:** Joan Thomson, City Clerk  
**Report#:** FIN18-015  
**Attachments:** Draft Terms of Reference – Stratford Youth Advisory Council

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**Title:** Stratford Youth Advisory Council (SYAC)

**Objective:** To consider adopting Terms of Reference for a new advisory committee named the Stratford Youth Advisory Council and to consider establishing the SYAC.

**Background:** At the February 12, 2018 Regular Council Meeting, Gabriel Edwards made a presentation to Council requesting that a Youth Council be formed as an advisory committee to City Council on behalf of Stratford's high-school aged youth. The development of a Youth Council was referred to staff and the Finance and Labour Relations Sub-committee.

A Mayor's Committee for Youth was established in the City of Stratford in 1979 and continued intermittently until 2006. Due to a continued lack of quorum at meetings, the Committee was disbanded.

**Analysis:** Mr. Edwards indicated in his presentation that students from all three public high schools were interested in participating on a Youth Council.

As summer may be approaching upon final approval of this advisory committee, staff recommend waiting until school is back in session in September 2018 prior to commencing the SYAC. This will allow sufficient time for a social media campaign to raise awareness and interest in this advisory committee, along with other advisory committees.

Draft Terms of Reference have been prepared and are attached to this report for the consideration of Council.

**Financial Impact:** Yearly budget requests for advisory committees vary greatly, from \$800 per year to \$17,000 per year; however, a budget request of approximately \$5,000 is common for many advisory committees, subject to the number of meetings per year.

The cost of advertising for available positions on advisory committees is already included in the Clerk's annual budget.

There will be Community Services staff required to work overtime to accommodate the meeting schedule of the new Youth Council. Specific costs will be determined.

**Staff Recommendation: For the consideration of Council to approve the establishment of a Stratford Youth Advisory Council to commence January 2019;**

**THAT the City Clerk be authorized to advertise for available positions in September 2018;**

**AND THAT the Terms of Reference of the Stratford Youth Advisory Council presented at the April 17, 2018 Finance and Labour Relations Sub-committee meeting, be approved.**



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Joan Thomson, City Clerk



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Michael Humble, Director of Corporate Services



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Rob Horne, Chief Administrative Officer



## **Stratford Youth Advisory Council (SYAC)**

### **Terms of Reference**

#### **MISSION STATEMENT**

The Stratford Youth Advisory Council is an advisory committee to Stratford City Council that strives to improve the quality of life for youth in the City of Stratford. "Youth" is defined as persons between the ages of 13-19 for the purposes of this committee.

#### **MANDATE**

The primary purposes of the Stratford Youth Advisory Council are:

- a) To give local youth a voice in municipal government by providing an avenue for interaction between the youth of Stratford and City Council;
- b) To promote youth participation in civic affairs by creating a welcoming and supportive atmosphere for youth who wish to get involved with and help their city;
- c) To provide youth an opportunity to make recommendations to City Council on issues that local youth are facing and what the impact of City Council decisions on local matters may have on youth;
- d) To create a future of leaders who can ensure the vision of their future becomes reality.

#### **RESPONSIBILITIES AND SCOPE**

The Stratford Youth Advisory Council, upon request of City Council or the Director of Community Services will:

- a) Provide relevant input into policy development;
- b) Make recommendations on youth recreational opportunities and community activism;
- c) Advise on by-laws, legislations and regulations that have an impact on youth;
- d) Liaise with outside agencies on matters of common interest (i.e.: local school boards, health units, special interest groups, government ministries, etc);
- e) Raise awareness of the SYAC and its initiatives, as well as other positive youth-driven and youth-serving organizations;

- f) Endeavour to increase positive public awareness and understanding by youth of local government, and assist in developing new outreach and/or communication policies, strategies and programs.

## **COMPOSITION**

Membership on the Stratford Youth Advisory Council includes, or as otherwise established by City Council:

- Chair or Vice-Chair of the Community Services Sub-committee (1)
- Three (3) students from Northwestern Secondary School
- Three (3) students from Central Secondary School
- Three (3) students from St. Michael Catholic Secondary School
- One (1) youth-at-large between the ages of 13-19

## **TOTAL VOTING MEMBERS: 11**

The members shall be appointed by City Council and in accordance with the “Policy on Council Appointed Advisory Committees” and any other policies or practices of the City of Stratford. Staff representatives shall be non-voting members. Student representatives from each of the three high schools shall be nominated by their respective principals.

Including a youth-at-large position on the SYAC enables persons who have graduated high school, or those who are not attending one of the three public high schools, to be included on the SYAC.

SYAC members will be appointed on the basis of experience, how their knowledge and skills complement the expertise of the SYAC, diversity of age and gender, and their availability to attend meetings. This will help to ensure that membership is balanced and that members can focus on youth issues.

## **STAFF RESOURCES**

- Youth Services Coordinator from the Community Services Department, in a non-voting role
- Recreation Manager from the Community Services Department, in a non-voting role
- One (1) additional staff member from the Community Services Department, in a non-voting role, to be designated by the Director of Community Services
- One (1) recording secretary provided by the Community Services Department
- Use of the Corporate Communications Lead as required, for assistance with social media communication and event promotion.

## **QUORUM**

Quorum for the conduct of business at SYAC meetings shall be as determined by the ‘Policy on Council Appointed Advisory Committees’. Non-voting positions on the Advisory Committee shall not be counted when determining quorum.

Quorum is the number of people required to be present at a meeting to validate the transaction of the SYAC's business. Quorum is a majority of the whole number of members of the Committee (more than 50%) and is required whenever a vote, recommendation or other decision is taken by the committee. Official business of the SYAC cannot be conducted when there is a lack of quorum.

## **MEETINGS**

The SYAC will hold regular meetings or as deemed necessary at the call of the Chair or Vice-Chair in the absence of the Chair. Meetings shall be open to the public.

