



**The Corporation of the City of Stratford  
Finance and Labour Relations Sub-committee  
Open Session  
AGENDA**

**Date:** Tuesday, November 21, 2017

**Time:** 4:30 P.M.

**Location:** Council Chamber, City Hall

**Sub-committee Present:** Councillor Clifford - Chair Presiding, Councillor Mark - Vice Chair, Councillor Beatty, Councillor McManus, Councillor Vassilakos

**Staff Present:** Rob Horne - Chief Administrative Officer, Jodi Akins - Council Clerk Secretary, Janice Beirness - Manager of Financial Services, Marilyn Pickering - Supervisor of Tax Revenue

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Pages

**1. Call to Order**

The Chair to call the meeting to Order.

**2. Disclosure of Pecuniary Interest and the General Nature Thereof**

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

Name, Item and General Nature of Pecuniary Interest

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### 3. Delegations

None scheduled.

### 4. Report of the Chief Administrative Officer

#### 4.1 Quarterly Statements and Commentary for Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) – Sept 30, 2017 (FIN17-043) 4 - 19

Ysni Semsedini and Kelly McCann will be in attendance at the meeting.

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

**Staff Recommendation:** THAT the Festival Hydro Inc. financial statement and commentary for the period ending September 30, 2017, be received for information;

**AND THAT** the Festival Hydro Services Inc. financial statement and commentary for the period ending September 30, 2017, be received for information.

#### 4.2 Management Report - Cooper Block Expropriation, Site Maintenance and Adaptive Reuse Expenditures - Final (FIN17-041) 20 - 23

For information.

### 5. Report of the Supervisor of Tax Revenue

#### 5.1 Tax Adjustments – November 21, 2017 (FIN17-042) 24 - 26

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

**Staff Recommendation:** THAT the Report of the Supervisor of Tax Revenue dated November 21, 2017 regarding the approval of tax adjustments under Section 357 for 2016 and 2017 be approved;

**AND THAT** the Minutes of Settlement under Section 36 for 2017, Minutes of Settlement under Section 39.1 for 2017, and a Farm Property Class Tax Rate Program for 2017 be received for information.

### 6. Report of the Manager of Financial Services

#### 6.1 Sept 30 2017 Financial Statements (FIN17-044) 27 - 30

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

**Staff Recommendation:** THAT the September 30, 2017 financial report be received for information.

## **7. Monthly Project Update**

The Acting Director of Corporate Services to provide a verbal update on the status of Corporate Services projects.

## **8. Advisory Committee/Outside Board Minutes**

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

Stratfords of the World Committee Minutes of August 10, 2017 and September 26, 2017

2017 Sesquicentennial Ad-Hoc Committee Minutes of July 12, 2017 and September 20, 2017

## **9. Next Sub-committee Meeting**

The next Finance and Labour Relations Sub-committee meeting is Tuesday, December 19, 2017 at 4:30 p.m. in the Council Chamber, City Hall.

## **10. Adjournment**

Meeting Start Time:

Meeting End Time:

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

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



## *Corporate Services Department*

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# MANAGEMENT REPORT

**Date:** November 21, 2017  
**To:** Finance and Labour Relations Sub-committee  
**From:** Rob Horne, CAO & Acting Director of Corporate Services  
**Report#:** FIN17-043  
**Attachments:** Festival Hydro Inc. - Financial Statements Sept 30, 2017  
Festival Hydro Services Inc. - Financial Statements Sept 30, 2017

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**Title:** Quarterly Statements and Commentary for Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) – Sept 30, 2017

**Objective:** To consider the financial reports from FHI and FHSI for the period ending September 30, 2017.

**Background:** City Council is updated quarterly on the financial position of FHI and FHSI.

**Analysis:** As noted in the attached statements. Representatives of Festival Hydro will attend the meeting to answer questions.

**Financial Impact:** Not applicable.

**Staff Recommendation:** **THAT the Festival Hydro Inc. financial statement and commentary for the period ending September 30, 2017, be received for information;**

**AND THAT the Festival Hydro Services Inc. financial statement and commentary for the period ending September 30, 2017, be received for information.**

A handwritten signature in black ink that reads 'Rob Horne'.

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Rob Horne, Chief Administrative Officer  
& Acting Director of Corporate Services



## Financial Statements

For the period ended September 30, 2017

To: Chair Tom Clifford and Finance & Labour Relations Committee  
From: Ysni Semsedini, CEO  
Re: FHI Financial Statement Commentary for the period ended  
September 30, 2017

Net income for the period is \$1.4M, which is \$125K below the YTD budget. Detailed commentary on the balance sheet and statement of operations are noted below:

**BALANCE SHEET COMMENTARY:**

**Cash indebtedness** – Cash indebtedness is significantly higher than September 2016 (\$3.0M) and is also greater than the Q2 balance by \$2.3M. The cash flow in Q3 was impacted by a shift in the timing of the receipt of revenues from several large customers moved to new billing cycles to accommodate the ICI program.

**Unbilled Revenue** – Unbilled revenue is \$1.9M lower than Q3 of 2016 and \$2.8M lower than December 2016. As indicated in the prior quarter commentary, commodity prices did not change in November 2016. Also, in 2016 Festival was making larger recoveries through rate riders while in 2017, Festival is returning amounts to customers through rate riders. Festival has also experienced lower usage in 2017 further impacting the reduction in unbilled revenues.

**Regulatory Assets** – Regulatory assets have increased from Q3 2016 (\$3.0K) and from December 2016 (\$828K) as a result of the movement in RSVA accounts. The most substantial movement has been the increase in the RSVA Global adjustment as a result of variances in the first estimate that we bill on versus what the final price is that we pay to the IESO.

**Accounts Payable** – Accounts payable are \$1.5M lower than one year ago. Most of the A/P balance is typically driven by the IESO invoice payable. In July the IESO invoice accrued in June for 7.7M was paid. The September bill that was accrued was only \$5.2M.

**Deferred Revenue** – Deferred revenue is \$424K higher than Q3 2016 as a result of more contributed capital based on timing of sub-development construction and rebates payable to developers.

To: Chair Tom Clifford and Finance & Labour Relations Committee  
 From: Ysni Semsedini, CEO  
 Re: FHI Financial Statement Commentary for the period ended  
 September 30, 2017 cont'd

#### INCOME STATEMENT COMMENTARY

**Service Revenues and Cost of Power** – Both service revenue and cost of power are under budget to September 30, 2017 as a result of the budget including a rate increase for both service revenues and their costs, however the rates were not changed effective November 1, 2016 as anticipated. As these are simply flow through items, they do not impact distribution revenues.

**Gross Margin on Service Revenue (Distribution Revenue)** – The gross margin on service revenue (or Distribution Revenue) is below budget by \$246K. There are a couple of factors impacting the reduction to distribution revenue, the first being much less load actually being consumed to September 30. This is most likely as a result of the milder than normal winter and relatively cool spring and summer months. In addition, the budget includes battery storage sales which will not be recognized until later in the year.

The distribution revenue budget includes \$30K of LRAM revenue to be recognized in 2017 for the 2016 claim that will be finalized this year and filed as part of our 2018 IRM application. It is anticipated that this LRAM claim could be higher than \$30K and as a result we could make up some of the differential being experienced in other distribution revenues.

**Operating and Maintenance (O & M) Expenses** – O&M costs are over budget by \$30K at the end of Q3. Historically more maintenance has been performed in the first half of the year, and in 2017 operations have experienced more trouble calls than historical and have participated in safety training that was new this year (distracted driving, commercial vehicle registration/MTO and pre-trip inspections based on two safety incidents in 2016.) These items have driven the costs higher than budget. These expenses were over budget by \$75K at the end of Q2 so we are seeing the expected trend where maintenance expenses have gone down in Q3 as more work is being performed on capital.

**Billing/Collecting & Administration Costs** – Billing and collecting costs are \$45K below budget primarily as a result of being short one IT staff member. In addition, the timing of supply purchases, such as envelopes etc., is impacting the budget variance to the end of September as supplies purchased in 2016 are still being used.

**Administration Costs**- Administration costs are under budget by \$78K to the end of Q3 mainly as a result of regulatory expenses being underbudget by \$44K due to the setup of a variance account approved by the OEB to include regulatory costs that are being billed above and beyond what was approved for distributors in their last cost of service. The remaining amount under budget is the portion of the IT resources allocated to Administration which was budgeted to start in April but was not filled until the end of June. In addition, in Q3 we are beginning to see the positive labour impact on admin expenses due to the replacement of the prior CFO with a new regulatory manager.

**Total Controllable Costs** – Total controllable costs are \$87K ahead of budget.

#### LOAN COVENANT RATIOS

The Loan Covenant liquidity ratios and debt to equity ratios as prescribed by our major lenders, RBC and Infrastructure Ontario, are being met.

