



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

**Date:** Tuesday, November 17, 2020  
**Time:** 3:30 P.M.  
**Location:** Electronically  
**Sub-committee Present:** Councillor Clifford - Chair Presiding, Councillor Gaffney - Vice Chair, Councillor Beatty, Councillor Bunting, Councillor Ritsma  
**Staff Present:** Janice Beirness - Director of Corporate Services, Jodi Akins - Council Clerk Secretary

To watch the Sub-committee meeting live, click the following link: <https://stratford-ca.zoom.us/j/83072419988?pwd=eURIQkVzY1dlZjEyd2pPODIPVEtpdz09>

A video recording of the meeting will also be available through a link on the City's website at <https://calendar.stratford.ca/meetings> following the meeting.

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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

-

### 3. Delegations

None scheduled.

### 4. Report of the Director of Corporate Services

#### 4.1. 2021 Insurance Renewal (FIN20-022)

5 - 18

Meghan Callaghan from BFL and Rick Orr from Orr Insurance will be in attendance at the meeting to speak to the report.

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

**Staff Recommendation:** THAT the presentation by Meghan Callaghan from BFL and Rick Orr from Orr Insurance be heard.

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

**Staff Recommendation:** THAT the report regarding the City of Stratford's 2021 Insurance Renewal for the period December 31, 2020, to December 30, 2021 (FIN20-022), be received for information.

#### 4.2. 2021 Employee Benefits Overview (FIN20-026)

19 - 23

Susy Nicols, Account Executive, Mosey & Mosey will be in attendance at the meeting to speak to the report.

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

**Staff Recommendation:** THAT the presentation by Susy Nicols of Mosey & Mosey be heard.

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

**Staff Recommendation:** THAT the report regarding the City of Stratford's 2021 Employee Benefits Overview (FIN20-026) be received for information.

### 5. Report of Festival Hydro Inc.

#### 5.1. Financial Statements and Commentary for Festival Hydro Inc. (FHI) for Q3 ending September 30, 2020 (FIN20-023)

24 - 35

Scott Knapman, CEO of Festival Hydro and Kelly McCann, CFO of Festival Hydro will be in attendance at the meeting to speak to the report.

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

**Staff Recommendation:** THAT the presentation by Scott Knapman and Kelly McCann of Festival Hydro be heard.

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

**Staff Recommendation:** THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2020, be received for information.

## **6. Report of Festival Hydro Services Inc.**

### **6.1. Financial Statements and Commentary for Rhizome (Festival Hydro Services Inc.-FHSI) for Q3 ending September 30, 2020 (FIN20-024) 36 - 44**

Scott Knapman, CEO of Festival Hydro and Kelly McCann, CFO of Festival Hydro will be in attendance at the meeting to speak to the report.

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

**Staff Recommendation:** THAT the presentation by Scott Knapman and Kelly McCann of Festival Hydro be heard.

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

**Staff Recommendation:** THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending September 30, 2020, be received for information.

## **7. Report of the Director of Corporate Services - Continued**

### **7.1. 2020 Annual Reports of Advisory Committees (FIN20-020) 45 - 67**

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

**Staff Recommendation:** THAT the following 2020 Advisory Committee Annual Reports be received for information: Active Transportation Advisory Committee, Heritage Stratford, Accessibility Advisory Committee, Energy & Environment Committee, Town & Gown Advisory Committee, Stratfords of the World and Communities in Bloom.

### **7.2. Operating Budget Variance Report as at October 31, 2020 (FIN20-025) 68 - 72**

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

**Staff Recommendation:** THAT the Operating Budget Variance Report (FIN20-025) as of October 31, 2020 be received for information.

## **8. Report of the Council Clerk Secretary**

### **8.1. 2021 Council, Committee and Sub-committee Schedule (FIN20-021) 73 - 81**

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

**Staff Recommendation:** THAT the proposed 2021 Council, Committee and Sub-committee meeting schedule be approved, and that staff be

directed to schedule meetings accordingly.

**9. Next Sub-committee Meeting**

The next Finance and Labour Relations Sub-committee meeting is December 22, 2020 at 3:30 p.m.

**10. Adjournment**

Meeting Start Time:

Meeting End Time:

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

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



## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance and Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN20-022
<b>Attachments:</b>	Presentation – 2020-2021 State of the Insurance Market

**Title:** 2021 Insurance Renewal

**Objective:** To receive an overview of the City's 2021 insurance policy renewal.

**Background:** The City of Stratford's insurance coverage is provided through BFL Canada. The City's insurance broker is Orr Insurance Brokers. The City's current insurance policy expires December 31, 2020.

**Analysis:** Meghan Callaghan from BFL and Rick Orr from Orr Insurance will attend the meeting to give a brief update and presentation on the City's 2021 renewal, in relation to the current state of the insurance market.

**Financial Impact:** This will be explained through the presentation.

### Alignment with Strategic Priorities:

#### Developing our Resources

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

**Staff Recommendation:** THAT the report regarding the City of Stratford's 2021 Insurance Renewal for the period December 31, 2020, to December 30, 2021 (FIN20-022, be received for information.

Janice Beirness, Director of Corporate Services

A handwritten signature in cursive script, reading "Joan Thomson".

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Joan Thomson, Chief Administrative Officer

# BFL CANADA | STRATFORD

## 2020 PRE-RENEWAL MEETING

November 17, 2020



## AGENDA

Section 1: 2020 Insurance Market

Section 2: Municipal Risk



## SECTION 1

# 2020 CANADIAN INSURANCE MARKET



## HARD MARKET VERSUS SOFT MARKET

### Soft Market

- Top-line growth/market share
- Extensive capacity
- Flexible underwriting requirements/parameters
- Competitive premiums
- Low deductibles
- Broad product offering



## HARD MARKET VERSUS SOFT MARKET

### Hard Market

- The industry has not seen a hard market since 2001
- Focus on profitability/bottom line results
- Reduced capacity
- Return to disciplined underwriting
- Premium commensurate with the risk
- Deductible review
- Reduced cover offerings



## 2020 CANADIAN INSURANCE MARKET

2001 to 2019 – Soft Market

2019 – Market moved into correction mode

2020 – Hard Market

### Severe Weather **Loss Statistics** – Canadian P&C Insurers

- 2020 to date approximately \$2 billion (Severe thunderstorms in Alberta, total insured loss \$1.2B economic loss \$1.7B)
- 2019 approximately \$1.3 billion
- 2018 \$2 billion



LARGE LOSSES/LOW PREMIUMS COMBINED WITH  
LOSS OF INVESTMENT INCOME HAS TRANSLATED INTO  
A HARD MARKET.

## SECTION 2

# MUNICIPAL RISK



# MUNICIPAL RISK

## MUNICIPALITIES – A UNIQUE RISK

Municipalities are a challenging class of business:

- Wide scope of operations (roads maintenance, recreation, water/sewage treatment, building inspections)
- Responsible for all emergency services – (Fire, Police & Ambulance and in some cases Public Health)
- Large vehicle fleets including transit with an Auto policy replacement cost endorsement
- Property exposures
  - Large property schedules / values
  - Accumulation of assets at one location (fire hall, public works garage)
  - Older assets (frame buildings)
  - Water/waste water treatment centers
- Maintaining a vibrant community: Large special events, attracting new businesses, meeting Council's expectations
- Claims are subject to:
  - Long tail liability
  - Joint and Several Liability
  - Case law



# MUNICIPAL RISK

## PROCUREMENT PROCESS

- Tender processes with scoring weighed heavily towards price has an effect on how municipalities experience the hard and soft market cycles:

### Soft Market:

Tender creates a competitive bidding process resulting in lower premiums.

Municipalities benefit from soft market conditions.

### Hard Market:

High risk accounts with low premiums are the most vulnerable to market corrections.

- With the insurance market hardening, and municipal insurers paying out more money in claims than they are collecting in premiums, tender results vary depending on risk profile/loss history etc.

## HOW INSURERS ARE REVIEWING YOUR RISK IN A HARD MARKET

Return to underwriting discipline:

REVIEW  
**10+ YEAR**  
LOSS HISTORY  
(Severity vs. Frequency)

## LIABILITY

- Deeper dive into your loss history
- Closer review of your municipality's operations, what are you responsible for
- What is your municipality's risk management / claims mitigation philosophy, is it across all departments?

## PROPERTY

- Location (flood zone, earthquake zone, proximity to fire services)
- Construction of building (frame, concrete, fire resistant)
- Fire protection (sprinklers, alarm)
- Probable Maximum Loss exposures



# MUNICIPAL RISK



## HOW A HARD MARKET IS AFFECTING MUNICIPALITIES

- Municipalities have become an even harder class of business to place because you are considered to be high risk.
- Insurers charging premium commensurate with the risk insured
- Deductible review in relation to population, operations, property values and loss history
- Reduction in capacity/product offerings
- Significantly reduces options when tendering your business especially if your municipality has a poor loss history / low deductible

## THIS DOCUMENT WAS ISSUED BY:

BFL CANADA Risk & Insurance Services Inc.

181 University Avenue, Suite 1700

Toronto, Ontario M5H 3M7

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F. 416 599 5530



## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance and Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN20-026
<b>Attachments:</b>	Report from Mosey and Mosey – 2021 Benefits Overview

**Title:** 2021 Employee Benefits Overview

**Objective:** To receive an overview of the City's 2021 employee benefits contract renewal.

**Background:** The City of Stratford's benefit plan consultants are Mosey and Mosey, and the benefits provider is Manulife. Extended Health and Dental Care benefits will be renewing as of March 1, 2021.

**Analysis:** Mosey and Mosey will attend the meeting to give a brief update on the City's 2021 benefits renewal and industry trends in the employee benefits market.

**Financial Impact:** This will be provided through the presentation.

### Alignment with Strategic Priorities:

#### Developing our Resources

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

**Staff Recommendation:** THAT the report regarding the City of Stratford's 2021 Employee Benefits Overview be received for information.

Janice Beirness, Director of Corporate Services

Joan Thomson, Chief Administrative Officer

## Report to Finance & Labour Relations Sub-Committee

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Mosey & Mosey conducted a marketing exercise on behalf of the City of Stratford in conjunction with last year's renewal of September 1, 2019. The incumbent insurer, Manulife Financial, submitted a competitive proposal and was retained as the insurer for the group benefit program.

At the time of the marketing, the savings offered by Manulife were approximately **\$42,500 per annum, or 2.2%**, in comparison to the pre-renewal costs.