The SYAC will liaise and report to Council through the Community Services Sub-committee of Council and by forwarding the minutes and relevant documents to the City Clerk for distribution to Council. Minutes of meetings will be posted on the City's website.

## **ELECTION OF OFFICERS**

At the first meeting of the SYAC, the members shall elect from among their voting members, a Chair and Vice-Chair and such other officers as deemed appropriate by the SYAC. The City Council member shall not serve as Chair or Vice-Chair.

Except for the First Term of the SYAC, the Chair shall have served at least 1 year on the SYAC before being elected Chair. Members of the SYAC may not serve as Chair or Vice-Chair for more than two (2) consecutive years, unless otherwise provided for by Council.

## **REMUNERATION**

SYAC members shall serve without remuneration.

## **BUDGET**

The SYAC shall submit their annual budget request to the City as directed by the Director of Corporate Services.

## **CONDUCT OF BUSINESS**

The SYAC and its members are governed by all applicable City By-laws and Policies for the conduct of meetings and activities, including but not limited to:

1. Council Code of Conduct
2. Purchasing Policy for procuring goods and services
3. Procedural By-law for meetings
4. Municipal Act
5. Municipal Conflict of Interest Act

All persons appointed to Boards and Committees shall complete mandatory training required by the City from time to time, including but not limited to accessibility, respect in the work place, health and safety and accessibility.

## ROLE OF SYAC MEMBERS

### Chair

- is the official spokesperson for the SYAC and speaks on behalf of the SYAC to the media, as necessary;
- understands the objectives of the meeting;
- ensures that the agenda is prepared and circulated prior to the meeting;
- is knowledgeable about parliamentary procedures;
- starts the meeting on time;
- introduces and welcomes all newcomers and guests;
- makes a clear statement of the issues to be discussed;
- assigns the floor to whomever wishes to speak in an appropriate manner;
- ensures that each side of an issue is fully and fairly stated;
- sees that no one dominates the discussion;
- interrupts a Committee member who is speaking out of order or inappropriately;
- makes frequent verbal summaries of the conclusions reached;
- restates all motions, amendments and the outcome of the voting;
- names the movers and seconders of motions;
- conducts the meeting in accordance with Procedural By-law 140-2007.

### Vice-Chair

- in the absence of the Chair, assumes the role of the Chair;
- at the request of the Chair, provides assistance in the conduct of the meeting.

### SYAC Members

- arrive on time;
- are prepared by reading the agenda and supporting documents beforehand and bringing them to the meeting;
- read the minutes of the previous meeting to ensure that they reflect the general discussion and the motions made;
- listen to all ideas;
- address all remarks through the Chair;
- ask questions if a statement is unclear;
- participate fully in discussions but not to dominate the discussion or allow others to dominate;
- look for the positive aspect of another's ideas;
- avoid personal comments and comments that are not related to the business of the committee;
- refrain from criticizing decisions of the SYAC;
- maintain and enhance the image of Council and not act so as to adversely reflect on Council through their respective Board or Committee;
- remain impartial in deliberating decisions, and accept the responsibility associated with each decision as adopted;
- abide by the provisions contained in Terms of Reference in the performance and discharge of official functions and duties, and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny;
- avoid the improper use of the influence of their appointed office and declare conflicts of interest, both apparent and real;



- seek to serve the public interest by upholding both the letter and the spirit of the laws and policies established by the Federal Parliament, Ontario Legislature and Council.
- advise the Chair in advance of the meeting if bringing up a new or controversial topic;
- inform the Chair in advance if leaving the meeting early;
- inform the Recording Secretary in advance if unable to attend the committee meeting.

#### Resource Staff

- attend SYAC meetings;
- respond to specific questions at meetings;
- participate in the discussion at the SYAC meeting, but not the voting;
- are not entitled to vote on motions or recommendations made at the meeting;
- where the preparation of a report or the undertaking of research will require a considerable amount of time, the approval of the CAO or the Director of the appropriate department is required before the work proceeds;
- updates the CAO and Director of the appropriate department on issues before the SYAC, as deemed appropriate.

#### Recording Secretary

- consults with the Chair in the preparation of the Agenda for the next meeting;
- sends out the Agenda, previous Minutes and background material prior to the meeting, unless time does not permit;
- summarizes the discussion at the meeting for inclusion in the Minutes;
- records the motions made at the meeting and whether or not the motion was carried or defeated for inclusion in the Minutes;
- forwards the approved Minutes to the City Clerk for distribution to Council and for posting to the City's web site;
- consults with Resource Staff to follow up on action required following the SYAC meeting.

### **REPORTING EXPECTATIONS**

The SYAC will provide regular reports to Council following their meetings as coordinated with the City Clerk and will be presented by a chosen member of the SYAC.

At a minimum, the SYAC will provide an annual report to Council identifying projects and successes from the previous year and goals and objectives for the upcoming year.



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## MANAGEMENT REPORT

**Date:** March 21, 2018  
**To:** Community Services Sub-committee  
**From:** David St. Louis, Director  
**Report#:** COM18-007  
**Attachments:** None

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**Title:** CDX Land Lease Agreement

**Objective:** To consider renewing the lease agreement dated January 11, 2016 with Underhill Enterprises Inc. (o/a Canadian Dairy XPO) for use of city-owned lands.

**Background:** In 2016 the City of Stratford entered into an agreement with the above Lessee for use of a portion of City-owned lands on the property formerly known as the Stratford Fairgrounds to construct a Cow Coliseum for purposes of the Canadian Dairy XPO.

In the original lease agreement there was an option for the Lessee to renew for a further term of six years and the Lessee has asked for a renewal.