Text	Pre Yr YTD	Cur Yr YTD
<b>ASSETS</b>		
<b>Current</b>		
Accounts Receivable	5,201,865.99	5,946,243.38
Inventory	258,073.41	192,257.51
Prepaid Expenses	175,908.70	207,251.47
Due from FHSI	92,518.49	218,091.95
Corporate PILS Recoverable	50,098.19	177,721.40
Unbilled Revenue	8,663,540.00	6,736,978.00
	14,442,003.89	13,478,543.65
Property, Plant & Equipment	51,388,323.47	52,053,948.80
Intangible Assets	2,113,579.84	2,130,685.12
Future payments in lieu of income taxes	841,045.00	566,403.00
Regulatory Assets	-404,753.00	1,888,600.00
Total Assets	68,380,200.00	70,118,180.00
<b>LIABILITIES</b>		
<b>Current</b>		
Bank Indebtedness	1,254,057.62	4,283,318.15
Accounts Payable & Accrued Liabilities	9,114,037.42	7,544,516.84
Current Portion of Consumer Deposits	710,524.71	878,155.38
Current Portion of Long Term Loans	179,429.96	186,833.86
Dividends Declared	-4.55	0.00
Promissory Note	15,600,000.00	15,600,000.00
	26,858,045.16	28,492,824.23
Unrealized loss on interest rate swap	798,891.00	807,158.00
Deferred Revenue	322,204.00	746,920.00



Text	Pre Yr YTD	Cur Yr YTD
Employee Future Benefits	1,410,834.00	1,406,895.00
Long Term Debt		
Consumer Deposits over one year	536,452.00	0.00
RBC Loan - LT Portion	12,601,000.00	12,181,000.00
Infrastructure Ontario Loan - LT Portion	1,619,870.00	1,459,923.00
	14,757,321.47	13,640,922.22
Equity		
Share Capital - Common	9,468,388.00	9,468,388.00
Share Capital - Preferred	6,100,000.00	6,100,000.00
Retained Earnings	8,776,564.29	9,590,094.90
Accumulated Other Comprehensive Income	-112,048.00	-135,021.00
Total Equity	24,232,905.00	25,023,462.00
Total Equity	68,380,200.00	70,118,180.00

Line #	Text	Pre Year YTD	Cur Year YTD	Cur Year YTD Bdg	Cur YTD Bdg Variance	Cur YTD Bdg Variance %
REVENUE						
1.00	SERVICE REVENUE	67,215,661.00	63,584,162.00	68,888,996.00	-5,304,834.00	-7.70%
3.00	COST OF POWER	59,105,922.00	55,607,355.00	60,666,084.00	-5,058,729.00	-8.34%
3.50	GROSS MARGIN (DISTRIBUTION REVENUE)	8,109,740.00	7,976,808.00	8,222,912.00	-246,104.00	-2.99%
3.75	OTHER OPERATING REVENUE	584,537.00	700,718.00	644,277.00	56,441.00	8.76%
OPERATING & MAINTENANCE EXPENSE						
4.75	TRANSFORMER & DISTRIBUTION STATION EXPENSE	95,023.00	97,507.00	109,466.00	-11,959.00	-10.92%
5.00	DISTRIBUTION LINES & SERVICES OVERHEAD	982,322.00	985,791.00	928,504.00	57,287.00	6.17%
6.50	U/G DISTRIBUTION LINES & SERVICES.	127,037.00	120,767.00	111,837.00	8,930.00	7.98%
7.00	DISTRIBUTION TRANSFORMERS	31,412.00	29,709.00	34,346.00	-4,637.00	-13.50%
8.00	DISTRIBUTION METERS	268,348.00	293,023.00	316,896.00	-23,873.00	-7.53%
10.50	CUSTOMER PREMISES	153,427.00	157,189.00	153,264.00	3,925.00	2.56%
11.00	TOTAL OPERATING AND MAINTENANCE	1,657,567.00	1,683,984.00	1,654,310.00	29,674.00	1.79%
ADMINISTRATION						
13.00	BILLING, COLLECTING & METER READING	1,010,521.00	938,021.00	982,733.00	-44,712.00	-4.55%
14.00	ADMINISTRATION	1,507,871.00	1,574,829.00	1,653,434.00	-78,605.00	-4.75%
14.50	TOTAL ADMINISTRATION	2,518,391.00	2,512,849.00	2,636,166.00	-123,317.00	-4.68%
16.00	ALLOCATED DEPRECIATION	-114,001.00	-112,216.00	-118,452.00	-6,236.00	-5.26%
16.75	TOTAL CONTROLLABLE COST	4,061,958.00	4,084,617.00	4,172,025.00	-87,408.00	-2.10%
17.00	NET INCOME BEFORE DEP'N, INTEREST & TAX	4,632,319.00	4,592,908.00	4,695,165.00	-102,257.00	-2.18%
17.50	DEPRECIATION	1,729,351.00	1,819,904.00	1,812,000.00	7,904.00	0.44%
17.75	INTEREST EXPENSE	1,289,832.00	1,273,866.00	1,253,426.00	20,440.00	1.63%
18.50	INTEREST INCOME	-22,024.00	-16,875.00	-16,597.00	278.00	1.68%
19.00	NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	1,635,161.00	1,516,014.00	1,646,336.00	-130,322.00	-7.92%
20.00	CURRENT TAX	190,510.00	70,000.00	75,001.00	-5,001.00	-6.67%
20.05	NET INCOME BEFORE SWAP & ICM	1,444,652.00	1,446,014.00	1,571,336.00	-125,322.00	-7.98%

Line #	Text	Pre Year YTD	Cur Year YTD	Cur Year YTD Bdg	Cur YTD Bdg Variance	Cur YTD Bdg Variance %
20.25	Unrealized Gain/Loss on Swap	0.00	0.00	0.00	0.00	0.00%
20.50	Marketable Security - recorded as OCI	0.00	0.00	0.00	0.00	0.00%
21.00	NET INCOME	1,444,652.00	1,446,014.00	1,571,336.00	-125,322.00	-7.98%

Line #	Text	Annual Bdg Amt	Pre Yr YTD	Cur Yr YTD	Cur Yr YTD Bdg	Cur to Bdg YTD Var	Cur YTD Bdg Variance %
4.00	Distribution Overhead	827,000.00	499,858.00	583,700.00	620,250.00	-36,550.00	-5.89%
6.00	Underground Conductor and Devices	485,000.00	389,355.00	374,975.00	363,750.00	11,225.00	3.09%
7.00	Distribution Transformers	313,000.00	237,420.00	334,348.00	234,751.00	99,597.00	42.43%
7.50	Services	234,500.00	216,636.00	207,937.00	175,875.00	32,062.00	18.23%
8.00	Distribution Meters	175,000.00	77,492.00	98,182.00	131,251.00	-33,069.00	-25.20%
9.00	SCADA/Distribution Automation	50,000.00	30,222.00	23,078.00	37,500.00	-14,422.00	-38.46%
10.00	Tools and Miscellaneous Equipment	30,000.00	17,195.00	10,197.00	22,500.00	-12,303.00	-54.68%
11.00	DISTRIBUTION SUB-TOTAL	2,114,500.00	1,468,175.00	1,632,416.00	1,585,875.00	46,541.00	2.93%
11.50	Land and Buildings	207,000.00	79,988.00	112,487.00	155,250.00	-42,763.00	-27.54%
12.00	Transformer Station	0.00	0.00	0.00	0.00	0.00	0.00%
13.00	Vehicles and Trailers	10,000.00	0.00	7,102.00	7,501.00	-399.00	-5.32%
14.00	Computer Hardware and Software	475,000.00	255,327.00	240,201.00	356,251.00	-116,050.00	-32.58%
16.00	OTHER CAPITAL SUB-TOTAL	692,000.00	335,314.00	359,790.00	519,001.00	-159,211.00	-30.68%
17.00	TOTAL CAPITAL	2,806,500.00	1,803,489.00	1,992,205.00	2,104,875.00	-112,670.00	-5.35%

## Festival Hydro Inc.

### KEY FINANCIAL RATIOS & STATEMENT OF CASH POSITION

AS AT SEPTEMBER 30, 2017

Key Financial Ratios:	<u>Actual Ratio</u>	<u>Required Ratio</u>
RBC Compliance Ratio - Funded Debt to Total Capital	0.58	Less than 0.65
Infrastructure Ont Compliance - Debt to Equity Test	43:57	Less than 75:25
Infrastructure Ont Compliance - Debt Service Ratio	1.77X	Not less than 1.30X