In addition to the savings provided, we were able to secure the following extended rate guarantees on behalf of the City:

- Basic Life and Long-Term Disability – 30 months, until **March 1, 2022**
- Extended Health and Dental Care – 18 months, until **March 1, 2021**

Considering our negotiated rate guarantees secured at the time of the marketing, it is estimated the City will realize total overall savings approximately \$120,500.

The Extended Health and Dental Care benefits are the only benefits that will be renewing as of March 1, 2021 because of the extended rate guarantees reflected above. These benefits are underwritten on a fully experience, non-refund accounting basis. Consequently, no formal surplus or deficit accounting is performed. Manulife will apply 100% credibility to the most recent 12 month claims experience to establish renewal costs. The 12-month experience period used for establishing renewal rates will be October 1, 2019 to September 30, 2020.

In preparation for the upcoming renewal, we provided the City with a renewal projection based on the claims experience for the most recent 10 months (October 1, 2019 to July 31, 2020). The purpose of this renewal projection was for City's budgeting purposes of the estimated premium levels that Manulife may require for the extended health and dental care benefits. Covid-19 pandemic, an unprecedented event, will result in some of the claims activity for the services within the extended health and dental care benefits dramatically reducing.

All insurers have adjusted the reduced claim levels during the pandemic months so that the actual proposed renewal adjustments are appropriate to support future expected claiming levels. The reduced claiming levels starting in the latter part of March and only continued through June are not reflective of normal claiming patterns.

We note, for the months of April and May, Manulife provided credits equivalent to 10% of the extended health care premium and 50% of the dental care premium. The month of June a dental care premium credit of 25% was provided. The total premium credits received during these months was approximately \$70,350. Although insurers are adjusting claims during the pandemic months, the paid premiums utilized for renewal purposes is reflective of actual billed premiums and does not consider the premiums credit that was given during the pandemic months.

Our comments concerning the respective claims experience and renewal projection by benefit is as follows:

### **Extended Health Care**

The City's extended health care benefit is running at an incurred loss ratio of 103.5% (adjusted incurred claims of \$897,930 compared to the adjusted net premiums of \$865,321) for the initial 10 months of 2019/2020 review period.

Billed premiums of \$1,035,073 have been adjusted to \$865,321 (adjusted net premium). The billed premium does not reflect any premium credits. Premiums need to be adjusted to reflect the removal of the portion of the premiums that funds the pooling charge. Under the Large Amount Pooling arrangement, all claims incurred inside Canada which are in excess of \$15,000 per individual and all claims which are incurred for emergency services outside of Canada, are pooled and removed from the claims experience used to determine the applicable renewal adjustment. The 10-month pooled claims were \$159,484.

Paid claims of have been adjusted from \$987,667 to \$897,930 (adjusted incurred claims) to reflect the removal of pooled claims, claims normalization during the pandemic months and changes in incurred but not reported (IBNR) reserves.

Based on the City's 10 month claims experience to date, it is anticipated that Manulife will require a significant increase of approximately 30%. This assumes that the current level of claiming continues for the remainder of the policy year; September 30, 2020.

To put this significant renewal projection into perspective, we need to consider the following two factors contributing to the increase:

- At the time of the marketing, we indicated in our report that the health care was underfunded by approximately 9% as of September 1, 2019. This is not unusual during a marketing exercise, as it is common practice for insurers to give marketing discounts to either retain or attract new business.

- The City's net paid claims under the EHC benefit have increased by approximately 23.7% since the 2019 marketing. The City's annual net paid claims as of the September 2019 renewal / marketing were \$870,913 compared to the current estimated annualized net claims of \$1,077,516.

### **Dental Care Benefit**

The City's dental care benefit is running at an incurred loss ratio of 91.0% (adjusted incurred claims of \$319,428 compared to billed premiums of \$351,130) for the initial 10 months of the 2019/2020 claims experience.

The paid premiums represent the actual billed premiums and does not consider any of Manulife's premium credits for the pandemic months.

Paid claims of have been adjusted from \$250,210 to \$319,428 (adjusted incurred claims) to reflect the claims normalization factor during the pandemic months and changes to the incurred but not reported (IBNR) claims reserves.

Based on the City's 10 month claim experience to date, it is anticipated that Manulife will require an increase of approximately 7.0% as of March 1, 2021. This assumes the current claims level continues for the remainder of the policy year (September 30, 2020).

### **Aggregate Renewal Position**

The current rates for the Basic Life and Long-term Disability will be maintained as a result of the 2019 marketing exercise. The projected aggregate renewal adjustment for all benefits as of March 1, 2021 is an increase approximately 20% or \$382,700 per annum. This assumes that there is no substantial change in the claiming experience during the remainder of the policy year (until September 30, 2020).

### **Projection Update**

We have obtained the additional 2 months claims experience and the full 12 months pooled claims information, in preparation for the upcoming renewal. We note, the claims experience under both benefits have improved and pooled health care claims have increased significantly, from \$159,484 at the 10 month point, to \$287,434. In this regard, our preliminary assessment indicates that Manulife would be seeking an increase of approximately 14% for the Extended Health Care and approximately 4% for the Dental, resulting in a projected overall increase of increase of approximately 10%, or \$190,000 per annum.

We anticipate receiving Manulife's proposed renewal in early December. Please be assured we will aggressively negotiate with Manulife to secure the most favorable renewal on behalf of the City of Stratford.

**Document Prepared by Susy Nicols, Mosey and Mosey**



## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance and Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN20-023
<b>Attachments:</b>	FHI – Q3 2020 financial statements

**Title:** Financial Statements and Commentary for Festival Hydro Inc. (FHI) for Q3 ending September 30, 2020

**Objective:** To consider the financial reports from FHI for the period ending September 30, 2020.

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

**Analysis:** As noted in the attached statements. Representatives from FHI have been invited to attend as a delegation to present the attached report.

**Financial Impact:** Not applicable.

### Alignment with Strategic Priorities:

#### Developing our Resources

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

**Staff Recommendation:** THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2020, be received for information.

Janice Beirness, Director of Corporate Services



A handwritten signature in black ink, reading "Joan Thomson". The script is cursive and fluid, with the first name "Joan" and last name "Thomson" clearly legible.

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Joan Thomson, Chief Administrative Officer



Financial Statements

Prepared For:

Tom Clifford and the Finance & Labour Relations Committee

November 2020

**To:** Tom Clifford and the Finance and Labour Relations Committee  
**From:** Kelly McCann, CFO  
**Re:** Financial Statement Commentary for the period ended September 30, 2020

**BALANCE SHEET COMMENTARY:**

**Accounts Receivable** – The accounts receivable balance is \$2.3M greater than it was in September of 2019. This variance is as described below.

*Electric/Water/Sewage receivables* – These balances are \$1.4M higher in 2020 than in 2019 and this is a result of a number of items.

*Past due receivables:* Past due receivables are \$143K higher than they were in 2019 for electricity and \$87K higher for water and sewage. These variances are as a result of the longer moratorium period on electricity and the deferral of disconnects for non-pay on water/sewage by the City.

*Metering Inside the Settlement Timeframe (MIST) meters:* In July of 2020 approximately 80 customer accounts were shifted to a calendar month billing cycle to accommodate the MIST meter project. This shift in billing cycle delayed the collection of approximately \$250K of receivables from prior to month end, to after month end (the \$250K was calculated as an average of these customers typical bills).

*2019 Credit balances:* The September 2019 account receivable (AR) balance includes significant credit balances (\$550K), representing large on bill credits three commercial customers that submitted an application for backdating eligibility to the Ontario Rebate for Electricity Customers (OREC)/Global Adjustment (GA) modifier credit for the maximum period of 24 months. Similar applications were presented to other local distribution companies (LDCs) throughout the province in 2019, and eligibility was confirmed via the Ontario Energy Board (OEB).

*Timing of bill payment:* When reviewing significant variances between customer balances in September 2019, and September 2020 it was noted that customers that would typically pay their bill before their due date in 2019 (prior to month end), now do not make payment until closer to or on their due date which falls after month end. In September, this shift in cash receipts is estimated at approximately \$320K.

*Deposits net of unbilled charges for billable work* - \$557K less in 2020 – this credit is the result of large deposits received in 2020 for 3 large projects, of which the offsetting work has not all been completed at the end of September. Per the engineering/operations team, we expect to carry approximately \$200K over as a long-term customer deposit and this portion will be reclassified to liabilities in our December financial report.

*Deferred receivables* - \$70K higher in 2020 – this increase is a direct result of the increased number of customers being put on an arrears management plan as a result of the longer moratorium period this year.

**Re:** Financial Statement Commentary for the period ended September 30, 2020; cont'd

*Accrued Ontario Electricity Rebate (OER) and COVID-19 Energy Assistance Program (CEAP)* - \$1.4M higher in 2020 – these amounts were not accrued as part of the unbilled entry in 2019 and are owing to Festival from the Independent Electricity System Operator (IESO) based on the amounts unbilled to the end of September. The offset is a reduction to unbilled revenue, as these amounts are credits on the bills.

**Due from Festival Hydro Services Inc. (FHSI)** – This balance increased \$270K since December 2019 and 50% of this increase (\$137K) is the remaining funding FHSI expects to receive from the Autonomous Vehicle Innovation Networks (AVIN) for the dedicated short-range communication (DSRC) equipment purchased this year. \$100K will be received in November 2020 with the remainder being received in Q1 of 2021.

**Corporate Payment in Lieu (PILS) recoverable** – While the 2019 return was processed in July, the 2019 refund (\$157K) has not been processed by the Ministry of Finance as we are currently undergoing an audit. The audit is expected to be completed in December of this year.

**Unbilled Revenue** – The unbilled revenue process now includes accruals for unsettled receivables from the IESO relating to OER and CEAP which was not accrued September of 2019. The unbilled OER and CEAP that will be reimbursed by the IESO to the end of September is \$1.4M.