### **Analysis:**

Included in the Agreement:

- The Demised Lands and Cow Coliseum shall be used by the Tenant for the Canadian Dairy XPO, specifically the Cow Coliseum, vehicle parking, and any other uses or ancillary uses as part of the Canadian Dairy XPO
- The Tenant covenants to pay the City, during the Term of this Lease as and by way of Base Rent, for each year or part thereof commencing on the Lease Commencement Date of One Thousand Two Hundred and Eighty Canadian Dollars (\$1,280.00) per annum
- The Tenant shall at its own expense provide, and during the whole of the Term of this Lease maintain, in its name with the City as additional insured, all risk of loss or broad form insurance upon the whole of the Improvements and Cow Coliseum on a

replacement cost basis in such amounts as the Tenant deems appropriate, acting reasonably, (exclusive of deductibles) against all risk of loss or damage

- The Tenant shall at its expense provide, and keep in force throughout the Lease, commercial general liability insurance against claims for personal injury, death or property damage or loss arising out of all operations of the Tenant and subtenant, concessionaires, licensees and other persons conducting business on or from the Demised Lands, indemnifying and protecting the City and Tenant in the amount of not less than Five Million Dollars (\$5,000,000.00)
- The Tenant shall peaceably give up and surrender possession of the Demised Lands unto the Landlord upon the expiration of the Term or earlier termination of this Lease
- the Tenant shall pay the following expenses related to the Demised Lands and Cow Coliseum as Additional Rent:
  - (i) business taxes and licenses;
  - (ii) permitting fees including but not limited to *Planning Act* and Building Code;
  - (iii) utilities (including but not limited to gas, electricity, water, sewage disposal, waste disposal, heat, air conditioning, telephone, internet);
  - (iv) services supplied to the Demised Lands, provided that this does not in any way oblige the City to provide any services, unless otherwise required of the City by the terms of this Lease;
  - (v) property taxes and rates, duties and assessments;
  - (vi) maintenance, including but not limited to cleaning;
  - (vii) snow removal and landscaping maintenance;
  - (viii) security;
  - (ix) insurance premiums;
  - (x) all other charges impositions, costs and expenses of every nature and kind whatsoever;  
herein referred to as "expense related additional rent".
- The Tenant shall, at its own cost and expense during the whole of the Term of this Lease, be responsible for the repair and maintenance of any Cow Coliseum, the Demised Lands and all parts thereof, and all of the improvements
- The Tenant shall, at its own cost and expense during the whole of the Term of this Lease, be responsible for the repair and maintenance of any Cow Coliseum, the Demised Lands and all parts thereof, and all of the Improvements

- Subject to the provisions in Article 11.1(d), the Tenant agrees that this Lease does not create any rights to use of the City of Stratford's Rotary Complex. The use by the Tenant of the Rotary Complex shall be subject to a separate agreement with the City
- The Tenant shall use the Cow Coliseum on the Demised Lands for the period of two (2) months between February 1<sup>st</sup> and June 1<sup>st</sup> annually for the purposes of the Canadian Dairy XPO. During the period of time that the Tenant is not using the Cow Coliseum it agrees that the City can utilize the Cow Coliseum for its own purposes which shall include but not be limited to storage and any other uses permitted by the zoning by-law
- The Tenant shall have the option to renew this Lease at the end of the Term for a further term of six (6) years from and after the expiry of the Initial Term on the same terms and conditions

The renewal agreement has been reviewed by the City Solicitor.

**Financial Impact:** The following will be paid to the City (plus HST):

Year 1 - 2016 – 2017 - \$1,280  
 Year 2 - 2017 – 2018 - \$1,280  
 Year 3 - 2018 – 2019 - \$1,280  
 Year 4 - 2019 – 2020 - \$1,344  
 Year 5 - 2020- 2021 - \$1,411  
 Year 6 - 2021 – 2022 - \$1,482  
 Year 7 – 2022 – 2023 - \$ 1,556  
 Year 8 – 2023 – 2024 - \$1634  
 Year 9 – 2024- 2025 - \$1716

**Staff Recommendation: That the City of Stratford renew the agreement with Underhill Enterprises Inc. (o/a Canadian Dairy XPO) for a further six years for the lease of municipally-owned lands at the former fairgrounds site.**



Director of Community Services



Rob Horne, Chief Administrative Officer

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## MANAGEMENT REPORT

**Date:** March 15, 2018  
**To:** Community Services Sub-committee  
**From:** David St. Louis, Director  
**Report#:** COM18-008  
**Attachments:** None

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**Title:** Canadian Dairy XPO Bridge Agreement

**Objective:** To enter into an agreement with Underhill Enterprises Inc. (o/a Canadian Dairy XPO) (CDX) for use of city-owned lands for a constructed footbridge.

**Background:** In 2016 the CDX used a portion of City lands to construct a Cow Coliseum for purposes of their Dairy XPO. At that same time a footbridge was constructed in the area that connects the Cow Coliseum and the City's Rotary Complex to be used by individuals attending, participating, or otherwise associated with the Canadian Dairy XPO.

As a portion of the City Lands have been used by the Lessee to affix such footbridge, the City requires that the Lessee enter into a lease agreement for the use of these lands

**Analysis:** Below is a photo of the lands being used for the footbridge:



Included in the agreement:

- The Lessee shall use the Leased Lands only during the ten (10) day period that the Canadian Dairy XPO is being set up and held within the two (2) month period between March 1<sup>st</sup> and June 1<sup>st</sup> annually.

- The Lessee shall at all times during the term of this Lease, at its sole cost and expense, maintain and, as appropriate, install and keep in good repair and operating condition the footbridge.
- The Lessee agrees that it shall be solely responsible for any and all improvements, modifications, or other matters necessary to utilize the footbridge.
- Commercial general liability insurance including personal injury, broad form contractual liability, owners' and contractors' protective, employers' liability and voluntary compensation, medical payments, all coverages with respect to the leased lands and footbridge (\$5 million).