	<b>SEPTEMBER 2016</b>	<b>DECEMBER 2016</b>	<b>SEPTEMBER 2017</b>
Cash from Operations			
Net Income	\$1,451,364	\$1,713,035	\$1,446,014
Depreciation	1,716,723	2,322,251	1,819,904
Unrealized loss on interest rate swap	-	31,240	-
Net Change in Receivables/Payables/Var Accts	(1,307,223)	(2,351,094)	(2,049,192)
Contributed capital	296,407	206,585	223,072
Total Cash Provided	<u>\$2,157,271</u>	<u>\$1,922,017</u>	<u>\$1,439,798</u>
Loan Repayments	\$380,282	\$559,212	391,113
Cash Used - Capital Expenditures	1,800,650	2,607,376	1,994,200
Cash Used - Dividends paid	984,835	1,119,000	728,670
	<u>3,165,767</u>	<u>4,285,588</u>	<u>3,113,983</u>
Increase (Decrease) in Cash Position	(\$1,008,496)	(\$2,363,571)	(\$1,674,185)
Bank Indebtedness, Beg of Period	<u>(245,562)</u>	<u>(245,562)</u>	<u>(2,609,133)</u>
Bank Indebtedness, End of Period	<b><u>(\$1,254,058)</u></b>	<b><u>(\$2,609,133)</u></b>	<b><u>(\$4,283,318)</u></b>



## Financial Statements

For the period ended September 30, 2017

**To:** Chair Tom Clifford and Finance & Labour Relations Committee

**From:** Ysni Semsedini, CEO

**Re:** Rhyzome Commentary on Financial Results – For the Period ended September 30, 2017

The net income before tax for the period was \$171K which is \$112K ahead of budget. Detailed commentary on the balance sheet and income statement activity are noted below:

**Balance Sheet Commentary:**

**Capital asset gross book value -** Additions for 2017 YTD are \$349K, 78% of budget. Planned Aruba unit purchases for 2017 have been made and installation costs are ongoing at and beyond September 30, 2017.

**Due to FHI –** The balance has increased by \$121K from the end of 2016 as a result of the capital purchases of the Aruba units. The balance was budgeted to be \$421K at the end of 2017, driven by the entire capital program planned for the year, however given the operational income is ahead of budget in 2017, the balance is now projected to remain relatively flat from the balance we have at the end of Q3 of \$218K.

**Income Statement Commentary:**

**Revenue –** Revenue is above budget by \$32K at Q3 2017. This is mainly driven by dark fibre revenues being ahead of budget. This is offset by lower than budget consulting revenue by \$8K as a result of one resource not being charged out as anticipated in early January. In addition, with the turnover and change in the IT department, the resources time has been split differently than what was anticipated in the budget, between the consulting work and the work they are doing for Rhyzome.

**Operating and Administration Expenses –** Operating and admin expenses are lower than budget by \$77K. This is driven by lower resource costs compared to budget based on the timing of hiring versus when the costs began to be incurred. A technical resource budgeted to start in Q1 was not put in place until May 1 and one full time IT position in Rhyzome has been vacant since early April. In addition, there is lower than anticipated management fee costs as a result of the VP of IT not being hired and in place in Q1 as budgeted for.

Note that based on the expiry of the Leonovus stock options, the remaining value of \$8,800 was written off in Q3.

Text	Cur Yr YTD	Pre Yr YTD
<b>CURRENT ASSETS</b>		
CASH	67,085.00	16,416.00
ACCOUNTS RECEIVABLE & PREPAIDS	63,059.00	58,065.00
INCOME TAX RECEIVABLE/(PAYABLE)	-397.00	-397.00
OTHER ASSETS	0.00	10,900.00
INVENTORY	11,728.00	12,657.00
<b>TOTAL CURRENT ASSETS</b>	<b>141,474.00</b>	<b>97,641.00</b>
<b>FIXED ASSETS</b>		
GROSS BOOK VALUE	5,336,041.00	5,095,353.00
ACCUMULATED DEPRECIATION	-2,943,051.00	-2,729,624.00
<b>NET BOOK VALUE</b>	<b>2,392,991.00</b>	<b>2,365,730.00</b>
INVESTMENT TAX CREDIT RECEIVABLE	64,000.00	0.00
<b>TOTAL ASSETS</b>	<b>2,598,464.00</b>	<b>2,463,370.00</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
ACCOUNTS PAYABLE	-112,849.00	-48,401.00
DUE TO FESTIVAL HYDRO INC.	-218,092.00	-92,519.00
CURRENT PORTION OF LTD	-74,023.00	-72,342.00
PROMISSORY NOTE	-372,000.00	-372,000.00
<b>TOTAL CURRENT LIABILITIES</b>	<b>-776,964.00</b>	<b>-585,261.00</b>
DEFERRED REVENUE	-207,320.00	-223,818.00
DEFERRED TAX LIABILITIES	-62,000.00	54,000.00
RBC FINANCING	-895,937.00	-1,189,497.00
<b>EQUITY</b>		
SHARE CAPITAL	-249,236.00	-249,236.00
RETAINED EARNINGS	-407,009.00	-269,559.00
<b>TOTAL EQUITY</b>	<b>-656,244.00</b>	<b>-518,795.00</b>



Text	Cur Yr YTD	Pre Yr YTD
TOTAL LIABILITIES & EQUITY	-2,598,464.00	-2,463,370.00

Text	Pre Yr YTD	Cur Yr YTD Bdg	Cur Yr YTD
REVENUE			
Total Revenue	903,486.00	1,013,101.00	1,045,055.00
Total Operating Expenses	462,534.00	661,575.00	584,303.00
Net Income Before Depreciation & Interest	440,952.00	351,526.00	460,753.00
Depreciation	315,000.00	247,500.00	247,500.00
Interest Income	-75.00	0.00	-323.00
Interest Expense	46,068.00	44,925.00	42,278.00
Net Income for the Period before Taxes	79,960.00	59,101.00	171,298.00
Current Tax Provision	0.00	0.00	0.00
Future Tax Provision	0.00	12,000.00	0.00
Net Income for the Period before Taxes	79,960.00	47,101.00	171,298.00

**Festival Hydro Services Inc.**  
**STATEMENT OF CAPITAL**  
**For the Period Ended Sept 30, 2017**

	<b><u>2017</u></b> <b><u>Budget</u></b>	<b><u>2017</u></b> <b><u>Actual YTD</u></b>
Sentinel Lights	\$0	\$1,439
ISP Equipment/Computer HW & SW	\$29,000	\$184
WiFi	\$320,000	\$268,948
Fibre Optic Cable - FHI	\$97,000	\$67,798
Contributed Capital - Wightman		\$10,413
<b>Total Capital Expenditures</b>	<b><u>\$ 446,000</u></b>	<b><u>\$ 348,782</u></b>
		78%

**Festival Hydro Services Inc.**  
**STATEMENT OF CASH POSITION**  
**For the Period Ended Sept 30, 2017**

	<b><u>Sept 2016</u></b> <b><u>Actual</u></b>	<b><u>Dec 2016</u></b> <b><u>Actual</u></b>	<b><u>Sept 2017</u></b> <b><u>Actual</u></b>
<i>Cash from Operations</i>			
Net Income	79,960	46,112	171,298
Future tax provision	-	64,000	-
Depreciation	315,000	420,336	247,500
Change in value of options	-	2,100	8,800
Change in Deferred revenue	(22,865)	(29,185)	(10,178)
Contributed capital (non-cash)	(17,169)	(23,527)	(10,413)
Net Change in Receivables/Payables	(8,410)	(27,348)	67,395
<b>Total Cash Provided</b>	<b><u>346,516</u></b>	<b><u>452,488</u></b>	<b><u>474,402</u></b>
<i>Cash Used/Received</i>			
Capital expenditures	(144,069)	(169,099)	(338,369)
RBC loan repayment	(214,549)	(286,892)	(219,537)
	<b><u>(358,618)</u></b>	<b><u>(455,991)</u></b>	<b><u>(557,906)</u></b>
<i>Increase (Decrease) in Cash Position</i>	(12,102)	(3,503)	(83,504)
<i>Cash and due to FHI beginning of Year</i>	(64,000)	(64,000)	(67,503)
<b>Cash and due to FHI end of Period</b>	<b><u>(76,102)</u></b>	<b><u>(67,503)</u></b>	<b><u>(151,007)</u></b>

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## MANAGEMENT REPORT

**Date:** November 14, 2017  
**To:** Finance and Labour Relations Sub-committee  
**From:** Rob Horne, CAO  
**Report#:** FIN17-041  
**Attachments:** Summary of Expropriation Costs

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**Title:** Cooper block – Expropriation, Site Maintenance, and Adaptive Re-Use Expenditures to Date

**Objective:** To provide Council with an updated summary of expenditures to date.

**Background:** The last formal update to Council on this matter occurred in mid-2015 via the Finance Sub-committee. This update captures expenditures and funding sources to mid-2017, which are provided in the attachment.