**Regulatory Assets** – The regulatory asset balance has increased by \$1.2M since September 2019 and is driven virtually all by the Class B global adjustment variance account. In 2020, in more than 50% of the months reported, the first estimate of the Class B global adjustment rate, which is what we bill our customers at, has been less than the actual rate, which is what we pay the IESO. The resulting receivable goes into this variance account, to be disposed of each year during our incentive rate-setting mechanism (IRM) proceeding. Note that in May, this receivable increased by over \$900K as the first estimate was posted at 92.93\$/MWh and the final rate came in at 147.18\$/MWh which means we essentially paid the IESO \$900K more than our customers were billed that month and we will carry this receivable until we dispose of it in our 2022 IRM proceeding

**Bank Indebtedness and Accounts Payable:** The indebtedness balance to the end of September has moved into a cash positive position as a result of the September Regulated Price Plan (RPP) initial settlement filing that was submitted on October 6<sup>th</sup>. This filing included an inflated estimate of non-RPP energy sales for the month of September which essentially increased the amount of RPP energy sales reported and therefore we settled with the IESO on the increased amount. This is captured as part of the first true up process which takes place after the IESO invoice is received around the 15<sup>th</sup> of the month and an accrual was booked for \$1.9M to record the true up. The first true up for September, as well as the second true up for August will be filed in November with our October settlement filing.

**Re:** Financial Statement Commentary for the period ended September 30, 2020; cont'd

#### CASH FLOW COMMENTARY:

The cash overdraft balance at December 2019 was \$1.3M. While the cash balance at the September 30, 2020 is \$100K, the first true up on the September settlement is a payable to the IESO of \$1.9M, indicating that our actual overdraft balance at the end of September would have been \$1.8M if the initial settlement had reflected more accurate RPP sales.

This indicates we've eroded cash of approximately \$500K since December 2019.

As per the cash flow statement, we have earned net income before non-cash items of \$3.3M. From this we have repaid \$400K of loan principal, \$1.8M of capital expenditures were made, and \$400K of dividend was paid (representing the top up dividend for 2019 as well as the first quarter dividend for 2020).

This leaves us with free cash flows before working capital items of \$700K.

An additional \$300K has been loaned to FHSI to the end of September, and \$200K of deposits have been paid out based on new customer service rules implemented in 2020. In addition, our regulatory assets have increased by \$600K which is mainly driven by the Class B Global Adjustment variance account whereby we've paid the IESO more than we've billed our customers. The remaining \$100K reduction in cash is a result of the timing of the receipt of receivables/unbilled revenues and payment of payables.

The total of these factors has resulted in a cash erosion to September 30, 2020 of \$500K.

#### INCOME STATEMENT COMMENTARY:

Net income for the period is \$1.4M, which is \$5K ahead of the year to date (YTD) budget.

**Gross Margin on Service Revenue (Distribution Revenue)** – The distribution revenue to the end of Q3 2020 is \$150K below budget. The main driver of this variance is general service less than 50 (GS<50) and general service greater than 50 (GS>50) variable distribution revenues being lower than budget. The largest impacting months of this variance were April, May and June. While the large commercial customers came back in line with budget earlier (June), they saw a reduction in revenues compared to budget in the month of September (15%), while the small commercial customers ran slightly ahead of budget in September.

**Other Revenue** – Other revenue is running \$64K below budget at the end of Q3 mainly due to lower rate of return revenue on billable work than budgeted as a result of the timing/quantity of billable work performed in 2020.

**Controllable Costs** - Total controllable costs are \$178K lower than budget to the end of Q3.

**Re:** Financial Statement Commentary for the period ended September 30, 2020; cont'd

Operation and Maintenance (O&M) costs are running \$19K over budget.

The largest items running over budget include:

- Labour and overhead costs (\$98K) – This variance is largely driven by recall labour that was charged to O&M in the spring, and is impacting the split of labour between billable/capital and operating costs. In addition, overhead costs are higher than budget due to increased payroll burden costs in 2020. This increased payroll burden is amplified in the income statement by the different split of operations labour than budgeted leaving more of this cost sitting in the income statement.
- Trucking costs (\$68K) – This variance is largely driven by fewer trucking hours utilized in 2020 than budgeted, meaning fewer costs are allocated throughout the statements and therefore remain in the income statement. Note that while some truck costs are variable and fluctuate with the variance in truck hours (such as fuel) some truck costs are fixed no matter how many hours are used (e.g. annual inspections, depreciation etc.)

The largest items running under budget include:

- Contract labour (\$89K) – While most of this variance is expected to be timing only in that we budgeted for this work in Q3 but now are anticipating it in Q4, 7K of this represents substation maintenance work in Seaforth that will be completed in 2021 versus 2020 as planned. Contract work delayed until Q4 includes meter reverification, tree trimming and vehicle repairs.
- Fuel & vehicle parts (\$29K) – reduced costs due to reduced truck hours YTD in 2020.
- Conferences & training (\$11K) – Much of this is anticipated to be a permanent difference as spending on conferences and training was minimized due to the pandemic.
- Various small items (\$18K) – There are numerous timing differences for small dollar amounts included in the Q3 statements for O&M including contract software, utilities etc. These are anticipated to come in line with budget in the fourth quarter.

Admin expenses are running \$197K under budget to the end of September.

The largest items running under budget include:

- Contract labour (\$75K) – Most of this variance is a timing difference when comparing budget timing to actual timing of the costs. Consulting fees paid to FHSI information technology (IT) resources have been lower than budget based on their staffing availability and the volume of direct FHSI projects requiring their attention in 2020. I anticipate this savings will be permanent. There was a regulatory audit that was anticipated in Q3 in the budget but will not be performed until Q4. There were budgeted costs for utilization of the retail settlement variance account (RSVA) settlement software in 2020 that will not be billed until 2021 given that software integration is still on-going. These amounts under budget are offset by \$43K of contract labour paid to the executive search firm relating to the CEO vacancy which was an unbudgeted expense.

**Re:** Financial Statement Commentary for the period ended September 30, 2020; cont'd

- Labour (\$64K) – This variance is the result of timing between direct labour and payroll burden as well as due to the CEO vacancy
- Travel and conference costs (\$19K) – As above, this savings is anticipated to be a permanent savings due to COVID.
- Promotional expenses (\$14K) – These costs are less than budget as a result of events that were cancelled in 2020 due to COVID. We anticipate this will be a permanent difference.
- Postage costs (\$13K) – This reduction is as a result of a large credit that was built up nearing the end of 2019 that was used in 2020. There is an expected permanent difference for postage costs in 2020.
- Contract software (\$10K) – Budgeted contract software for IT was too high and therefore this will be a permanent difference from budget.
- Hydro costs (\$10K) – This variance is expected to be permanent and is a result of the rate structure implemented by the province in 2020 in addition to lower usage in the admin building based on remote work.
- Various other small items running under budget (\$13K) – There are several small expenses that are running lower than budget that total \$13K to the end of Q3. Examples are legal fees, collection charges, and facilities maintenance. Most of these costs are expected to be timing differences only.

The largest item running over budget include:

- Board per diems (\$21K) – This variance is as a result of per diems paid to the CEO selection committee that were unbudgeted.

#### LOAN COVENANT RATIOS

The Loan Covenant liquidity ratios and debt to equity ratios as prescribed by our major lenders, Royal Bank of Canada (RBC) and Infrastructure Ontario are being met.

## FESTIVAL HYDRO INC.

## Balance Sheet

For the period ending September 30, 2020

	YTD as at Sep 30, 2019	YTD as at Dec 31, 2019	YTD as at Sep 30, 2020		YTD as at Sep 30, 2019	YTD as at Dec 31, 2019	YTD as at Sep 30, 2020
<b>ASSETS</b>				<b>LIABILITIES</b>			
<b>Current Assets</b>				<b>Current Liabilities</b>			
Accounts Receivable	5,250,253	6,340,352	7,516,261	Bank Indebtedness	554,098	1,333,069	(98,370)
Inventory	104,100	131,327	260,045	Accounts Payable & Accrued Liabilities	7,566,672	9,227,453	10,568,483
Prepaid Expenses	233,723	423,069	293,324	Current Portion of Consumer Deposits	1,180,815	1,362,040	970,299
Due from FHSI	465,784	537,983	805,608	Current Portion of Long Term Loans	201,097	646,694	208,970
Corporate PILS Recoverable	(13,409)	107,747	194,746	Dividends Declared	—	210,440	—
Unbilled Revenue	6,718,745	7,638,126	5,529,223	Promissory Note	15,600,000	15,600,000	15,600,000
	<b>12,759,196</b>	<b>15,178,603</b>	<b>14,599,209</b>		<b>25,102,682</b>	<b>28,379,694</b>	<b>27,249,382</b>
<b>Property, Plant &amp; Equipment</b>	53,820,609	54,738,043	54,635,417	<b>Other Liabilities</b>			
				Unrealized loss on interest rate swap	462,670	744,235	744,234
<b>Other Assets</b>				Deferred Revenue	1,454,071	1,818,561	1,828,879
Intangible Assets	1,972,839	2,027,793	1,892,922	Employee Future Benefits	1,287,745	1,472,268	1,472,268
Future payments in lieu of income taxes	(308,504)	(719,999)	(745,865)				
Regulatory Assets	(43,170)	547,546	1,130,066	<b>Long Term Debt</b>			
				Consumer Deposits over one year	—	300,151	—
				RBC Loan - LT Portion	11,302,000	10,841,000	10,841,000
				Infrastructure Ontario Loan - LT Portion	1,118,624	936,641	936,640
				<b>TOTAL LIABILITIES</b>	<b>40,727,792</b>	<b>44,492,550</b>	<b>43,072,403</b>
				<b>EQUITY</b>			
				Share Capital - Common	9,468,388	9,468,388	9,468,388
				Share Capital - Preferred	6,100,000	6,100,000	6,100,000
				Retained Earnings	12,025,275	12,069,494	13,229,403
				Accumulated Other Comprehensive Income	(120,485)	(358,444)	(358,444)
				<b>TOTAL EQUITY</b>	<b>27,473,178</b>	<b>27,279,438</b>	<b>28,439,347</b>
<b>TOTAL ASSETS</b>	<b>68,200,971</b>	<b>71,771,985</b>	<b>71,511,750</b>	<b>TOTAL LIABILITIES AND EQUITY</b>	<b>68,200,971</b>	<b>71,771,985</b>	<b>71,511,750</b>