The agreement has been reviewed by the City Solicitor.

**Financial Impact:**

**Staff Recommendation: THAT the City enter into an agreement with Underhill Enterprises Inc. (o/a Canadian Dairy XPO) to January 10, 2025 for use of City-owned lands for a constructed footbridge.**



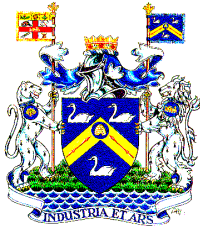

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Director of Community Services




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Rob Horne, Chief Administrative Officer



**BY-LAW NUMBER     -2018**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to levy a special charge upon the rateable property in the business improvement area for Stratford City Centre Business Improvement Area (BIA) for 2018.

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**WHEREAS** section 208 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, requires the City to levy a special charge upon the rateable properties in the Business Improvement Area (BIA) that are in a prescribed business property class sufficient to raise the amount required for the purposes of the Board of Management of the BIA;

**AND WHEREAS** the total rateable property in the BIA, upon which the assessment will be levied, is set out in Schedule "A" attached to this By-law and which said assessment is the basis upon which the taxes for the BIA will be raised;

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

1. The tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Stratford City Centre BIA.
2. The Supervisor of Tax Revenue shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. When payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties and where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.

6. This By-law is deemed to have come into force and effect on January 1, 2018.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 29th day of May, 2018.

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Mayor – Daniel B. Mathieson

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Clerk – Joan Thomson



Schedule "A" to By-law -2018  
of  
The Corporation of the City of Stratford

BIA Tax Rates for 2018:

Tax Class	Assessment	BIA Rate	Taxes
Commercial Occupied	85,389,053	0.00257450	\$219,834.11
Commercial Vacant	872,800	0.00180215	\$1,572.91
Industrial Occupied	1,598,000	0.00359410	\$5,743.37
TOTAL			\$227,150.39

18 Budget	
REVENUES	
	Tax Levy \$ 227,150.00
	Interest on Accounts \$ 1,000.00
	HST Rebate \$ 10,000.00
D007	Carriage Ride Revenue \$ 2,000.00
D007	Christmas Revenue \$ 2,000.00
D007	Grants \$ 10,000.00
D008	Destination Animation Fund \$ 34,000.00
	TOTAL REVENUES \$ 286,150.00
EXPENSES	
Operating	
D200	CC Support Fees - Admin, Events, Membership \$ 63,300.00
D201/D204	Office Operations \$ 4,400.00
D202	Insurance \$ 1,800.00
D205	AGM / Membership Events \$ 2,800.00
D208	Phone \$ 700.00
D213	Anticipated Levy Refund \$ 5,000.00
D245	Maps \$ 5,000.00
D235	Directory Sign Maintenance \$ 1,500.00
Events, Marketing and Beautification	
D275	Community Events \$ 11,250.00
D275	Christmas (carolers/Santa/G-C's/promotion) \$ 25,000.00
D275	Stratford Summer Music \$ 5,000.00
D275	Carriage Rides \$ 15,000.00
D258	Newsletter Production/Delivery \$ 1,400.00
D261	Promotion \$ 22,000.00
D260	Website Maintenance & Hosting \$ 1,000.00
D256	New Business Packages \$ 500.00
D256	Other (Canada Day/Christmas g/c) Purchase \$ 1,500.00
D256	STA contribution \$ 40,000.00
D238	Beautification (maintenance, recycling/garbage/benches/racks) \$ 35,000.00
D265	Destination Animation Fund \$ 44,000.00
	TOTAL EXPENSE \$ 286,150.00
	NET INCOME/EXPENSES CURRENT YR \$ -
	Gift Certificate Revenues \$ 25,000.00
	Gift Certificate Payouts \$ (40,000.00)
	G/Cs Difference Outstanding \$ (15,000.00)



**BY-LAW NUMBER   -2018  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to authorize the entering into and execution of a renewal lease agreement with Underhill Enterprises Inc. O/A Canadian Dairy XPO for the continued lease of certain municipal property at 24 Glastonbury Drive for a six-year term to 2024 - 2025.

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

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

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

**AND WHEREAS** The Corporation of the City of Stratford is the owner of that parcel or tract land referred to as the Old Fairgrounds municipally identified as 24 Glastonbury Drive, Stratford described as Concession 1, Part Lot 3, Ellice Township in the City and being approximately 29.18 acres in area;

**AND WHEREAS** Underhill Enterprises Inc. O/A Canadian Dairy XPO is the owner and operator of the Canadian Dairy XPO being a tradeshow for dairy producers in Ontario;

**AND WHEREAS** Council of The Corporation of the City of Stratford and Underhill Enterprises Inc. O/A Canadian Dairy XPO entered into a lease agreement dated the 11th day of January 2016 for a portion of the Old Fairgrounds property under certain terms and conditions, including a renewal option;

**AND WHEREAS** the Parties have agreed to renew the said agreement for a six-year term to 2024 -2025 under certain revised terms and conditions related to certain municipal property at 24 Glastonbury Drive for a Cow Coliseum for the Canadian Dairy XPO;

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

1. That the Agreement dated the 29th day of May, 2018 between The Corporation of the City of Stratford and Underhill Enterprises Inc. O/A Canadian Dairy XPO be entered into and the Mayor and Clerk or their respective delegates be and the same are hereby authorized to execute the said agreement and all documents necessary on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 29th day of May, 2018.

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Mayor – Daniel B. Mathieson

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Clerk – Joan Thomson



**BY-LAW NUMBER   -2018  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the entering into and execution of a lease agreement with Underhill Enterprises Inc. O/A Canadian Dairy XPO for use of city-owned land for a constructed footbridge.