**Analysis:** The legal costs associated with this City-owned property are largely driven by the litigation and tribunal / court processes associated with the Expropriation Act and the Planning Act. Given natural justice and appeal processes in Ontario, the City of Stratford is obligated to represent its position before the Ontario Municipal Board and in Divisional Court. In this respect, the legal costs incurred from mid-2015 onward relate to a number of different proceedings and matters, including:

- Ontario Municipal Board Expropriation Compensation Proceeding (LC120027)
  - City's motion for directions and Claimant's cross-motion for directions (OMB decision rendered July 14, 2015)
  - City's motion for summary determination of issues raised in the Claimant's claim that have no merit and/or are not properly before the Board, including numerous disputes about matters leading up to the hearing of the motion (i.e. scope and length of cross-examination; the voluminous materials filed by the Claimant) and multiple telephone conference calls with the Board (OMB decisions rendered October 23, 2015, November 17, 2015 and October 14, 2016) Claimant's motion for leave to appeal to the Divisional Court the Board's October 14, 2016 decision (all materials have now been filed; the motion date is scheduled for November 30, 2017)

- Numerous letters from Claimant's counsel to which the City's counsel was required to respond.
- Superior Court of Justice Court File No. 02-726
  - City's motion to separate the main action (in which the City seeks a declaration that 1353837 Ontario Inc. ("135") has no ownership interest in the Cooper Block) from 135's counterclaim against the City (filed March 2015)
  - Numerous adjournments
  - Motion for case management (order dated January 14, 2017)
  - Several case management conferences with Justice Leach
  - Numerous letters from Claimant's counsel to which the City's counsel was required to respond
- Superior Court of Justice Court File No. 15-2643
  - Appeal by 135 of an unsafe order that was issued by the City's Chief Building Official (June 2015). The City's Chief Building Official subsequently rescinded the Unsafe Order but 135 has refused to withdraw the appeal.
  - CBO's motion to have the appeal declared moot, filed in May 2017, remains outstanding
    - 135 motion to, inter alia, compel the City's CBO to attend for cross-examinations, and to compel the City's former CBO to attend for examination before the Court hears the CBO's mootness motion (date for this motion to be determined)
  - Numerous letters from 135's counsel to which the CBO's counsel and/or the City's counsel was required to respond
- Ontario Municipal Board – Appeal by 135 of Official Plan Amendment No. 21 (PL160830)
  - Appeal by 135 and Lawrence Ryan of Official Plan Amendment No. 21, as approved by the Ministry of Municipal Affairs and Housing (August 2016)
  - Prehearing conference (January 11, 2017)
  - City's motion to dismiss appeal without a hearing (heard over three days in April and June 2017); decision pending)
  - Numerous letters between counsel for the City and 135/Ryan

In terms of adaptive re-use, the following expenditures were made relating to this block:

- Technical review to determine high level development opportunities and potential limitations;
- Creation of a Master Plan for the block, including consideration of the interests of the University of Waterloo and the YMCA of Stratford-Perth to proceed with expansion and redevelopment;
- Development of plans for a Grand Trunk Community Hub, including design concepts and discussion with senior government for potential funding; and

- Understanding the market potential to fully develop the site, expected to occur in several phases over a number of years.

**Financial Impact:** The funding sources are shown on the attachments to this report. The use of unfinanced debt means the City is funding with available cash, and thereby foregoes earned interest of approximately 1.5% per annum. The conversion to secured short term debt would require expected interest payments of approximately 2.5%. Longer term debt (e.g. debentures) would be expected to require interest payments of approximately 3.5% over 20 years.

The provision of this information is not to be taken as any waiver by the City of solicitor client or litigation privilege attaching to any of the matters referred to directly or indirectly in this Report and its attachments.

**Staff Recommendation: For information.**



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Rob Horne, Chief Administrative Officer

**Cooper Site Expropriation  
City of Stratford Costs since 2009**

	2009	2010	2011	2012	2013	2014	2015	2016	2017 To June 30/17	TOTALS
<b>EXPENDITURES:</b>										
Salaries & Benefits										0.00
Legal	514,989.97	428,748.09	88,521.58	256,734.55	249,079.48	219,076.80	645,022.71	181,490.41	288,521.38	2,872,184.97
Consulting	94,780.09	90,313.38	58,369.10	211,791.39	33,047.76	3,904.96	9,095.27			501,301.95
Materials & Contracted Services				4,696.17	2,888.26	384.04				7,968.47
City Owned Equipment										0.00
Land Acquisition		5,082,129.68								5,082,129.68
	<b>609,770.06</b>	<b>5,601,191.15</b>	<b>146,890.68</b>	<b>468,525.94</b>	<b>286,823.41</b>	<b>225,870.02</b>	<b>654,502.02</b>	<b>181,490.41</b>	<b>288,521.38</b>	<b>8,463,585.07</b>
<b>FUNDING SOURCES:</b>										
Grants										0.00
Reserves	609,770.06	21,182.73								630,952.79
Unfinanced Debt		5,580,008.42	146,890.68	468,525.94	286,823.41	225,870.02	654,502.02	181,490.41	288,521.38	7,832,632.28
Property Tax										
Surplus Allocation										
	<b>609,770.06</b>	<b>5,601,191.15</b>	<b>146,890.68</b>	<b>468,525.94</b>	<b>286,823.41</b>	<b>225,870.02</b>	<b>654,502.02</b>	<b>181,490.41</b>	<b>288,521.38</b>	<b>8,463,585.07</b>

**Cooper Site Maintenance & Environmental  
City of Stratford Costs since 2009**

	2009	2010	2011	2012	2013	2014	2015	2016	2017 To June 30/17	TOTALS
<b>EXPENDITURES:</b>										
Salaries & Benefits		13,007.72	1,113.03	1,048.09						15,168.84
Legal		24,568.88	12,638.26	884.74			11,472.30	26,784.88	865.99	77,215.05
Consulting	148,065.53	212,543.37	155,688.21	120,548.61	80,484.42	34,008.55	72,585.95	2,163.63	47,684.74	873,773.01
Materials & Contracted Services		89,109.23	124,733.06	6,115.40	34,084.52	62,815.48	357,261.58	865.26	14.42	674,998.95
City Owned Equipment		1,572.21	216.06	231.40						2,019.67
Land Acquisition										0.00
	<b>148,065.53</b>	<b>340,801.41</b>	<b>294,388.62</b>	<b>128,828.24</b>	<b>114,568.94</b>	<b>96,824.03</b>	<b>441,319.83</b>	<b>29,813.77</b>	<b>48,565.15</b>	<b>1,643,175.52</b>
<b>FUNDING SOURCES:</b>										
Grants			225,225.00			121,275.00				346,500.00
Reserves	148,065.53									148,065.53
Unfinanced Debt		340,801.41	69,163.62	128,828.24	114,568.94	-24,450.97	441,319.83	29,813.77	48,565.15	1,148,609.99
Property Tax										
Surplus Allocation										
	<b>148,065.53</b>	<b>340,801.41</b>	<b>294,388.62</b>	<b>128,828.24</b>	<b>114,568.94</b>	<b>96,824.03</b>	<b>441,319.83</b>	<b>29,813.77</b>	<b>48,565.15</b>	<b>1,643,175.52</b>

**Cooper Adaptive Reuse Costs  
City of Stratford Costs since 2009**

	2009	2010	2011	2012	2013	2014	2015	2016	2017 To June 30/17	TOTALS
<b>EXPENDITURES:</b>										
Salaries & Benefits										0.00
Legal										0.00
Consulting							18,001.31	55,588.89	21,020.88	94,611.08
Materials & Contracted Services								343.23	3,072.09	3,415.32
City Owned Equipment										0.00
Land Acquisition										0.00
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18,001.31</b>	<b>55,932.12</b>	<b>24,092.97</b>	<b>98,026.40</b>
<b>FUNDING SOURCES:</b>										
Grants										0.00
Reserves										0.00
Unfinanced Debt							18,001.31	55,932.12	24,092.97	98,026.40
Property Tax										
Surplus Allocation										
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18,001.31</b>	<b>55,932.12</b>	<b>24,092.97</b>	<b>98,026.40</b>



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## MANAGEMENT REPORT

**Date:** November 21, 2017  
**To:** Finance & Labour Relations Sub-committee  
**From:** Marilyn Pickering, Supervisor of Tax Revenue  
**Report#:** FIN17-042  
**Attachments:** Summary of Tax Adjustments – November 21, 2017

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**Title:** Tax Adjustments – November 21, 2017

**Objective:** To consider approval of tax adjustments under Section 357 for 2016 and 2017 and to receive Minutes of Settlement under Section 36 for 2017, Minutes of Settlement under Section 39.1 for 2017 and a Farm Property Class Tax Rate Program 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 have been issued to settle various appeals and no further hearing is required by the Assessment Review Board.