## Income Statement

For the period ending September 30, 2020

	YTD as at Sep 30, 2019	YTD as at Sep 30, 2020	YTD Budget at Sep 30, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>REVENUE</b>					
Service Revenue	61,311,190	62,436,151	62,300,874	135,276	0%
Cost of Power	52,870,808	54,024,032	53,739,126	284,905	1%
<b>GROSS MARGIN (DISTRIBUTION REVENUE)</b>	<b>8,440,382</b>	<b>8,412,119</b>	<b>8,561,748</b>	<b>(149,629)</b>	<b>(2%)</b>
Other Operating Revenue	821,406	735,266	799,451	(64,185)	(8%)
<b>OPERATING &amp; MAINTENANCE EXPENSE</b>					
Transformer & Distribution Station Expense	129,831	100,058	112,463	(12,406)	(11%)
Distribution Lines & Services Overhead	1,049,927	1,280,782	1,118,716	162,066	14%
U/G Distribution Lines & Services	144,266	113,758	152,503	(38,745)	(25%)
Distribution Transformers	(16,731)	55,096	61,542	(6,446)	(10%)
Distribution Meters	283,149	298,957	350,701	(51,744)	(15%)
Customer Premises	167,015	132,623	166,115	(33,492)	(20%)
<b>TOTAL OPERATING AND MAINTENANCE</b>	<b>1,757,457</b>	<b>1,981,274</b>	<b>1,962,041</b>	<b>19,233</b>	<b>1%</b>
<b>ADMINISTRATION</b>					
Billing, Collecting & Meter Reading	938,846	927,772	974,219	(46,447)	(5%)
Administration	1,785,824	1,718,694	1,868,914	(150,220)	(8%)
<b>TOTAL ADMINISTRATION</b>	<b>2,724,670</b>	<b>2,646,466</b>	<b>2,843,133</b>	<b>(196,666)</b>	<b>(7%)</b>
Allocated Depreciation	(131,738)	(113,717)	(113,312)	405	0%
<b>TOTAL CONTROLLABLE COST</b>	<b>4,350,389</b>	<b>4,514,024</b>	<b>4,691,862</b>	<b>(177,838)</b>	<b>(4%)</b>
<b>NET INCOME BEFORE DEP'N, INTEREST &amp; TAX</b>	<b>4,911,400</b>	<b>4,633,361</b>	<b>4,669,337</b>	<b>(35,976)</b>	<b>(1%)</b>
Depreciation	1,997,742	1,928,055	1,931,486	(3,431)	(0%)
Interest Expense	1,259,537	1,237,231	1,242,862	(5,631)	(0%)
Interest Income	(34,255)	(37,038)	(16,666)	20,372	122%
<b>NET INCOME BEFORE SWAP, ICM &amp; PBA &amp; INC TAXES</b>	<b>1,688,375</b>	<b>1,505,114</b>	<b>1,511,655</b>	<b>(6,542)</b>	<b>(0%)</b>
Current Tax	196,000	150,000	161,250	(11,250)	(7%)
<b>NET INCOME BEFORE SWAP &amp; ICM</b>	<b>1,492,375</b>	<b>1,355,114</b>	<b>1,350,405</b>	<b>4,708</b>	<b>0%</b>
Unrealized Gain/Loss on Swap	—	—	—	—	—
Marketable Security - recorded as OCI	—	—	—	—	—
<b>NET INCOME</b>	<b>1,492,375</b>	<b>1,355,114</b>	<b>1,350,405</b>	<b>4,708</b>	<b>0%</b>

# FESTIVAL HYDRO INC.

## Cash Flow Statement

For the period ending September 30, 2020

	YTD as at Dec 31, 2019	YTD as at Sep 30, 2020
<b>Cash from Operations</b>		
Net Income	1,704,238	1,355,114
Depreciation	2,652,716	1,928,056
Unrealized loss on interest rate swap	281,564	—
Decrease/(Increase) in Receivables	(477,016)	(1,175,909)
Decrease/(Increase) in Inventory	(34,683)	(128,718)
Decrease/(Increase) in Prepaids	63,190	129,745
Decrease/(Increase) in Due from FHSI	(373,265)	(267,625)
Decrease/(Increase) in PILS	(215,237)	(86,999)
Decrease/(Increase) in Unbilled Revenues	(150,383)	2,108,903
Decrease/(Increase) in Future Tax (offsetting entry in payal	411,495	—
Decrease/(Increase) in Regulatory Assets	222,122	(556,654)
Increase/(Decrease) in Payables	1,452,001	1,341,031
Increase/(Decrease) in Deposits	295,350	(691,892)
Increase/(Decrease) in Deferred Revenue	(10,370)	10,318
Increase/(Decrease) in Employee Future Benefits	184,523.00	—
Contributed Capital	402,973	140,554
<b>Net Cash Provided</b>	<b>6,409,218</b>	<b>4,105,920</b>
<b>Cash from Financing</b>		
Loan Repayments	617,610	437,725
Cash Used - Capital Expenditures	3,605,992	1,831,113
Cash Used - TS expansion	—	—
TS Expansion Construction Loan Proceeds	—	—
Cash Used - Dividends paid current year	991,140	195,165
Cash Used - Dividends declared in prior year	—	210,480
<b>Net Cash Used</b>	<b>5,214,742</b>	<b>2,674,482</b>
<b>Increase (Decrease) in Cash Position</b>	<b>1,194,476</b>	<b>1,431,438</b>
<b>Bank Indebtedness, Beg of Period</b>	<b>(2,527,544)</b>	<b>(1,333,068)</b>
<b>Bank Indebtedness, End of Period</b>	<b>(1,333,068)</b>	<b>98,370</b>

# FESTIVAL HYDRO INC.

## Statement of Capital

For the period ending September 30, 2020

	YTD as at Sep 30, 2019	YTD as at Sep 30, 2020	YTD Budget at Sep 30, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>DISTRIBUTION</b>					
Distribution Overhead	666,329	333,584	917,962	(584,378)	(64%)
Underground Conductor and Devices	613,451	579,772	458,250	121,522	27%
Distribution Transformers	375,745	258,005	395,625	(137,620)	(35%)
Services	154,078	144,926	—	144,926	—
Distribution Meters	316,167	185,393	197,250	(11,857)	(6%)
SCADA/Distribution Automation	27,184	25,262	41,250	(15,988)	(39%)
Tools and Miscellaneous Equipment	13,639	7,144	22,500	(15,356)	(68%)
<b>TOTAL DISTRIBUTION</b>	<b>2,166,593</b>	<b>1,534,086</b>	<b>2,032,838</b>	<b>(498,752)</b>	<b>(25%)</b>
<b>OTHER CAPITAL</b>					
Land and Buildings	81,066	90,008	300,000	(209,992)	(70%)
Transformer Station	7,800	71,277	—	71,277	—
Vehicles and Trailers	56,425	—	45,000	(45,000)	(100%)
Computer Hardware and Software	142,919	135,742	262,500	(126,758)	(48%)
<b>TOTAL OTHER CAPITAL</b>	<b>288,210</b>	<b>297,027</b>	<b>607,500</b>	<b>(310,473)</b>	<b>(51%)</b>
<b>TOTAL CAPITAL</b>	<b>2,454,803</b>	<b>1,831,113</b>	<b>2,640,338</b>	<b>(809,225)</b>	<b>(31%)</b>



## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance and Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN20-024
<b>Attachments:</b>	FHSI – Q3 2020 financial statements

**Title:** Financial Statements and Commentary for Rhyzome (Festival Hydro Services Inc.- FHSI) for Q3 ending September 30, 2020

**Objective:** To consider the financial reports from FHSI for the period ending September 30, 2020.

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

**Analysis:** As noted in the attached statements. Representatives from FHSI have been invited to attend as a delegation to present the attached report.

**Financial Impact:** Not applicable.

### Alignment with Strategic Priorities:

#### Developing our Resources

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

**Staff Recommendation:** THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending September 30, 2020, be received for information.

Janice Beirness, Director of Corporate Services

A handwritten signature in cursive script, reading "Joan Thomson".

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Joan Thomson, Chief Administrative Officer



Festival Hydro Services Inc.

Financial Statements

Prepared For:

Tom Clifford and the Finance & Labour Relations Committee

November 2020

**To:** Tom Clifford and the Finance and Labour Relations Committee  
**From:** Kelly McCann, CFO  
**Re:** Commentary on Financial Results –  
For the period ended September 30, 2020

**Balance Sheet Commentary:**

**Capital asset additions** - Additions to the end of Q3 are \$581K which includes the capitalization of the dedicated short-range communication (DSRC) equipment which was unbudgeted. This equipment will be fully funded through the Autonomous Vehicle Innovation Network (AVIN) which will be treated as contributed capital upon receipt. Without considering the DSRC purchases, capital additions to the end of Q3 are \$64K, only 22% of budget as a result of capital deferrals put in place to be cautious due to the uncertainty surrounding the pandemic. Details on the capital spend to date are as noted below.

**WiFi** – total spend to Q3 of \$26K related to augmenting the WiFi signal in the Stratford downtown area and for purchasing additional AP's to support the Stratford/FHSI outdoor schools connectivity initiative.

**Computer Software** – total spend to Q3 of \$11K related to the Cisco Smartnet purchase.

**Computer Hardware** – total spend to the end of Q3 of \$543K. \$517K of this is the DSRC equipment and the remainder of \$26K relates to the purchase of the Aruba access point (AP) controller for wireless local area network (WLAN) management.

**Fibre Capital** – total spend to the end of Q3 is \$2K and relates to the reconnection of the Tom Patterson Theatre.

**Due to Festival Hydro Inc.** – This balance increased \$268K since December 2019 and 51% of this increase is the result of the payment for the DSRC equipment, which has not entirely been reimbursed through AVIN to date.

**Deferred Revenue** – this balance has increased significantly from the December 2019 balance as a result of the contributed capital amounts received from AVIN.

**Re:** Commentary on Financial Results –  
For the period ended September 30, 2020; cont'd

**Income Statement Commentary:**

**Revenues** – Revenues are \$46K lower than budget to the end of Q3 mainly as a result of consulting revenue being under budget. This is due to FHSI information technology (IT) resources allocating more time to FHSI projects than consulting projects so far in 2020. In addition, the budget included conservation consulting, however that conservation position became vacant at the end of February.

**Operating Expenses** – Operating expenses are below budget by \$171K to the end of Q3. The budget included costs for the lease of the test track which have not been incurred to date. Admin costs are also underbudget to the end of Q3 as advertising costs have been less than budget due to delayed spending as a result of the pandemic, and the management fee has been less than budget due to the CEO vacancy. Business development costs are also under budget as a result of the conservation resource vacancy noted above as well as one IT vacancy that started mid-year. WiFi maintenance costs are also running below budget by \$17K mainly as a result of less maintenance work being performed on the wireless network in 2020 to the end of Q3.