---

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

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

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

**AND WHEREAS** The Corporation of the City of Stratford is the owner of that parcel or tract land referred to as the Old Fairgrounds municipally identified as 24 Glastonbury Drive, Stratford described as Concession 1, Part Lot 3, Ellice Township in the City ("City Lands";

**AND WHEREAS** The Corporation of the City of Stratford and Underhill Enterprises Inc. O/A Canadian Dairy XPO entered in to a lease dated January 11, 2016 and amended May 29, 2018 to utilize a portion of the City Lands for the purposes of constructing a Cow Coliseum;

**AND WHEREAS** Underhill Enterprises Inc. O/A Canadian Dairy XPO constructed a footbridge in the area identified on Schedule "A" to the Lease Agreement referred to herein; that connects the Cow Coliseum and the City's Rotary Complex and is used by individuals attending, participating or otherwise associated with the Canadian Dairy XPO;

**AND WHEREAS** a portion of the City Lands have been used by Underhill Enterprises Inc. O/A Canadian Dairy XPO to affix such footbridge and the City requires that Underhill Enterprises Inc. O/A Canadian Dairy XPO enter into a lease agreement for the use of the portion of the City Lands;

**AND WHEREAS** the Parties have agreed to enter into a lease agreement for the use of the portion of the City Lands set out in bold outline on Schedule A attached to the Lease Agreement referenced in Paragraph 1 below to accommodate the footbridge;

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

1. That the Agreement dated the 29th day of May, 2018 between The Corporation of the City of Stratford and Underhill Enterprises Inc. O/A Canadian Dairy XPO for use of City Lands for a footbridge, be entered into and the Mayor and Clerk or their respective delegates be and the same are hereby authorized to execute the said agreement and all documents necessary on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 29th day of May, 2018.

---

Mayor – Daniel B. Mathieson

---

Clerk – Joan Thomson



**BY-LAW NUMBER   -2018  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to amend By-law 65-2012 as amended, to permit and control the operation of all-terrain vehicles (ATVs) on certain highways and streets and property under the jurisdiction of The Corporation of the City of Stratford for the 2018 Canada Day Parade.

---

**WHEREAS** Council of The Corporation of the City of Stratford enacted By-law 65-2012 as amended, to permit the operation of all-terrain vehicles (ATVs) on certain streets, recreation trails and municipal property in Stratford during certain hours specified therein;

**AND WHEREAS** Council deems it necessary to further amend By-law 65-2012 as amended, to permit the operation of ATVs on certain city streets, recreation trails and municipal property for the 2018 Canada Day Parade;

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

1. That Schedule "A" to By-law 65-2012 as amended, be further amended by adding thereto the Authorized Events in Schedule "A" attached hereto and forming part of this By-law.
2. That Schedule "B" to By-law 65-2012 as amended, be further amended by adding the Streets and Recreation Trails in Schedule "B" attached hereto and forming part of this By-law.
3. This By-law shall come into force and take effect upon final passage thereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 29th day of May, 2018.

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Mayor – Daniel B. Mathieson

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City Clerk – Joan Thomson

**THIS IS SCHEDULE "A" TO BY-LAW -2018**

adopted this 29th day of May, 2018

Amending By-law 65-2012 as amended

**AUTHORIZED EVENTS**

<b>Year</b>	<b>Event Organizer</b>	<b>Event</b>	<b>Date</b>	<b>Time</b>
2018	Kinsmen Club of Stratford	Canada Day Parade	July 1, 2018	6:30 p.m. to 8:00 p.m.

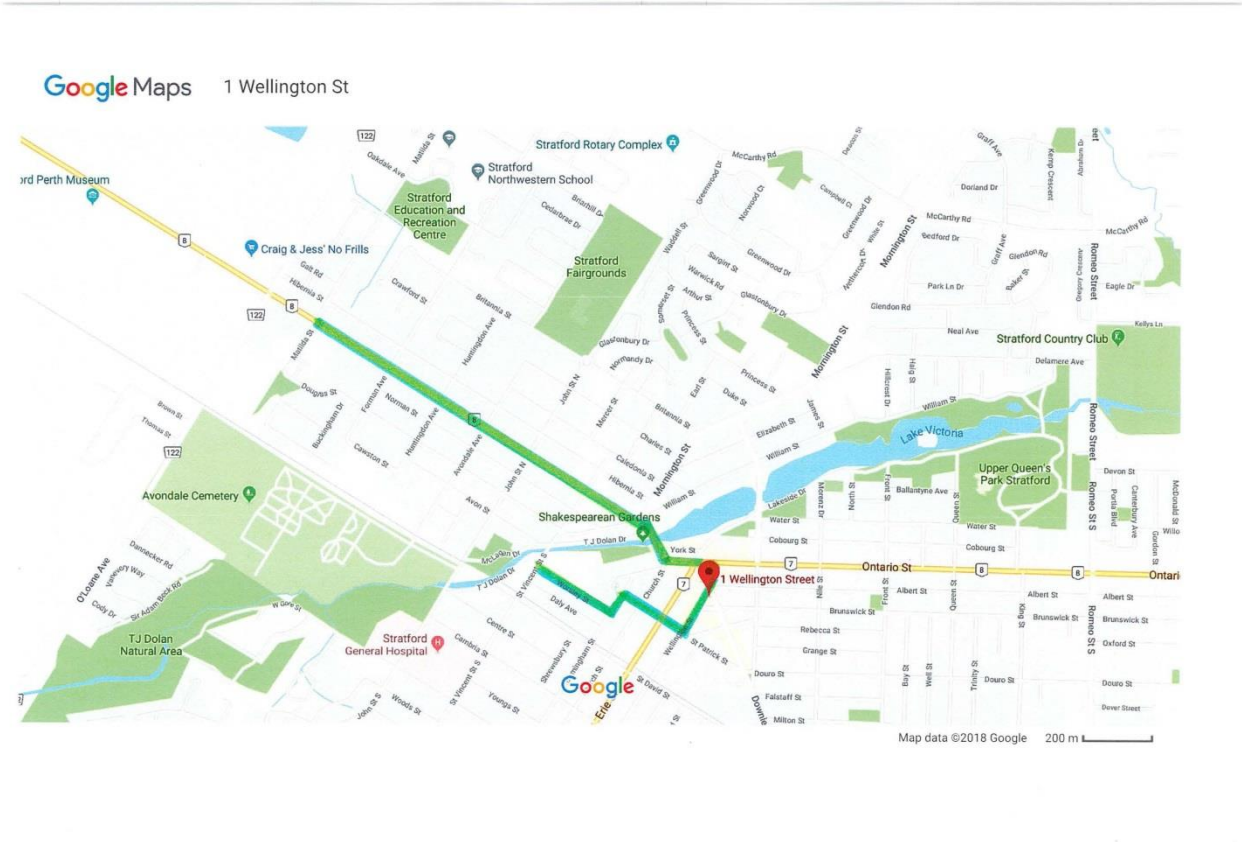
**THIS IS SCHEDULE “B” TO BY-LAW -2018**