Minutes of Settlement (Section 39.1) are for information purposes. The municipality can object to the settlement by signing the Minute of Settlement form and filing the prescribed fee to the Assessment Review Board by the required date.

Due to a review by The Ministry of Agriculture, Food and Rural Affairs, MPAC has apportioned the appropriate portion of the assessed value to the farm property class through the Farm Property Class Tax Rate Program.

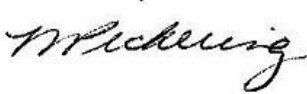
**Analysis:** A summary of the tax adjustments is attached. There are still a number of outstanding appeals for multiple years being scheduled through the Assessment Review Board process; further adjustments are unknown at this time.

**Financial Impact:** There has been an allowance made in the 2017 Budget for anticipated tax adjustments. Including the attached reductions the actual amount of tax adjustments to date is \$895,000 vs the total budgeted amount of \$1,075,000.



**Staff Recommendation: THAT the Report of the Supervisor of Tax Revenue dated November 21, 2017 regarding the approval of tax adjustments under Section 357 for 2016 and 2017 be approved;**

**AND THAT the Minutes of Settlement under Section 36 for 2017, Minutes of Settlement under Section 39.1 for 2017, and a Farm Property Class Tax Rate Program for 2017 be received for information.**



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Marilyn Pickering, Supervisor of Tax Revenue



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Rob Horne, Chief Administrative Officer  
& Acting Director of Corporate Services

## SUMMARY OF TAX ADJUSTMENTS - NOVEMBER 21, 2017

PAGE 1

## SECTION 357 - 2016

APP. NO.	PROPERTY ADDRESS	REASON FOR APPLICATION AND ASSESSMENT AMOUNT	COVERED IN DAYS	TOTAL ADJMT	LEDGER REDUCTION	CASH REBATE	CITY CENTRE	BILL 140 ADJMT	TOTAL ADJMT
1	125 GRIFFITH RD	CLASSIFICATION CHANGE ASSESSMENT - 380,000 CT TO RD	96	3,600.90	0.00	3,600.90	0.00	0.00	3,600.90

## SECTION 357 - 2017

1	125 GRIFFITH RD	CLASSIFICATION CHANGE ASSESSMENT - 386,000 CT TO RD	365	14,07.41	0.00	14,007.41	0.00	0.00	14,007.41
<b>TOTAL</b>				<b>17,608.31</b>	<b>0.00</b>	<b>17,608.31</b>	<b>0.00</b>	<b>0.00</b>	<b>17,608.31</b>

## MINUTES OF SETTLEMENT UNDER SECTION 36 - 2017

1	341 ALBERT ST	ASSESSMENT REDUCED ASSESSMENT - 3,250 RT	365	45.59	0.00	45.59	0.00	0.00	45.59
<b>TOTAL</b>				<b>45.59</b>	<b>0.00</b>	<b>45.59</b>	<b>0.00</b>	<b>0.00</b>	<b>45.59</b>

## MINUTES OF SETTLEMENT UNDER SECTION 39.1 - 2017

1	78 BRAEMAR CRES	ASSESSMENT REDUCED ASSESSMENT - 25,500 RT	365	357.68	0.00	357.68	0.00	0.00	357.68
2	525 O LOANE AVE	ASSESSMENT REDUCED & CLASS CHANGE ASSESSMENT - 1,125,250 CX, 756,083 RT+	365	19,388.35	0.00	19,388.35	0.00	0.00	19,388.35
3	10 REGENT ST	ASSESSMENT REDUCED ASSESSMENT - 3,500 RT	365	49.10	0.00	49.10	0.00	0.00	49.10
<b>TOTAL</b>				<b>19,795.13</b>	<b>0.00</b>	<b>19,795.13</b>	<b>0.00</b>	<b>0.00</b>	<b>19,795.13</b>

## FARM PROPERTY CLASS TAX RATE PROGRAM - 2017

1	678 ERIE ST	CLASS CHANGE & ASSESSMENT REDUCTION ASSESSMENT - 270,413 RT, 193,814 FT+	365	3,113.33	0.00	3,113.33	0.00	0.00	3,113.33
<b>TOTAL</b>				<b>3,113.33</b>	<b>0.00</b>	<b>3,113.33</b>	<b>0.00</b>	<b>0.00</b>	<b>3,113.33</b>
<b>GRAND TOTAL</b>									<b>40,562.36</b>

Information on this form is compiled by the City under the authority of the Municipal Act, 2001 for the purpose of considering applications for cancellation, reduction or refund of taxes by the City and for administrative purposes. This information may be included in material available in accordance with the provisions of the Municipal Freedom of Information and Protections of Privacy Act. Questions regarding the use and disclosure of this information may be directed to the City Clerk 1 Wellington Street, Stratford ON N5A 6W1, telephone 519-271-0250 ext. 235 during business hours.



## Corporate Services Department

# MANAGEMENT REPORT

**Date:** November 21, 2017  
**To:** Finance and Labour Relations Sub-committee  
**From:** Janice Beirness, Manager of Financial Services  
**Report#:** FIN17-044  
**Attachments:** Statement of Operations – Sept 30 2017

**Title:** Financial Report - Sept 30 2017

**Objective:** To explain variances on the Statement of Operations as of September 30, 2017.

**Background:** A quarterly financial report is distributed and actual to budget variances are noted. Also included are some of the relevant balance sheet figures with comparisons to the previous year.

	September 2017	September 2016	Change
Cash	\$8,417,058	\$8,066,920	\$350,138
Accounts Receivable	\$2,539,290	\$1,709,387	\$829,903
Taxes Receivable	\$17,801,023	\$17,453,504	\$347,519
Accounts Payable	\$4,304,052	\$3,696,482	\$607,570
Short term operating loan	\$0	\$0	\$0
Debt	\$71,140,691	\$77,242,941	\$6,102,250

Unfinanced capital outlay at December 31, 2016 was \$5,069,450.

**Analysis:** Budget amounts for expenses such as consultants, training, materials, services other, conference etc. are evenly distributed throughout the year. Actual amounts are not evenly distributed and therefore cause some variances.

The following is an analysis of some of the larger variances in the Statement of Operations:

-In Mayor and Council, special events are under budget, historically this catches up to the budget in the 4<sup>th</sup> quarter.

- In the CAO department, salaries and benefits are under budget. The Communication position was filled in June. Consultant expense is under budget as well.
- In the HR department, advertising, conferences, Corporate training and Health and Safety expenses are under budget.
- In the Corporate Services department, investment income is over budget. Wages are under budget in the IT division, recruitment is still ongoing.
- In the Fire department, revenue is over budget because a truck was sold that was not included in budgeted revenue. Salaries and benefits are over budget \$92,984, a portion of this will be offset by the sick reserve.
- In the Police department, additional Provincial grant revenue was received. Salaries and benefits are under budget \$230,595 and Pride capital purchases are usually made in the 4<sup>th</sup> quarter.
- In the Building department, building permit revenue is over budget \$60,720 and application fees are over budget \$9,820. Expenses in various City buildings are under budget and legal expenses are under budget.
- In Infrastructure and Development, City owned rental revenues and expenses are under budget. These are internal department entries.
- In the Airport, fuel sales and fuel purchases are over budget.
- In Community Services, Transit revenue is under budget \$109,055 and Transit expenses are over budget 188,040. Other Division expenses, most notably Parks, are under budget resulting in overall Department expenses being under budget.
- In External Boards and Grants, Sesquicentennial revenue is over budget \$36,532 and Sesquicentennial expenses are over budget \$72,317. The difference will be covered by a reserve.
- Other revenue is under budget which is Festival Hydro dividends.