# FESTIVAL HYDRO SERVICES INC.

## Balance Sheet

For the period ending September 30, 2020

	YTD as at Sep 30, 2019	YTD as at Dec 31, 2019	YTD as at Sep 30, 2020		YTD as at Sep 30, 2019	YTD as at Dec 31, 2019	YTD as at Sep 30, 2020
<b>ASSETS</b>				<b>LIABILITIES</b>			
<b>Current Assets</b>				<b>Current Liabilities</b>			
Cash	85,065	14,160	67,663	Accounts Payable	141,913	260,348	54,472
Accounts Receivable & Prepaids	87,104	176,142	81,285	Due to Festival Hydro Inc.	472,480	537,983	805,608
Income Tax Receivable/(Payable)	1,763	—	—	Current Portion of LTD	81,352	329,107	63,211
Other Assets	—	—	—	Promissory Note	372,000	372,000	372,000
Inventory	8,423	8,020	8,019				
<b>Total Current Assets</b>	<b>182,356</b>	<b>198,320</b>	<b>156,967</b>	<b>Total Current Liabilities</b>	<b>1,067,745</b>	<b>1,499,436</b>	<b>1,295,292</b>
<b>Fixed Assets</b>				<b>Other Liabilities</b>			
Gross Book Value	4,476,465	4,963,188	5,544,808	Deferred Revenue	145,764	272,224	621,004
Accumulated Depreciation	(1,784,195)	(1,837,457)	(2,084,757)	Deferred Tax Liabilities	155,000	202,000	202,000
<b>Net Book Value</b>	<b>2,692,270</b>	<b>3,125,731</b>	<b>3,460,051</b>				
<b>Other Assets</b>				<b>Long Term Debt</b>			
Investment in QR Fibre Co.	—	—	—	RBC Financing	288,187	—	1
Investment Tax Credit Receivable	21,000	21,000	21,000	POP Loan Long Term Portion	293,141	405,521	405,521
				<b>TOTAL LIABILITIES</b>	<b>1,949,837</b>	<b>2,379,182</b>	<b>2,523,818</b>
				<b>EQUITY</b>			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	696,553	716,634	864,965
				<b>TOTAL EQUITY</b>	<b>945,788</b>	<b>965,870</b>	<b>1,114,200</b>
<b>TOTAL ASSETS</b>	<b>2,895,626</b>	<b>3,345,051</b>	<b>3,638,018</b>	<b>TOTAL LIABILITIES AND EQUITY</b>	<b>2,895,626</b>	<b>3,345,051</b>	<b>3,638,018</b>

# FESTIVAL HYDRO SERVICES INC.

## Statement of Operations For the period ending September 30, 2020

	YTD as at Sep 30, 2019	YTD as at Sep 30, 2020	YTD Budget at Sep 30, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>TOTAL REVENUE</b>	<b>1,006,275</b>	<b>991,357</b>	<b>1,037,475</b>	<b>(46,118)</b>	<b>(4%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>678,061</b>	<b>547,807</b>	<b>718,665</b>	<b>(170,858)</b>	<b>(24%)</b>
<b>NET INCOME BEFORE DEPRECIATION &amp; INTEREST</b>	<b>328,214</b>	<b>443,550</b>	<b>318,810</b>	<b>124,739</b>	<b>39%</b>
Depreciation	212,529	247,301	247,300	—	—
Interest Expense	39,416	48,426	51,747	(3,322)	(6%)
Interest Income	(1,067)	(507)	—	(507)	—
<b>NET INCOME FOR THE PERIOD BEFORE TAXES</b>	<b>77,337</b>	<b>148,330</b>	<b>19,762</b>	<b>128,568</b>	<b>651%</b>
Current Tax Provision	—	—	—	—	—
Future Tax Provision	—	—	—	—	—
<b>NET INCOME(LOSS) FOR THE PERIOD</b>	<b>77,337</b>	<b>148,330</b>	<b>19,762</b>	<b>128,568</b>	<b>651%</b>

# FESTIVAL HYDRO SERVICES INC.

## Cash Flow Statement

For the period ending September 30, 2020

	YTD as at Dec 31, 2019	YTD as at Sep 30, 2020
<b>Cash from Operations</b>		
Net Income	97,418	148,331
Future tax provision	47,000	—
Depreciation	289,803	247,300
Accretion of interest	26,451	—
Investment in QR Fibre Co.	—	—
Change in value of options	—	—
Change in Deferred revenue	105,604	348,780
New Contributed capital (non-cash)	—	—
Net Change in Receivables/Payables	67,870	(111,018)
<b>Net Cash Provided</b>	<b>634,146</b>	<b>633,394</b>
<b>Cash from Financing</b>		
Capital expenditures	(476,894)	(581,620)
Contributed portion of capital expenditures	(318,378)	—
Third party building financing	97,463	—
Loan repayments	(307,366)	(265,896)
<b>Net Cash Used</b>	<b>(1,005,175)</b>	<b>(847,516)</b>
<b>Increase (Decrease) in Cash Position</b>	<b>(371,029)</b>	<b>(214,123)</b>
<b>Cash and Due to FHI, Beg of Period</b>	<b>(152,794)</b>	<b>(523,823)</b>
<b>Cash and Due to FHI, End of Period</b>	<b>(523,823)</b>	<b>(737,946)</b>

# FESTIVAL HYDRO SERVICES INC.

## Statement of Capital

For the period ending September 30, 2020

	YTD as at Sep 30, 2020	YTD Budget at Sep 30, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
<b>CAPITAL</b>				
Office Furniture & Equipment	—	—	—	—
Computer Equipment - Hardware	542,742	50,250	492,492	980%
Computer Software	11,378	30,750	(19,372)	(63%)
Sentinel Lighting Rental Units	—	—	—	—
Buildings	—	—	—	—
Fibre Capital	1,600	169,868	(168,268)	(99%)
WiFi Capital	25,901	37,500	(11,599)	(31%)
<b>TOTAL CAPITAL</b>	<b>581,621</b>	<b>288,368</b>	<b>293,253</b>	<b>102%</b>



## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance & Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN20-020
<b>Attachments:</b>	2020 Advisory Committee Annual Reports: <ul style="list-style-type: none"> <li>• Active Transportation Advisory Committee</li> <li>• Heritage Stratford</li> <li>• Accessibility Advisory Committee</li> <li>• Energy &amp; Environment</li> <li>• Town &amp; Gown Advisory Committee</li> <li>• Stratfords of the World</li> <li>• Communities in Bloom</li> </ul>

**Title:** 2020 Annual Reports of Advisory Committees

**Objective:** To receive the 2020 Annual Reports from City of Stratford Advisory Committees.

**Background:** Advisory Committees to Council are required to submit an annual report outlining their projects and accomplishments during the current year, as well as give a brief description of their upcoming plans for the next year.

**Analysis:** All Advisory Committee Annual Reports have been attached for review.

**Financial Impact:** There is no financial impact. These reports are provided for information only. Advisory Committee budget funds for the upcoming year will be handled through the 2021 budget process.

**Alignment with Strategic Priorities:** Each committee performs a unique advisory role. Alignment with the City's strategic priorities is noted in each committee's report.

**Staff Recommendation:** **THAT the following 2020 Advisory Committee Annual Reports be received for information: Active Transportation Advisory Committee, Heritage Stratford, Accessibility Advisory Committee, Energy & Environment Committee, Town & Gown Advisory Committee, Stratfords of the World and Communities in Bloom.**



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer



## 2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Accessibility Advisory Committee**

**Date Submitted: Thursday, September 24, 2020**

### 1. Outline of accomplishments/projects completed in 2020:

Accessible parking will be added at Erie St and Oak St and Lakeside Drive  
 Ongoing Site Plan Reviews, Formal Consultations on Site Plans, feedback on proposed play spaces, recreational trails and external pathways.  
 International Day of Persons with Disabilities, December 3<sup>rd</sup>: Plans are under way to recognize this day.  
 Review of terms of reference  
 Review of the annual accessibility report  
 Tactile plates added downtown  
 Erie St sidewalk from West Gore to Lorne Ave

### 2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:

**Strategic Priority: Mobility, Accessibility and Design Excellence**

PURPOSE of the AAC:

"To fulfil the requirements of the Accessibility for Ontarians with Disabilities Act (AODA, 2005), the Stratford Accessibility Advisory Committee (AAC) makes recommendations and advises City Council on matters to improve opportunities for persons with disabilities, and to provide for involvement in the identification, removal and prevention of barriers to full participation in the community."

All of the accomplishments and projects by the AAC in 2019 focus on meeting the requirements of the AODA and/or advocating for the removal of barriers in the community for people with disabilities. Removing barriers allows people with disabilities to fully participate in using the goods, services and facilities available in the City of Stratford.

- of all abilities, so that they can move safely and confidently within the City.

### **3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

February 4, 2020

Motion by Diane Sims, seconded by Judy Hopf THAT the Accessibility Advisory Committee requests Community Services consider planning for and installing a barrier-free multi-use trail from the Redford Park entrance on Redford Crescent, through the park to St. Vincent Street. This will allow barrier-free access for people of all abilities into the park to use the space, and barrier-free access through the park to St. Vincent Street;

AND THAT all future new parks or retrofitted current parks include a barrier-free path of travel. Carried.

March 3, 2020

Motion by Laurie Maloney-Devlin, seconded by Peg Huettlin THAT the Stratford Accessibility Advisory Committee requests the Stratford Public Library Board install a power door operator on the back parking lot entrance to the Stratford Public Library; AND THAT another barrier-free parking space be created in the back parking lot. Carried

September 1, 2020

Motion by Diane Sims, seconded by Judy Hopf THAT the Stratford Accessibility Advisory Committee sends representatives to an upcoming City Council meeting to review for Council members the role and experience of the AAC and how the committee can assist City Council and the Planning Department to make the best accessibility planning decisions. Carried.

Motion by Diane Sims, seconded by Councillor Bonnie Henderson THAT the Accessibility Advisory Committee approves and recommends the amended drawings for the two accessible parking spaces on Lakeside Drive and requests they be funded from the 2020 Engineering AAC Improvements budget. Carried.

### **4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

#### **Strategic Priority: Mobility, Accessibility and Design Excellence**

Improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle. Designing options that are accessible to people of all levels of ability.

- The AAC works closely with Stratford Transit to share feedback regarding accessible Conventional and Specialized transit, and provides feedback on the



availability of on-demand accessible taxis in the community (of which there is a shortage).