adopted this 29th day of May, 2018

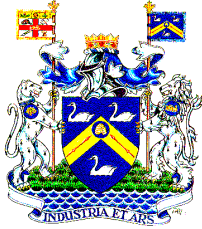
Amending By-law 65-2012 as amended

**Streets and Recreation Trails** to which the provisions of this By-law apply:

For the 2018 Canada Day Parade as prescribed in Schedule “A” of this By-law.







**BY-LAW NUMBER   -2018**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to amend By-law 111-2008 as amended,  
to adopt revisions to the Emergency Response Plan for  
The Corporation of the City of Stratford.

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**WHEREAS** the Council of The Corporation of the City of Stratford adopted By-law 111-2008 to adopt a new Emergency Response Plan;

**AND WHEREAS** the Council of The Corporation of the City of Stratford has amended the Emergency Response Plan from time to time;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to further amend the Emergency Response Plan to ensure information is accurate and up-to-date;

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

1. That the Stratford Emergency Response Plan included with this By-law is hereby adopted and replaces the previous amended Stratford Emergency Response Plan.
2. This By-law shall come into effect upon final passage thereof.

Read a FIRST, SECOND and THIRD TIME and

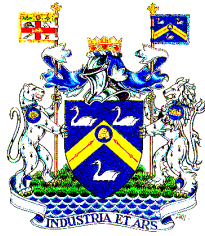
FINALLY PASSED this 29th day of May, 2018.

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Mayor – Daniel B. Mathieson

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Clerk – Joan Thomson



**BY-LAW NUMBER 127-2015  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a By-law to authorize the acceptance of easements in gross from Marcor Farms Ltd., over Parts 4, 10, 11, 14, 16 and 18 on Plan 44R-5504 for the construction and operation of the Quinlan Pumping Station.

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

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

**AND WHEREAS** Earth Park Homes (Stratford) Inc., owns the lands described as Part Lot 12 and 13, Plan 44M44 now designated as Parts 1 and 2 on Plan 44R5147, City of Stratford, County of Perth (hereinafter referred to as "subject lands");

**AND WHEREAS** Marcor Farms Ltd., has agreed to convey easements in gross as described herein to The Corporation of the City of Stratford for the construction and operation of the Quinlan Pumping Station;

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

1. That The Corporation of the City of Stratford hereby accepts easements in gross from Marcor Farms Ltd., over the lands described in Paragraph 2 herein.
2. That the lands to which the easements in gross referred to in Paragraph 1 herein, apply are Part Lots 3 and 4, Concession 2 Township of Ellice now in the City of Stratford and now designated as:
  - a) Parts 4, 10 and 11 Plan 44R-5504 for construction access;
  - b) Part 14, Plan 44R-5504 for the Quinlan Pumping Station;
  - c) Parts 16 and 18 Plan 44R-5504 for the construction, operation and maintenance of sanitary forcemains,

and being parts of PIN 53157-0411 (LT).

3. The Mayor and Clerk, or their respective delegates of The Corporation of the City of Stratford are hereby authorized to execute all documents related to this grant of easement.
4. A copy of Plan 44R-5504 is attached hereto as Schedule "A" to this By-law.

Read a FIRST, SECOND and THIRD time and  
FINALLY PASSED this 29th day of May, 2018.