**Financial Impact:** As noted above.

**Staff Recommendation:** THAT the September 30, 2017 financial report be received for information.




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Janice Beirness, Manager of Financial Services




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Rob Horne, Chief Administrative Officer  
& Acting Director of Corporate Services

**CITY OF STRATFORD**  
**Statement of Operations**  
**September 30, 2017**

(favourable)  
unfavorable

<b>Department</b>	<b>2017 Actual YTD</b>	<b>2017 Budget YTD</b>	<b>2017 Budget Annual</b>	<b>2017 Variance YTD</b>
<b><u>Revenue Fund</u></b>				
<b>Mayor and Council</b>				
Revenue	-	-	-	-
Expense	218,443	233,424	311,222	(14,981)
Net	218,443	233,424	311,222	(14,981)
<b>Chief Administrator</b>				
Revenue	-	-	-	-
Expense	437,232	470,124	626,799	(32,892)
Net	437,232	470,124	626,799	(32,892)
<b>Human Resources</b>				
Revenue	-	-	-	-
Expense	389,313	436,464	581,937	(47,151)
Net	389,313	436,464	581,937	(47,151)
<b>Corporate Services</b>				
Revenue	(1,945,865)	(1,908,211)	(3,413,092)	(37,654)
Expense	8,941,114	9,020,923	14,514,773	(79,809)
Net	6,995,249	7,112,712	11,101,681	(117,463)
<b>Fire Department</b>				
Revenue	(178,821)	(134,970)	(134,970)	(43,851)
Expense	5,220,267	5,085,585	6,780,780	134,682
Net	5,041,446	4,950,615	6,645,810	90,831
<b>Police Services</b>				
Revenue	(392,984)	(312,759)	(417,000)	(80,225)
Expense	7,737,028	8,155,674	10,874,256	(418,646)
Net	7,344,044	7,842,915	10,457,256	(498,871)
<b>Building and Planning</b>				
Revenue	(1,058,675)	(981,956)	(1,378,551)	(76,719)
Expense	1,493,714	1,600,299	2,133,696	(106,585)
Net	435,039	618,343	755,145	(183,304)
<b>Public Works</b>				
Revenue	(10,665,579)	(10,875,393)	(15,223,825)	209,814
Expense	10,356,281	10,716,590	14,164,982	(360,309)
Net	(309,298)	(158,803)	(1,058,843)	(150,495)
<b>Library</b>				
Revenue	(26,364)	(30,976)	(380,579)	4,612
Expense	1,795,066	1,800,045	2,540,398	(4,979)
Net	1,768,702	1,769,069	2,159,819	(367)

Department	2017 Actual YTD	2017 Budget YTD	2017 Budget Annual	2017 Variance YTD
<b>Economic Dev &amp; Airport</b>				
Revenue	(198,803)	(183,069)	(244,093)	(15,734)
Expense	254,616	228,483	304,628	26,133
Net	55,813	45,414	60,535	10,399
<b>Social Services</b>				
Revenue	(18,028,129)	(18,027,918)	(24,037,238)	(211)
Expense	21,071,234	21,071,466	28,095,287	(232)
Net	3,043,105	3,043,548	4,058,049	(443)
<b>Community Services</b>				
Revenue	(2,472,527)	(2,575,970)	(4,018,200)	103,443
Expense	7,559,239	7,605,554	10,177,117	(46,315)
Net	5,086,712	5,029,584	6,158,917	57,128
<b>External Boards &amp; Services</b>				
Revenue	(36,532)			(36,532)
Expense	6,258,457	6,122,649	8,589,359	135,808
Net	6,221,925	6,122,649	8,589,359	99,276
<b>Grants</b>	539,828	532,875	562,225	6,953
<b>Other Revenue</b>	(984,178)	(1,059,539)	(2,150,000)	75,361
<b>Tax Revenue</b>	(55,275,083)	(55,264,912)	(55,264,912)	(10,171)
<b>Net (Rev) Exp before Capital &amp; Reserve Transfers</b>	<b>(18,991,708)</b>	<b>(18,275,518)</b>	<b>(6,405,001)</b>	<b>(716,190)</b>



A meeting of the **Stratfords of the World Committee** was held on the above date at 3:30 p.m. – Kiwanis Community Centre (Conference Rm.), 111 Lakeside Drive, Stratford ON

**Present:** Joan Ayton – Chair Presiding, Wayne Whitehorn, June Wells, \*Cambria Ravenhill, Susan Kummer, Joyce Mohr, \*Councillor Tom Clifford, Ken Clarke, \*Polly Bohdanetzky

**Staff Present:** \*Andre Morin – Director of Corporate Services, Casey Riehl – Recording Secretary

**Also Present:** \*Galen Simmons – Stratford Beacon Herald

## MINUTES

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### 1. CALL TO ORDER

Joan Ayton called the August 10, 2017 meeting to order at 3:30 p.m.

### 2. DISCLOSURE OF PECUNIARY INTEREST

None declared.

Andre Morin and Galen Simmons introduced themselves to the committee.

\*Polly Bohdanetzky now present (3:34 p.m.)

### 3. ADOPTION OF THE PREVIOUS MINUTES – February 23, 2017

**Motion by Wayne Whitehorn, seconded by June Wells to adopt the minutes dated February 23, 2017 as printed. Carried.**

\*Cambria Ravenhill now present (3:37 p.m.)

### 4. BUSINESS ARISING FROM PREVIOUS MINUTES

#### (a) Update from Community Logo Working Group – S. Kummer/K. Clarke

Ken Clarke updated committee members on the status of the new community logo. The top three winners have been chosen by the selection committee and their recommendations have been sent to Council. Council has requested staff investigate the logo designs further and report back. The cheques for

first, second and third place prizes have been sent to the recipients. Mr. Clarke noted that being part of the selection committee has had its difficulties. If the City was to run another contest such as this, there would have to be some changes to the process. Gateway signs have been discussed as a possible project for a future contest.

Wayne Whitehorn inquired what the parameters are for using the logo once it is announced. Councillor Clifford noted that this will all be explained when the formal announcement comes from Council. Andre Morin added that it has been a two-step process. The first step being the review committee sifting through the entries and choosing the top three designs they wanted to recommend to Council and then dispersing the prize money. The second step is having staff review the top three designs and determining the parameters of use to be included in the logo policy. Council will then be able to make its decision based on the information provided by the review committee and staff.

**(b) Budget from Stratford, Ontario's Reunion in 2007 – W. Whitehorn**

Wayne Whitehorn reported that he has contacted the chair of the SOTW committee in 2007 when Ontario hosted. He will forward any additional budget information he has to Mr. Whitehorn to share with the committee.

## **5. NEW BUSINESS**

**(a) SOTW Youth Theatre Ensemble**

Joan Ayton had previously circulated the letter that was sent to the Stratford Mayors regarding putting together a youth theatre ensemble from all the Stratfords for the 2018 Australian reunion. She has been copied on some responses from other Stratfords and it appears they are not overly eager to participate because of the timing. With the reunion taking place the beginning of September, kids will just be starting back to school that week.

Andre Morin wanted to discuss the committee's standpoint on the proposal before taking the request to the Finance Sub-committee. Unfortunately, Australia sent the letters directly to the Mayor's and the SOTW committee's did not have any input into the planning. There is not any financial information available at this point as to who is going to fund the program. With a small budget, funding students to go to Australia would not be a feasible option for the SOTW committee to cover. The committee does not feel there is enough information to make a decision and the timing of the reunion (first week of September) is a large reason for not supporting it.

Joan Ayton will draft a letter to forward to Andre Morin with the SOTW recommendation on the ensemble. He will include the letter when he takes his report to the Finance Sub-committee. The Australian reunion committee is



meeting on August 15, 2017 and Ms. Ayton is hoping she will receive some additional information.

\*Andre Morin no longer present (4:05 p.m.)

**(b) Australian Schedule**

Joan Ayton has received a tentative schedule from Australia, which she has forwarded on to members. After the organizing committee's meeting on August 15<sup>th</sup>, she will be able to confirm the schedule and costs.

Ms. Ayton has also heard that Stratford, Connecticut is organizing a bus tour. She will contact them to see if Ontario members are interested in joining their tour if that would be an option.

**(c) Discussion on Date to Hold Community Information Meeting**

The Tim Taylor Lounge is tentatively booked for Sunday, November 5, 2017 from 2-6 p.m. to hold a public information session about the Australian reunion. Staff will confirm the booking.

**(d) Skype Video Link**

Further discussion after the Australia committee's meeting on August 15<sup>th</sup>. If Australia does go ahead with the Skype meeting, this committee decided to just hold it with committee members only.

**(e) Gifts from Previously Hosted Events in Stratford, ON**

Joan Ayton has contacted City staff and they are not aware of what or where the previous gifts that Stratford, Ontario has received when it has hosted the Stratfords Reunions in the past. She inquired if the committee members wanted to pursue finding them to possibly display again when Stratford, Ontario hosts the next reunion. Staff will review past records to see if there is any indication of what was received.

**(f) Gift for Australia**

Joan Ayton discussed with the committee the idea of making a donation to a local charity in lieu of a gift when travelling to reunions. Members liked the idea and Wayne Whitehorn suggested proposing the idea to the other Stratfords that they could all donate to the same charity. They would like to take a small token gift to include with the donation.

\*Councillor Clifford no longer present (4:20 p.m.)

**(g) Entertainment for 2018**

Joan Ayton asked committee members if they had any ideas for what the committee might do for their presentation in Australia. She has a couple of suggestions. The first idea is to do a line dancing performance. There are line

dancing lessons available and the members could do a routine. The second suggestion is to do something to pay tribute to the 100<sup>th</sup> anniversary of the end of WWI. She noted it was a Canadian who wrote In Flanders Fields and perhaps this could be incorporated into their presentation.