- The AAC also works closely with the Engineering and Planning departments to ensure that the city sidewalks and recreational trails are accessible to people of all abilities, so that they can move safely and confidently within the City.

### **Strategic Priority: Strengthening our Plans, Strategies, and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage, and more. Communicating clearly with the public around our plans and activities.

- By sharing messages about removing barriers and increasing accessibility for everyone, the AAC is creating awareness that people of all abilities have the right to participate in arts, culture and heritage activities in the City of Stratford.

### **Strategic Priority: Developing Our Resources**

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

- The AAC works closely with City Staff to promote accessibility within the built environment to ensure that people of all abilities are able to enjoy all that Stratford has to offer. Feedback from the AAC on new digital resources that improve the lives of people with disabilities is crucial when planning and budgeting.

## **5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

We had to cancel several of our projects i.e. Home Show, London March of Dimes, tour of the Fire Hall, career day at the high school, sport fields audits, wellness fair, national accessible week, Hallowe'en accessible project

## **6. Outline of projects/plans for 2021 budget funds:**

Home Show, Wellness Fair, London March of Dimes, tour of the Fire Hall, career day at the high school, sport fields audits, site plan reviews, the missing link of sidewalk on Mornington Street between McCarthy and Graff Ave., improvements on sidewalks as they arise from AAC feedback and public feedback, annual public transit meeting, national accessible week, review of the annual report, age-friendly action plan, review of terms of reference



## 2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Active Transportation Advisory Committee**

**Date Submitted: Sept 2020**

### **1. Outline of accomplishments/projects completed in 2020:**

In 2019, ATAC co-hosted a Share the Road workshop, and following up on that workshop and report, we completed and submitted an application to become a Bike Friendly Community. Being a designated Bike Friendly Community will allow us to better assess and improve the cycling infrastructure the City already has, as well as help to guide future planning of infrastructure. A revision of the Bike and Pedestrian Master Plan based on the Share the Road Report recommendations is a next step that ATAC would like to recommend to Council.

We are also working with Engineering to update the annual report card that tracks the progress of the Bike and Pedestrian Master plan, and overall improvements to our active transportation infrastructure. Many of the more recent active transportation projects were outside of the plan's recommendations and that information needs to be integrated into the data we are using in this report card.

In 2020 ATAC was working with the Safe Routes to School co-ordinator to continue to implement the program at nine more area schools, a project that started in 2019. Unfortunately, the Covid-19 pandemic shut down of schools meant that this program was cancelled. The remainder of the Green Communities grant will be used to provide additional bike and scooter parking to all schools that were participating in the program.

The group has continued projects to provide more bicycle parking in public spaces, including the installation of two bike corrals (2019 budget) and the addition of 2 concrete pads for these corrals. New post and ring bike parking for downtown will also be purchased, and ATAC has offered funding to Community Services for adding more bicycle parking at City parks and other CS facilities.

ATAC has also ordered two friendship benches from C.R. Plastics, to be placed in areas where pedestrians and cyclists can use them. The locations selected were the Stratford Public Library, and the pickleball courts at Shakespeare Park.

ATAC also has been meeting annually with the Accessibility Advisory Committee to recommend priority pedestrian infrastructure projects (specifically sidewalk additions and improvements). Two members attended the AAC meeting in March to review this project list and discuss priorities to share with City staff.

## **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:**

Our mandate is as follows: "ATAC will serve as a forum for the public to raise their viewpoints on particular active transportation issues and/or findings, and to bring these interests to the attention of the appropriate staff, departments or standing committees. The ATAC would also act to educate, promote and enhance active transportation in the City of Stratford." If it had not been interrupted by Covid-19, the School Transportation Project would have continued to be an important and visible project promoting active transportation in Stratford:

<https://www.stratfordbeaconherald.com/news/local-news/stratford-expands-school-travel-planning-project-to-five-more-schools>

Working with the school boards, HPPH, AAC, Community Services, and the Clerk's office continues as we work to fulfill our mandate.

## **3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

1. THAT a bike corral be installed in the following locations:
  - corner of Church Street and St. Andrew Street
  - beside York Street Parking Lot;
  - AND THAT cement pads at a cost of \$70/m<sup>2</sup> be installed and funded from the Trails/BP Master Plan Implementation budget.
2. That the proposed 2021 budget be approved as listed below:  
 \$3,000 Active transportation map and report card design, \$5,000 TJ Dolan trail head signage, installation and education event: \$8,000 TOTAL
3. ATAC recommends the bike lanes on Forman and Fraser Avenues be retained and: ATAC recommends making the bike lanes separated from vehicular traffic.

## **4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

Our projects fit perfectly into the **Mobility, Accessibility, and Design Excellence** strategic priority by promoting the improvement of our active transportation systems. The most specific ways that we are working to do this is to suggest modifications and improvements to the existing Bike and Pedestrian Master Plan, and by helping the City to complete the bike parking plan that was created in 2017-8. We are also working together with the Accessibility Advisory Committee to recommend priority pedestrian infrastructure projects (specifically sidewalk additions and improvements).

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

Covid-19 dramatically affected our ability to continue our efforts because we were unable to meet for six months and work together to make progress on our plans. The report from Share the Road was delayed, and the School Travel Plan was cancelled.

**6. Outline of projects/plans for 2021 budget funds:**

Our plans for 2021 are as follows:

1. Complete the update of the Active Transportation infrastructure and design/create a public facing document to share this information with the community. This will likely involve the design of a map and some digital infographics that can be shared with the public on the City website and on social media.
2. Upgrade and enhance the signage in the T.J. Dolan area. This would include a new information sign at the trail head, as well as trail wayfinding signs (T.J. Dolan and Avon Trail signage). The designs would be based upon the City's new wayfinding



## 2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Communities in Bloom**

**Date Submitted: Thursday, October 15, 2020**

### **1. Outline of accomplishments/projects completed in 2020:**

The Communities in Bloom Committee marked its 26<sup>th</sup> year much differently than any other year. This year was filled with thoughts of “sowing seeds”, knowing that next year we will see a fresh start and continuation of the many initiatives that were paused this year.

#### **Communities in Bloom Competition**

This year Communities in Bloom National cancelled all judging. Stratford had already chosen to participate in the non-competitive category and therefore this did not impact our plans. Our committee remained engaged with the National organization and will have the opportunity to participate in the virtual symposium. We will look to continue in the competition next year.

#### **Ted Blowes Memorial / Peace Gardens (Butterfly Gardens)**

The garden continues to be part of the committee's ongoing commitment to our Community and to the memory of Ted Blowes. The garden continues to mature and is now a destination for many in their visit to Stratford.

#### **Planter Day**

Our yearly Planter Day was not able to take place however plans are underway for 2021

#### **Pumpkin Parade**

This would have marked the 10<sup>th</sup> anniversary for the annual Pumpkin Parade. Unfortunately, the parade will not take place and we will look forward to celebrating the 10<sup>th</sup> next year. The committee will look to educate the community on how they can properly dispose of their pumpkins as well as creative ways that they can be utilized. This initiative will help divert the pumpkins from our landfill.

#### **Pollinator Pathway**

The Pollinator Pathway project started in 2018 because CIB received a grant from TD Canada Trust. The pathway is between the Railway Station and Erie Street. We planted 9 trees in 2018. We added an additional 25 trees in recognition of the Committee's 25<sup>th</sup> anniversary last year. This fall we will be adding more trees as we continue to work towards completion of this project.

### **Winter Lights**

Communities in Bloom are part of the overall Winter Lights Program. The committee continues to ensure the maintenance of the snowflakes that adorn our parks in the winter. This year they will be used as part of the much larger Lights on Stratford program.

## **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:**

The mandate of the Committee is:

- To foster civic pride, environmental protection and beautification, through community participation
  - We meet this portion of the mandate by yearly participating in the National CIB competition; recognizing civic pride through the Citizen's Recognition Program; working with local schools and community groups to educate and encourage new gardeners, and protecting our environment with the Pollinator Pathway and the Peace Garden.
- To improve the tidiness, appearance and visual appeal of neighbourhoods, parks, open spaces and streets
  - We accomplished this portion of the mandate by implementing the Citizen Recognition Program, working with the Parks Department to ready the city for the CIB competition; expanding the Pollinator Pathway and enhancing the Ted Blowes Memorial / Peace Garden and participating in the Wayfinding project and the Garage Can competition.
- To focus on environmental awareness and preservation of heritage and culture
  - The Annual Planter Day encourages residents to be environmentally aware. Endorsing Stratford as a BEE City promotes environmental awareness. The Pollinator Pathway and the Peace Garden focus on improving the environment within our borders and beyond by providing the necessities of life for bees, butterflies and other insects.
- To coordinate a host program as required
  - Our participation in the CIB competitions meets this part of the mandate.
- To be financially sustainable
  - We operate within our budget.

**3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

- Supporting Stratford as a BEE City
- Participation in the 2021 CIB Competition

**4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

Our project plans for 2020 align with the following strategic priorities:

- Mobility, Accessibility and Design Excellence
- Strengthen our Plans, Strategies, and Partnerships

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

This year was very difficult, operationally, on the Communities in Bloom committee. Most of our activities involve direct involvement with the citizens of our community. Through education and awareness to celebrating holiday events the activities were all directly impacted.

**6. Outline of projects/plans for 2021 budget funds:**

- Annual Planter Day
- Maintain Ted Blowes Memorial / Peace Garden & Pollinator Pathway
- Pumpkin Parade
- Citizen's Recognition Program
- Pollinator Pathway Program
- Interacting with and assisting community partners
- Participating in the National Communities in Bloom Competition
- Attending symposiums and conferences related to CIB





## 2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Energy and Environment Committee**

**Date Submitted: Friday, September 25, 2020**

### **1. Outline of accomplishments/projects completed in 2020:**

- Completed a strategic visioning exercise to establish the committee's priorities
- Contributed to media coverage for most recent collaborative Avon River project: [The Stratford Local news article](#) explains this project further.
- Initiated the Stratford Tree Power program in collaboration with Upper Thames River Conservation Authority and Festival Hydro (\*postponed to 2021 due to COVID)
- Support of the new composting program with Stratford Secondary School
- Established partnership with the Rotary Club of Stratford re: eliminating single-use plastics
- Co-wrote a section of the GHG Climate Action Plan

### **2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:**

As a reminder, In 2019 the Committee voted to update its mandate to the following: "The main purpose of the Energy and Environment Committee is: to study all matters coming to its attention which might have any effect on the environment, particularly the environment of the City of Stratford and its surroundings. The Committee shall be advisory in nature and shall advise City Council of environmental matters and may from time to time make such recommendations to Stratford City Council concerning the environment as it deems advisable."