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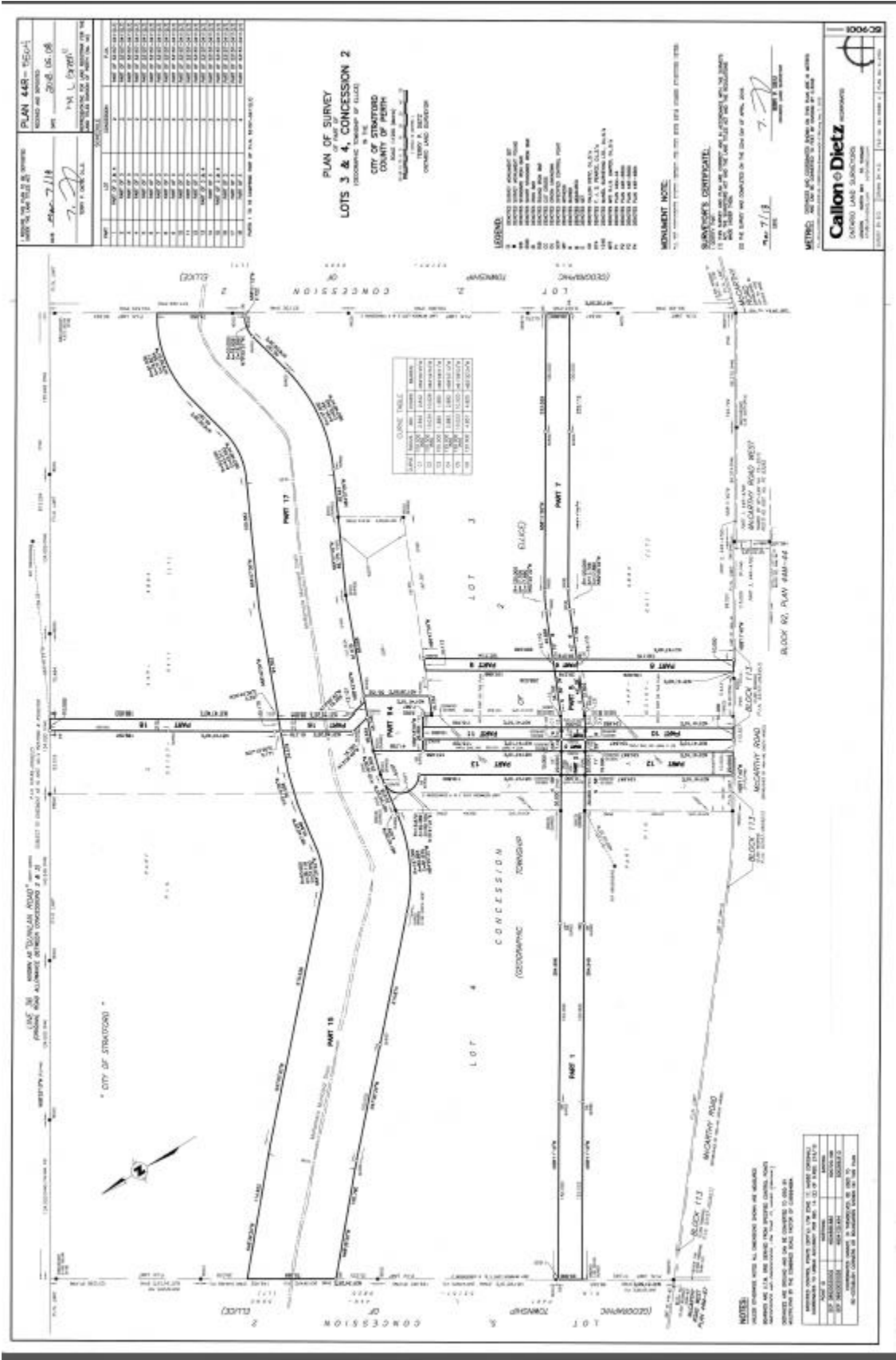
Mayor – Daniel B. Mathieson

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Clerk – Joan Thomson

This is Schedule "A" to By-law -2018

Plan 44R-5504





## **STRATFORD CITY COUNCIL CONSENT AGENDA**

May 29, 2018

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

**CA-2018-068**            Municipal Information Form for Liquor Licence Application for an indoor area and a retail area (brewery) at Jobsite Brewing Co. Limited at 45 Cambria Street.

Section 1 and 2 to be completed by the City Clerk.

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application

The following comments were received:

Health Unit: an opening inspection will need to be completed before they are open to the public and an Agency Letter of Approval needs to be requested by the applicant.

Building Department: an active building permit for renovations is ongoing; an occupancy permit has not been issued. An Agency Letter of Approval will need to be requested by the applicant.

Fire Department: concerns were noted that the building's fire related systems are out of date. An Agency Letter of Approval will need to be requested by the applicant.

**CA-2018-069**            Municipal Information Form for Liquor Licence Application for an indoor area at Bijou Restaurant at 105 Erie Street.

Section 1 and 2 to be completed by the City Clerk.

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application

City Departments, Stratford Police and the Health Unit expressed no concerns with the application.

**CA-2018-070**            In accordance with By-law 135-2017 the Infrastructure and Development Services Department provides notification that the following streets were temporarily closed to through traffic, local traffic only:

- Normandy Drive from Britannia Street to Mercer Street on Monday, May 14 to Tuesday, May 15 for two days only for water main repair and on May 24 for water service installation.

Emergency Services were notified.

CA-2018-071

Resolution from the Regional Municipality of Waterloo calling on all political parties at the provincial and federal levels to remain committed to both two-way all-day GO rail service from Toronto to Waterloo region by 2024 and to move forward bringing a high speed rail line from Toronto to London in 2025.

Attachment – Letter dated May 15, 2018 from the Regional Municipality of Waterloo

Endorsement of the resolution is requested



May 15, 2018

A16-20

The Right Honourable Justin Trudeau  
 Prime Minister of Canada  
 Office of the Prime Minister  
 80 Wellington Street  
 Ottawa, ON K1A 0A2

Sent via email to: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

Dear Prime Minister:

**Re: Two-Way All-Day GO rail service and High Speed Rail to Waterloo region**

Please be advised that the Council of the Regional Municipality of Waterloo at their regular meeting held on Wednesday, May 9, 2018, approved the following motion:

**WHEREAS** Two-Way All-Day GO rail service and High Speed Rail to Waterloo region will be a key part of unlocking the full potential of the Toronto-Waterloo Innovation Corridor and Southwestern Ontario that will create over 170,000 jobs and add an estimated \$17 Billion to our nation's Gross Domestic Product; and,

**WHEREAS** Waterloo Region currently has over 3,000 job vacancies in the high tech and advanced manufacturing sectors, Two-Way All-Day GO rail service and High Speed Rail will help our companies attract and retain the talent and business connectivity in the Toronto-Waterloo Innovation Corridor and throughout Southwestern Ontario required to fill those vacancies, create jobs, and succeed globally; and,