\*Galen Simmons no longer present (4:30 p.m.)

**(h) 2018 Budget Request & Yearly Report**

Joan Ayton has completed the yearly report for the SOTW Committee. The committee discussed the 2018 budget request and plans for the upcoming reunion in Stratford, Ontario. The committee will not know until the 2018 reunion in Australia if they will be hosting in 2020. At this point the committee does not feel it is necessary to request a larger amount for upcoming years until their host date has been confirmed.

**Motion by Ken Clarke, seconded by Wayne Whitehorn that the Stratfords of the World Ontario Committee requests a 2018 budgetary figure of \$800.00 from the City of Stratford for general materials and expenses for the committee, as well as off-setting the costs associated with when Stratford, Ontario next hosts the Stratfords of the World reunion. The Stratfords of the World Ontario Committee also projects a budgetary figure of \$800.00 per year for 2019 through to 2021. Carried.**

**Motion by Ken Clarke, seconded by June Wells that the Stratfords of the World Ontario Committee requests the remainder of their 2017 budget be carried over to the existing Stratfords of the World reserves to assist with costs when Stratford, Ontario next hosts the Stratfords of the World Reunion. Carried.**

**(i) Canada Sesquicentennial Pins – Ken Clarke**

Ken Clarke has pursued Canada 150 pins and has been unable to locate any to date. He thought they would be nice to have to give out when members went to the Australia reunion. He will inquire further with the local MP and MPP.

**(j) SOTW Flags for Stratford, Ontario Reunion – Ken Clarke**

Ken Clarke suggested that the committee could request the use of the flagpoles downtown (near Mercer Hall) to fly the flags of all the Stratfords visiting for the reunion. The committee liked this idea and will investigate this idea further closer to the reunion.

**6. NEXT MEETING DATE:** Tuesday, September 26, 2017 at 3:30 p.m. - KCC

**7. ADJOURNMENT**

**Motion by Ken Clarke, seconded by Cambria Ravenhill to adjourn the meeting. Carried.**

Time: 4:40 p.m.



A meeting of the **Stratfords of the World Committee** was held on the above date at 3:30 p.m. – Kiwanis Community Centre (Conference Rm.), 111 Lakeside Drive, Stratford ON

**Present:** Joan Ayton – Chair Presiding, Wayne Whitehorn, June Wells, Cambria Ravenhill, Susan Kummer, Councillor Tom Clifford, Ken Clarke, Polly Bohdanetzky

**Staff Present:** Casey Riehl – Recording Secretary

**Absent:** Joyce Mohr

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## MINUTES

**1. CALL TO ORDER**

Joan Ayton called the meeting to order at 3:30 p.m.

**2. DISCLOSURE OF PECUNIARY INTEREST**

None declared.

**3. ADOPTION OF THE PREVIOUS MINUTES – August 10, 2017**

**Motion by Wayne Whitehorn, seconded by Susan Kummer to adopt the minutes dated August 10, 2017 as amended. Carried.**

**4. BUSINESS ARISING FROM PREVIOUS MINUTES**

**(a) Update on Australia Schedule**

No new update on the schedule. Connecticut is very organized with their trip and any Stratford, ON members who would like to join their tour are more than welcome to. Further information to be shared at the community meeting. Joan Ayton reported that early registration will be \$350.00/person (before February 2/18) and \$385.00/person after that. All funds are in Australian dollars, which are currently close to par to the Canadian dollar. Registration is open until June 1, 2018.

**(b) Update on SOTW Youth Theatre Ensemble**

Joan Ayton and Susan Kummer met and made a list of contacts in Stratford to let the community know about the opportunity. Ms. Ayton has had a couple of replies interested in some more details. They will contact Australia directly. She has also received four inquiries since the article appeared in the newspaper. Australia is looking for two youth from each Stratford to join the ensemble. Wayne Whitehorn suggested the committee set criteria if by chance there are more than two applicants. Participants in the ensemble will be responsible to arrange a chaperone and pay their own way. Ken Clarke suggested looking into a Community Foundation Grant to help participants financially. The committee is not responsible for any fundraising for the ensemble.

The request to send youth to Australia went directly to the Mayor's office originally. It was sent on to the Finance & Labour Relations Sub-committee. The Sub-committee recommended that the funding request for the Stratfords of the World Youth Theatre ensemble be considered and that if there is interest from a local group, the funding request be considered at that time.

**(c) Community Information Meeting – Sunday, November 5, 2017**

The Tim Taylor Lounge is booked for November 5<sup>th</sup>. Staff will inquire if the time could be changed to 1:30 to give the committee some extra time to set up for the 2-4 event. Polly Bohdanetzky has volunteered to sit at the registration table. Australia will have the registration forms available in time for this meeting. The committee will put together information packages to hand out. Susan Kummer has contacted a travel agent who is willing to attend the community meeting to answer any travel questions. She does not intend to do a presentation. Ken Clarke has also been contacted by a travel agent who is willing to do a slideshow presentation on Australia. He will invite the rep to attend. Australia may also send a video that can be shown. Wayne Whitehorn will contact Kent Chisholm to inquire if they have some information on Australia.

June Wells and Wayne Whitehorn volunteered to look after refreshments for the event.

**Motion by Wayne Whitehorn, seconded by Cambria Ravenhill that the Stratfords of the World Advisory Committee spend up to a maximum of \$100.00 on refreshments for the November 5, 2017 Community Information Meeting. Carried.**

**(d) Skype Video Link Update**

No new update.

**(e) Gifts from Previously Hosted Events in Stratford, ON**

Ken Clarke and Polly Bohdanetzky did not find any record of previous gifts given to Stratford, ON. They searched the Stratford-Perth Archives. They did find in some previous minutes that the Mayor of Stratford, ON gave gifts to the other Mayors when they were here.

**(f) Gift Idea for Australia**

Joan Ayton shared the idea of doing a donation to a local charity with the Australia Reunion organizers and they thought it was a wonderful idea. Australia will decide on an appropriate charity or non-profit and let everyone know.

**(g) Entertainment Ideas for 2018**

Ken Clarke had a brief conversation with a local singer. He will reach out again to discuss further.

**(h) Budget Information from 2007 Stratford ON Reunion – W. Whitehorn**

Wayne Whitehorn contacted Kent Chisholm regarding some further information on the 2007 Stratford, ON reunion. Mr. Chisholm will forward all the information he has to Mr. Whitehorn.

**(i) Sesquicentennial Pins – Ken Clarke**

Ken Clarke did not find anyone who still had any amount of Sesquicentennial pins left. He had some to share with committee members he did receive from the local MPP's office. Mr. Clarke will continue to pursue more pins.

**(j) Membership Terms Ending November 30, 2017**

Staff reminded members whose terms are ending November 30, 2017 that the deadline to re-apply is October 20, 2017.

**5. NEW BUSINESS**

**(a) Encouraging New Members – Joan Ayton**

Joan Ayton suggested members spread the word to encourage new SOTW members. Members will reach out to the Lakeside Seniors, PAL, local choirs and bands.

**(b) 1989 Newspaper Article – June Wells**

June Wells shared an article from August 1989 when Stratford, Connecticut visited Stratford, ON. Ms. Wells worked at the tourist booth at the time and was involved with them when they would arrange tours.

**6. NEXT MEETING DATE:** Wednesday, October 25, 2017 at 4:30 p.m. - KCC

**7. ADJOURNMENT**

**Motion by Ken Clarke, seconded by Cambria Ravenhill to adjourn the meeting. Carried.**

Time: 4:40 p.m.



A meeting of the **2017 Sesquicentennial Ad-Hoc** Committee was held on the above date at 7:00 p.m., Kiwanis Community Centre – Conference Room, 111 Lakeside Drive, Stratford ON.

**Members Present:** Kimberly Richardson – Chair Presiding, Dave Gaffney, Bryan Beer, Keith Hillyer, Katherine Gunnel Gavin, Councillor Graham Bunting, Jo-Anne Hood-Tidman, Councillor Tom Clifford

**Staff Present:** Andrea Tingey – STA, Casey Riehl – Recording Secretary

**Absent:** Mayor Dan Mathieson, Cindy Hubert, Mary O'Rourke

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## MINUTES

### 1.0 CALL TO ORDER

Kimberly Richardson called the 2017 Sesquicentennial Ad-Hoc meeting to order at 7:00 p.m.

### 2.0 DECLARATION OF PECUNIARY INTEREST

None declared.