The committee is absolutely following its mandate by leveraging partnerships to improve the environmental sustainability of the city while also making informed and strategic motions requesting city action.

### **3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

- That the Chair of the Energy & Environment Advisory Committee, on behalf of

the Committee, submit a letter of support to Council endorsing the proposed RNG project as a significant move toward carbon net zero.

- That the Energy & Environment Advisory Committee requests Council remove the Climate Emergency Declaration from their on-hold projects list; and that the Climate Emergency Declaration be acted upon.
- That the Energy & Environment Advisory Committee recommends consideration be given to implementing Phase 2 (BIA portion) of Stratford's 2020 Green Bin Program contract immediately.
- That the Energy & Environment Advisory Committee endorses the continued implementation of bike lanes in accordance with the Bike and Pedestrian Master Plan.
- That the Energy & Environment Advisory Committee recommends Council consider additional staff resources, in a broader Environmental Coordinator type role, to be responsible for implementation of the Climate Action Plan.

#### **4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

The city's Strategic Priorities document, the "Developing Our Resources" section refers to: "Planning a sustainable future for Stratford's resources and environment." The projects pursued by the Committee in 2021 support the stated examples of what success may look like. We continue to enable progress towards "zero waste" as we encourage residents to explore alternatives and divert waste from the landfill.

The committee's planned tree and garden planting, subsequent Avon River naturalization project, LID Project and public education all supports the aim of achieving "More greening of the city."

#### **5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

The impact of the pandemic on the committee's operations cannot be understated particularly because a majority of our activities involve public education at events. Following the city's instructions, we did not hold any meetings and, therefore, all of our actions were paused. Now that meetings have resumed, we aim to achieve progress on at least two projects before year end.

#### **6. Outline of projects/plans for 2021 budget funds:**

- Turtle garden in collaboration with the City of Stratford's Parks board
- Tree Power program in collaboration with UTRCA and Festival Hydro (both partnerships and sponsorship confirmed)
- Water Forum
- Avon River naturalization project

- LID demonstration project
- Public outreach and education
- Invasive species work



**Committee Name: Heritage Stratford**

**Date Submitted: October 16, 2020**

**1. Outline of accomplishments/projects completed in 2020:**

- Recommended Council proclaim February 17, 2020 as Heritage Day in Stratford (Council accepted).
- Council approved Heritage Stratford recommendation that 63 properties identified in the inventory of heritage property be included in the non-designated section of the City's Register of properties of cultural heritage value or interest.

Participated in "open house" held for property owners to explain impact of inclusion in the register.

- Council approved Heritage Stratford recommendation that 265 St David Street be designated under the *Ontario Heritage Act* and issued a Notice of Intention to Designate. Council will consider whether to proceed with a designation By-law later this year.
- Met with the CAO and other staff of the Huron Perth Healthcare Alliance to discuss plans to seek development proposals for Avoncrest property. Several members subsequently toured the building.
- To October 7, the Permit Review sub-committee has reviewed and provided recommendations on ten Heritage Alteration Permit applications, one pre-application inquiry and one follow up from a 2019 Permit in the Heritage Conservation District and four applications for Designated Heritage Properties.
- To October 7, the Permit Review Sub-committee has reviewed and provided advice on one Sign By-Law variance application and one street name proposal.
- Awarded 2019 James Anderson Award under the Built Heritage Category to Paul Veldman/Atlas Property Group for the restoration and adaptive re-use of 245 Downie Street, a property designated under Part IV of the Ontario Heritage Act.

## HERITAGE STRATFORD 2020 ANNUAL REPORT

- Met with representatives of the Stratford Perth Chapter of the Architectural Conservancy of Ontario and several residents of Hamlet Ward to review a proposal to study the establishment of a Heritage Conservation District.
- Provided advice to the Development Services Department on several planning applications involving the HCD, Designated Properties and Heritage Areas and Corridors.
- Continued participation in reviewing the Heritage Alteration Permit Application and Permit Review Sub-committee Evaluation Form.
- Concluded review of Blue Plaque Program and established criteria and application process.

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:**

*Heritage Stratford's mandate is to provide advice and assistance to owners and occupants of Stratford properties:*

*Buildings within the Heritage Conservation District of Stratford, and in Heritage Areas and Corridors identified in the City's Official Plan.*

- Review of and advice on Heritage Alteration Permit Applications and Sign Variance applications
- Review and advice on other Planning applications
- Revisions to Heritage Alteration Permit Application and HS Evaluation form.

*Designation of heritage buildings and other significant properties, the renovation of existing buildings, or the construction of new buildings, in order that their design is consistent with the general atmosphere and appearance of the surrounding area.*

- HS heard several presentations by property owners in the Heritage Conservation District and Heritage Areas regarding proposed development plans and provided feedback and advice on heritage related matters.
- Heard Presentation by Huron Perth Health Alliance regarding redevelopment of the Avoncrest building.
- Heard presentation from Stratford Perth Branch of the Architectural Conservancy of Ontario regarding proposed residential Heritage Conservation Districts.

## HERITAGE STRATFORD 2020 ANNUAL REPORT

- Council decision to issue a Notice of Intention to designate 265 St David Street of under Part IV the *Ontario Heritage Act*.
- Council approval of recommendation to add 63 properties to the non-designated section of the City's register of heritage properties.

*Long term planning.*

- Continued review of properties previously identified as having significant heritage value or interest.
- Continued to update Heritage Stratford web page to provide more easily accessible information on heritage conservation generally and on Stratford's specific initiatives.
- Completer review of Blue Plaque Program and updated Program information and selection criteria.

*Advocacy for heritage conservation.*

- Presentation of James Anderson Award for meritorious heritage efforts in the community.
- Heard presentations and met with owners regarding development proposals for properties in the Heritage Conservation District.

**3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

- Recommended that Council proclaim February 17, 2020 as Heritage Day in Stratford. Council approved.
- Recommended that Council designate 265 St David Street under Part IV of the Ontario Heritage Act. Council issued Notice of Intention to Designate.
- Recommended Council include 63 non-designated properties in the City's Heritage register

**4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

HS is a statutory committee under the *Ontario Heritage Act*, with the mandate to advise Council on cultural heritage matters, including development of the Downtown Heritage Conservation District, and to support the conservation of the City's heritage resources through public education, long term planning and promotion of heritage preservation.

## HERITAGE STRATFORD 2020 ANNUAL REPORT

The City's vision statement in the strategic priorities is a "vibrant city". Heritage resources make a significant contribution to the culture and livability of the City, and HS's projects and plans are intended to preserve and promote this aspect of the City.

The priority of "Strengthening our Plans, Strategies, and Partnerships" includes making plans for collective priorities in heritage. HS's projects related to promoting heritage conservation, including working with other groups and with City staff, is an example of a working partnership.

This priority includes a specific goal of "Further activating Market Square". HS will support reaching this goal through continuing to work with property owners on proposed developments and renovations, and in the review of heritage alteration permits where required.

### **5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

Scheduled meetings in April, May and June were cancelled (HS normally does not meet in July and August).

Selection of 2019 James Anderson Award was delayed until September meeting (normally made in April). Presentation of Award, usually made in June or July, deferred indefinitely.

Mounting of Fairgrounds Gate Designation Plaque, scheduled for September, deferred indefinitely.

Public meeting regarding proposed additions to non-designated section of the City's register Heritage Properties delayed.

Proposed meeting with ACO and local residents regarding proposed Heritage Conservation District delayed.

Number of Heritage Permit Applications reduced from 21 in 2019 (as of September 13) to 14 (as of October 7).

### **6. Outline of projects/plans for 2021 budget funds:**

- Archival research and heritage analysis of properties which are proposed for designation under the *Ontario Heritage Act*, as and when required.
- Archival research in support of Architectural Conservancy of Ontario initiative examining potential for residential Heritage Conservation District.

## HERITAGE STRATFORD 2020 ANNUAL REPORT

- HS anticipates that one or two Blue Plaques will be awarded in 2021.
- HS anticipates that one or more James Anderson Awards will be made in 2021.
- Continue to update the HS webpage with additional information and external links, and include information on non-designated properties included in the City's register of heritage properties.
- Continue to review Heritage Permit applications and HCD Sign Variance applications in accordance with its mandate, and Heritage Impact Assessments where required by the Official Plan.
- With Planning Department, complete review of Heritage Alteration Permit Application and Permit Review Sub-committee Evaluation Form.
- Support HS members to attend the 2021 Ontario Heritage Conference, as well as other heritage related public educational events.
- Preparation of a guide and map to the photographs of Designated properties in the City Hall Auditorium.
- Assist Planning Department as requested regarding public meetings and consultation with owners of the 63 non-designated properties approved by Council for inclusion in the City's register of heritage properties.
- If the City proceeds with a Sign By-law update in 2021, HS will review sign requirements in the HCD and for Designated Properties, and make recommendations on potential amendments.





## 2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Stratfords of the World**

**Date Submitted:** September 9th 2020

**1. Outline of accomplishments/projects completed in 2020:**

None

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:**

None

**3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

None

**4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

No projects or plans

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

The 2020 reunion was cancelled due to Covid 19 it was very stressful for myself and the committee to deal with this.

**6. Outline of projects/plans for 2021 budget funds:**

We are hoping to proceed with the reunion in the summer of 2021



## **2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL**

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**Committee Name: Stratford Town & Gown Advisory Committee**

**Date Submitted: Oct 19, 2020**

**1. Outline of accomplishments/projects completed in 2020:**

- Invitation to Conestoga College to join the committee
- A Movie Under the Stars Event is planned for late October to allow for a virtual welcome to the students from the Committee. This will replace the Pizza Luncheon of previous years due to Covid.

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the Committee's accomplishments/projects for 2020:**

- A key committee mandate is to facilitate communication and to increase awareness between the UW-Stratford campus students and our local community. The past Pizza Luncheon event certainly supported this mandate.

**3. Summary of 2020 recommendations made to Sub-committee, Committee or Council:**

- We wish to continue to promote the value of our students living in our community and encourage them to become more and more involved in the many community events in our city. We wish for them to make Stratford their home during their Chef School, College and University careers and after graduation.

**4. Please summarize how your 2020 projects/plans have reflected the City's strategic priorities:**

- Our plan for 2021 is to continue this relationship-building process and to further connect our local BIA and residents to the lives of our students.