**WHEREAS** High Speed Rail and Two-Way All-Day GO rail service to Kitchener-Waterloo and a proposed GO service to Cambridge will alleviate Highway 401 and other roadway congestion issues coming in and out of our community on a daily basis; and,

**WHEREAS** High Speed Rail and Two-Way All-Day GO rail service to Kitchener-Waterloo and GO service to Cambridge will positively impact our environment by reducing approximately 5 million cars off the road; and,

**WHEREAS** we will always advocate for a full-range of medical services available within Waterloo region, High Speed Rail and Two-Way All-Day GO rail service to Kitchener-Waterloo, and Cambridge GO will help our community members access medical centres more reliably and with greater comfort for any highly specialized services; and,

**WHEREAS** the Region of Waterloo's Strategic Plan includes an objective to "improve inter-city rail transportation services to and from Waterloo Region", and Regional Council has expressed its support for improved passenger rail service on numerous occasions; and,

**WHEREAS** THE Region will encourage the provincial government to ensure that the impact and disruptions caused by the construction and operation of High Speed Rail and Two-Way All-Day GO rail service to Kitchener-Waterloo, and GO service to Cambridge are assessed and addressed fairly through the phases of the consultation, planning, design, construction and operation of the projects;

**BE IT RESOLVED** that the Region of Waterloo calls upon all political parties at the provincial and federal levels governments to remain committed on both Two-Way All-Day GO rail service from Toronto to Waterloo region by 2024 and to move forward to bring Canada's first High Speed Rail line from Toronto to London in 2025; and further,

**BE IT FINALLY RESOLVED** that a copy of this resolution be sent to the Prime Minister of Canada, leaders of the Ontario Liberal Party, the Ontario Progressive Conservative Party, the Ontario New Democratic Party, and the Green Party of Ontario, to the local MP's and MPP's, to the Association of Municipalities Ontario, local area municipalities, and municipalities located along the planned High-speed rail and Two-Way All-Day Go Transit rail service corridor.

Please accept this letter for information purposes only. If you have any questions or require additional information, please contact Mike Murray, Chief Administrative Officer at 519-575-4561 or [MMurray@regionofwaterloo.ca](mailto:MMurray@regionofwaterloo.ca)



Regards,



Kris Fletcher,  
Regional Clerk/Director, Council and Administrative Services

cc: Kathleen Wynne, Leader of the Ontario Liberal Party and Premier of Ontario, [kwynne.mpp.co@liberal.ola.org](mailto:kwynne.mpp.co@liberal.ola.org)  
 Doug Ford, Leader of the Ontario PC Party, [doug@fordnation.ca](mailto:doug@fordnation.ca)  
 Andrea Horwath, Leader of the Ontario NDP Party, [ahorwath-co@ndp.on.ca](mailto:ahorwath-co@ndp.on.ca)  
 Mike Schreiner, Leader of the Ontario Green Party [MikeForGuelph@gpo.ca](mailto:MikeForGuelph@gpo.ca)  
 Harold Albrecht, M.P. Kitchener-Conestoga [harold.albrecht@parl.gc.ca](mailto:harold.albrecht@parl.gc.ca)  
 The Honourable Bardish Chagger, M.P. Waterloo [Bardish.Chagger@parl.gc.ca](mailto:Bardish.Chagger@parl.gc.ca)  
 Raj Saini, M. P. Kitchener Centre [Raj.Saini@parl.gc.ca](mailto:Raj.Saini@parl.gc.ca)  
 Marwan Tabbara, M.P. Kitchener South-Hespeler, [Marwan.Tabbara@parl.gc.ca](mailto:Marwan.Tabbara@parl.gc.ca)  
 Bryan May, M.P. Cambridge [Bryan.May@parl.gc.ca](mailto:Bryan.May@parl.gc.ca)  
 Daiene Vernile, MPP (Kitchener Centre) [dvernile.mpp.co@liberal.ola.org](mailto:dvernile.mpp.co@liberal.ola.org)  
 Kathryn McGarry, MPP (Cambridge) [kmcgarry.mpp.co@liberal.ola.org](mailto:kmcgarry.mpp.co@liberal.ola.org)  
 Michael Harris, MPP (Kitchener—Conestoga) [michael.harris@pc.ola.org](mailto:michael.harris@pc.ola.org)  
 Catherine Fife, MPP (Kitchener—Waterloo) [cfife-gp@ndp.on.ca](mailto:cfife-gp@ndp.on.ca)  
 Monika Turner, Director of Policy, Association of Municipalities of Ontario (AMO) [mturner@amo.on.ca](mailto:mturner@amo.on.ca)  
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 Christine Tarling, Clerk, City of Kitchener [Christine.tarling@kitchener.ca](mailto:Christine.tarling@kitchener.ca)  
 Olga Smith, Clerk, City of Waterloo [olga.smith@waterloo.ca](mailto:olga.smith@waterloo.ca)  
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 Ulli Watkis – Clerk, City of Toronto, [uwatkis@toronto.ca](mailto:uwatkis@toronto.ca)  
 P. Fay – Clerk, City of Brampton [cityclerksoffice@brampton.ca](mailto:cityclerksoffice@brampton.ca)  
 Suzanne Jones – Clerk, Halton Hills [suzannej@haltonhills.ca](mailto:suzannej@haltonhills.ca)  
 Stephen O'Brien – Clerk, City of Guelph [stephen.obrien@guelph.ca](mailto:stephen.obrien@guelph.ca)  
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 Joan Thomson – Clerk, City of Stratford [jthomson@stratfordcanada.ca](mailto:jthomson@stratfordcanada.ca)  
 Cathy Saunders – Clerk, City of London [csaunder@london.ca](mailto:csaunder@london.ca)  
 Mike Murray, CAO, Region of Waterloo [MMurray@regionofwaterloo.ca](mailto:MMurray@regionofwaterloo.ca)