### 3.0 ADOPTION OF PREVIOUS MINUTES – June 14, 2017

**Motion by Dave Gaffney, seconded by Keith Hillyer to adopt the minutes dated June 14, 2017 as printed. Carried.**

### 4.0 BUSINESS ARISING FROM PREVIOUS MINUTES

#### (a) Canada Day Festivity Highlights – Pros/Cons – K. Richardson

- Kimberly Richardson has met with Lissa Lichti to review Canada Day items to document for future events. Ms. Lichti will also meet with Shannon Landreth to review. Kimberly Richardson will prepare a report listing all these items for Council and staff.
- Good timing and location for beard contest. Committee members thankful Mayor Mathieson could fill in last minute as MC.
- Councillor Clifford suggested that there was so much planned for the one day, that perhaps looking back it could be planned over two days.



- Dave Gaffney received some feedback from merchants on Wellington Street that the inflatables were noisy and they had to keep their doors closed.
- Canada 150 bracelets were a hit. The leftover bracelets will be dispersed at the parliament re-enactment, lantern walk, local kids' camps and library.
- Andrea Tingey reported that there was a lot of positive feedback on social media. Citizens really liked the Facebook live feeds.
- Cathy Rehberg stated that the location of the vendor tents along Downie Street was ideal. They were up against the curb and people could walk down the sidewalk easily.
- Cathy Rehberg suggested that the schedule for the day could be posted at more locations downtown. It was hard to know what was coming up next.
- Set up and planning for Market Square was excellent, easy to place things where they needed to go. Another time, it would work better to move the required fire lane closer to the stores across the square. This would leave more space in the square.
- Sound projected well straight out from the stage; however it was difficult to hear if you were off to the sides at all.

**(b) Budget Update – Kimberly Richardson**

Kimberly Richardson reported that the committee currently has a small surplus in their budget. Final numbers will be calculated for the next meeting. There will still be costs associated with the parliament re-enactment and the traditional time capsule.

**(c) Digital/Traditional Time Capsules – D. Gaffney/M. O'Rourke**

Dave Gaffney reported that the quote for the plaque for traditional time capsule was quite high. He will work on getting additional quotes and investigate some other options. Kimberly Richardson will pick up the capsule and send inside and outside dimensions to Mr. Gaffney. Katherine Gunnel Gavin inquired what sort of items the committee will be collecting to put in the time capsule. Dave Gaffney indicated that they would like to include some items from organizations/clubs. The committee will finalize what items to include. Andrea Tingey will gather all social media relating to the sesquicentennial and load it onto a thumb drive to include in the time capsule. The digital time capsule will remain open for submissions until the end of the year.

**(d) Parliament Re-Enactment (Nov.6 ) – J.Hood-Tidman/M.O'Rourke**

Jo-Anne Hood-Tidman reported that they will meet with the drama teacher involved when school resumes in the fall. The Festival is supplying costumes for the students to wear. Council Chambers is booked for the event.

**(e) Legacy Project – Kimberly Richardson**

Kimberly Richardson reported that there have been a couple technical challenges for people downloading the digital component of the art piece. The STA and the City now have access to the website to assist with issues. There has not been a decision on the plaques yet.

**(f) Committee Support Over the Last Five Years – Highs/Lows – K. Richardson**

Kimberly Richardson asked committee members for any feedback from a leadership perspective from the last five years. Katherine Gunnel Gavin thanked Ms. Richardson and Dave Gaffney as Chair and Vice-Chair, for all their leadership and guidance over the years keeping everyone focused.

**(g) Decorations – Kimberly Richardson**

Kimberly Richardson reported that Mary O'Rourke has suggested making enough decorations to go around all of City Hall. They would also like to cut more red and white vinyl banners for the lamp posts downtown. Once all the new ones are cut, they will stamp them with a large maple leaf on both sides (red on white and white on red). The committee will discuss the budget for this project and making a recommendation to the City to continue using the Canada Day decorations for years to come.

## **5.0 NEW BUSINESS**

**(a) Communities in Bloom Judging – July 18-20, 2017**

Kimberly Richardson has been invited to meet with the CIB judges who are judging Stratford to discuss the Sesquicentennial projects and events in Stratford. Dave Gaffney explained that the city is judged in a variety of different categories; sesquicentennial is an additional category this year. Cathy Rehberg suggested that perhaps a list of the top ten highlights from the sesquicentennial committee and the impact they have had on our community.

**(b) Canada 150 Pop-Up**

Dave Gaffney inquired about the idea of a mini program during the unveiling of the Market Square plaques. Kimberly Richardson will discuss this idea further with Lissa Lichti. Some of the performers whose shows were rained out had expressed interest in coming back to perform. Ms. Richardson suggested September would be a good time.

**(c) Thank You – Kimberly Richardson**

Kimberly Richardson thanked the committee for all their hard work over the years and looks forward to working together and wrapping up the last couple of events planned for the committee. She also thanked Andrea Tingey for all her help with social media coverage. This will be Andrea's last meeting with the committee as she is heading back to school.

**6.0 NEXT MEETING DATE – Wednesday, September 20, 2017 at 7 p.m. - KCC**

**7.0 ADJOURNMENT**

**Motion by Dave Gaffney, seconded by Councillor Clifford to adjourn the meeting. Carried.**

Time: 7:55 p.m.



A meeting of the **2017 Sesquicentennial Ad-Hoc** Committee was held on the above date at 7:00 p.m., Kiwanis Community Centre – Conference Room, 111 Lakeside Drive, Stratford ON.

**Members Present:** Kimberly Richardson – Chair Presiding, Dave Gaffney, Bryan Beer, Keith Hillyer, Katherine Gunnel Gavin, Jo-Anne Hood-Tidman, Councillor Tom Clifford, Mary O'Rourke

**Staff Present:** Casey Riehl – Recording Secretary

**Absent:** Mayor Dan Mathieson, Cindy Hubert, Councillor Graham Bunting

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## MINUTES

### 1.0 CALL TO ORDER

Kimberly Richardson called the meeting to order at 7:00 p.m.

### 2.0 DECLARATION OF PECUNIARY INTEREST

None declared.

### 3.0 ADOPTION OF PREVIOUS MINUTES – June 14, 2017

**Motion by Dave Gaffney, seconded by Keith Hillyer to adopt the minutes dated July 12, 2017 as printed. Carried.**

### 4.0 BUSINESS ARISING FROM PREVIOUS MINUTES

#### (a) Communities in Bloom Judging Update – Dave Gaffney

Dave Gaffney reported that Stratford scored very well in the Canada 150 category. The judges certainly noticed and were very impressed with all the events and projects that Stratford had accomplished for the sesquicentennial.

#### (b) Budget Update – Kimberly Richardson

Kimberly Richardson reviewed the current budget and the committee has a small surplus left in the budget to put towards the last couple of items for Canada 150.

- (c) **Budget Request & Annual Report – Kimberly Richardson**  
 The Sesquicentennial Committee intends to finish all projects by the end of 2017 and will not request any budget funds for 2018. Staff will inquire if Kimberly Richardson can do a final presentation to Council closer to the end of the year in lieu of submitting the usual annual budget.
- (d) **Parliament Re-enactment – Nov. 6<sup>th</sup> - J.Hood-Tidman/M. O'Rourke**  
 Jo-Anne Hood-Tidman and Mary O'Rourke have met with the drama teacher at Central to continue planning the re-enactment. Senior students began working on the project at the end of the last school year and are continuing on this fall. They have sent invites to City Council and John Nater's office. The evening will start off with a meet & greet in the rotunda outside council chambers, the re-enactment and end with a social. A piper has been contacted to participate in the event. Bryan Beer suggested doing additional promotion on social media to advertise this event.
- (e) **Digital & Conventional Time Capsules – D. Gaffney/M. O'Rourke**  
 Dave Gaffney e-mailed all committee members a list of possible items for the time capsule, as well as various groups that could contribute items, such as service clubs, events, city staff, council, etc. Councillor Clifford will forward staff the request to contribute items to forward on to council and staff. The time capsule is approximately one cubic foot in size. Mr. Gaffney will forward information to Andrea Macko to post on social media. Any items for the time capsule need to be printed on acid-free paper.
- Mary O'Rourke will contact the I.T. Manager and get an update on how many digital submissions there have been so far on the digital time capsule. She will also contact Andrea Macko to post a reminder about the digital time capsule submissions.
- (f) **Canada Day Encore Event – K. Richardson/M. O'Rourke**  
 Mary O'Rourke has contacted all the performers who were unable to perform on Canada Day due to the weather. They were all interested in possibly participating. After discussing all costs (performers, sound equipment, posters/flyers), the committee has agreed that this could be a costly endeavor and not in the committee's remaining budget. Kimberly Richardson will contact the performers to thank them and let them know that the committee is not going ahead with the event.

## 5.0 NEW BUSINESS

None.

**6.0 NEXT MEETING DATE** – Wednesday, October 18, 2017 at 7 p.m. - KCC

**7.0 ADJOURNMENT**

**Motion by Dave Gaffney, seconded by Mary O'Rourke to adjourn the meeting. Carried.**

Time: 8:05 p.m.