**5. Comments regarding impact of COVID-19 on your Committee's operations in 2020:**

-Covid 19 prevented all in person meetings and events with students and did not allow for Committee meetings to take place.

-As previously mentioned the welcoming of our students for this school year will be done through the Movie Under the Stars event.

-students at this event will receive a Stratford Town & Gown pen as a promotional item

**6. Outline of projects/plans for 2021 budget funds:**

-Due to Covid 19 Pandemic a number of our projected activities may be postponed or cancelled. At this time we are not sure if the Provincial Town & Gown Convention will be taking place in person or virtually. In addition the Annual Housing Show Case Event will likely not occur to the pandemic. Plans will be made to present this information session virtually if necessary.



## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance and Labour Relations Sub-committee
<b>From:</b>	Janice Beirness, Director of Corporate Services
<b>Report#:</b>	FIN20-025
<b>Attachments:</b>	Appendix One – Operating Variance Report as at October 31, 2020

**Title:** Operating Budget Variance Report as at October 31, 2020

**Objective:** To explain variances to budget on the Statement of Operations as of October 31, 2020.

**Background:** Regular monitoring of budgetary performance provides an early warning of potential problems and gives decision makers time to consider actions that may be needed if major deviations in budget to actual results become evident. This is especially important during the COVID 19 pandemic as we try to mitigate revenue losses.

**Analysis:** An analysis of some department variances is as follows:

- In Mayor and Council, conferences, consultants and special events are under budget.
- In the CAO's office, revenue includes grant money for the Service Delivery Review and Community Transportation. There are also additional expenses for these two projects.
- In the Human Resources, Corporate training, legal and consultants are under budget.
- In Corporate Services, revenue includes the \$1.8M for COVID-19 relief. Property tax adjustments are over budget by \$659,896.
- In the Fire Department, salaries and wages are under budget by \$318,839. The current contract expired December 31, 2018.
- In Police Services, Provincial grants are over budget. Salaries and wages are under budget \$495,859.
- In Building and Planning, building permit revenue is under budget \$290,215. Other revenue that is under budget includes Bed and Breakfast licenses and facility rentals. Salaries and wages, consultants, training and building maintenance expenses are under budget.

- In Public Works, salaries and wages are under budget \$549,692 and road materials is under budget \$121,388. These expenses could increase depending on the weather in the last 2 months of 2020.
- In the Library, user fees and fines are under budget but PCIN revenue has been received for the full year already. Salaries and wages are under budget \$248,752 due to cost saving measures during the pandemic.
- In the Airport, fuel sales as well as fuel purchases are under budget.
- In Social Services, additional grant money was received due to the pandemic. The expenses are under budget due to Childcare grants not distributed to daycares yet. Those distributions will be done in the last quarter of 2020.
- Britannia Street apartment expenses are under budget due the timing of the long-term debt payments and property taxes not paid yet.
- Anne Hathaway Daycare is waiting for payments from the Childcare Division.
- In Community Services, rental revenue is under budget. Salaries and wages are under budget \$1,332,566 and materials and utilities are under budget.
- In external boards and services, budgeted County roads payments have not been made yet. This will be resolved in the last quarter of 2020.
- In other revenue, Hydro dividends have been deferred.

Overall, there is a net surplus of \$10,231,561. However, Social Services grants will be distributed, and the department will be within budget at yearend. County Roads will also be settled before yearend. After removing these 2 surpluses the remaining surplus as of October 31, 2020 is \$3,550,146. The significant increase from September 30, 2020 is due to the \$1.8M received for COVID-19 relief.

There will continue to be lost revenue in the last two months of 2020 especially in facility rentals, parking, transit and building permits. There have not been any additional expense savings identified for the last quarter, for example seasonal staff savings have been fully realized already. This makes it difficult to predict what the December 31, 2020 surplus or deficit will be.

Normally variance reports are done quarterly, however this year it is important to keep Council aware of the variances in the last quarter. Staff will provide a variance report as of November 30, 2020.

**Financial Impact:** Year end projections as noted in Appendix One less the amounts for Social Services and County Roads indicate an operating surplus of \$3,550,146 as of October 31, 2020.

### **Alignment with Strategic Priorities:**

#### **Developing our Resources**

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

**Staff Recommendation: THAT the Operating Budget Variance Report (FIN20-025) as of October 31, 2020 be received for information.**



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer

**CITY OF STRATFORD**  
**Statement of Operations**  
**October 31, 2020**

<b>Department</b>	<b>2020 Actual Oct 31</b>	<b>2020 Budget Oct 31</b>	<b>Variance</b>
<b><u>Revenue Fund</u></b>			
<b>Mayor and Council</b>			
Revenue	(1,560)	-	(1,560)
Expense	341,930	434,880	(92,950)
Net	340,370	434,880	(94,510)
<b>Chief Administrator</b>			
Revenue	(349,165)	-	(349,165)
Expense	888,095	662,310	225,785
Net	538,930	662,310	(123,380)
<b>Human Resources</b>			
Revenue	-	-	
Expense	475,088	523,280	(48,192)
Net	475,088	523,280	(48,192)
<b>Corporate Services</b>			
Revenue	(5,409,735)	(3,842,885)	(1,566,850)
Expense	8,862,632	8,221,500	641,132
Net	3,452,897	4,378,615	(925,718)
<b>Fire Department</b>			
Revenue	(145,352)	(139,730)	(5,622)
Expense	6,180,320	6,521,322	(341,002)
Net	6,034,968	6,381,592	(346,624)
<b>Police Services</b>			
Revenue	(1,813,495)	(1,635,830)	(177,665)
Expense	10,890,700	11,535,650	(644,950)
Net	9,077,205	9,899,820	(822,615)
<b>Building and Planning</b>			
Revenue	(1,031,843)	(1,393,760)	361,917
Expense	2,059,586	2,487,510	(427,924)
Net	1,027,743	1,093,750	(66,007)
<b>Public Works</b>			
Revenue	(603,549)	(668,170)	64,621
Expense	10,044,143	10,925,805	(881,662)
Net	9,440,594	10,257,635	(817,041)
<b>Library</b>			
Revenue	(387,341)	(371,990)	(15,351)
Expense	2,218,845	2,507,990	(289,145)
Net	1,831,504	2,136,000	(304,496)

Department		2020 Actual Oct 31	2020 Budget Oct 31	Variance
<b>Airport</b>	Revenue	(192,215)	(216,370)	24,155
	Expense	313,820	380,010	(66,190)
	Net	121,605	163,640	(42,035)
<b>Industrial Land</b>	Revenue	(1,786,572)	(1,991,670)	205,098
	Expense	1,786,572	1,991,670	(205,098)
	Net	-	-	-
<b>Social Services</b>	Revenue	(24,723,704)	(23,070,380)	(1,653,324)
	Expense	22,304,336	25,786,140	(3,481,804)
	Net	(2,419,368)	2,715,760	(5,135,128)
<b>Britannia St Apartments</b>	Revenue	(332,827)	(333,330)	503
	Expense	135,066	257,900	(122,834)
	Net	(197,761)	(75,430)	(122,331)
<b>Anne Hathaway Daycare</b>	Revenue	(648,957)	(1,329,960)	681,003
	Expense	1,280,614	1,382,550	(101,936)
	Net	631,657	52,590	579,067
<b>Community Services</b>	Revenue	(1,894,103)	(3,446,680)	1,552,577
	Expense	8,579,604	10,773,340	(2,193,736)
	Net	6,685,501	7,326,660	(641,159)
<b>External Boards &amp; Services</b>	Revenue	-	-	-
	Expense	6,058,522	7,604,810	(1,546,288)
	Net	6,058,522	7,604,810	(1,546,288)
<b>Grants</b>		560,317	560,870	(553)
<b>Other Revenue</b>		(1,253,895)	(1,500,000)	246,105
<b>Tax Revenue</b>		(62,458,567)	(62,437,910)	(20,657)
<b>Net (Surplus)/Deficit</b>		<b>(20,486,585)</b>	<b>(9,798,288)</b>	<b>(10,231,561)</b>





## MANAGEMENT REPORT

<b>Date:</b>	November 17, 2020
<b>To:</b>	Finance and Labour Relations Sub-committee
<b>From:</b>	Jodi Akins, Council Clerk Secretary
<b>Report#:</b>	FIN20-021
<b>Attachments:</b>	Draft 2021 Council Meeting Schedule

**Title:** 2021 Council, Committee and Sub-committee Schedule

**Objective:** To approve the 2021 schedule of Council, Committee and Sub-committee meetings.

**Background:** As a result of COVID-19, meeting dates, times and locations have been amended to meet or exceed all protocols in place for the health and safety of staff, members of Council and the public, while continuing to remain accessible and transparent. Sub-committee meetings have been scheduled to begin at 3:30 p.m., Committee of the Whole In-camera meetings at 1:00 p.m. and Regular Council meetings at 3:00 p.m. on their regularly scheduled dates.

**Analysis:** Due to the unknowns related to future restrictions, staff are proposing to schedule 2021 meetings based on the current COVID-19 schedule. Should there be a return to in-person meetings in 2021, start times can be reviewed at that time.

Some dates that would have been altered in previous years to accommodate events (AMO, Opening Night at the Festival, etc.) have been returned to their regularly scheduled date. Should events proceed, dates can be amended at that time. We have also included the holding of two Regular Council meetings in July and August.

To alleviate scheduling challenges in Fall of 2021, staff are recommending adoption of a budget meeting schedule at this time. Staff are recommending the following dates:

Full day of staff presentations	Wednesday, November 17, 2021
Finance and Labour Relations Committee	Wednesday, November 24, 2021
Finance and Labour Relations Committee	Tuesday, November 30, 2021
Finance and Labour Relations Committee	Thursday, December 9, 2021

Staff encourage Council members to cross-reference the proposed schedule with

both their personal schedules and their Council responsibilities, such as advisory committee meetings. Please advise the Clerk's Office of any significant conflicts.

**Financial Impact:** Continuing to hold all meetings during the day may result in small savings in staff overtime.

**Alignment with Strategic Priorities:**

**Not applicable:** Advance scheduling is required to facilitate the holding of Council related meetings and provides members of the public with information on meetings to be held in the upcoming year.

**Staff Recommendation: THAT the proposed 2021 Council, Committee and Subcommittee meeting schedule be approved, and that staff be directed to schedule meetings accordingly.**



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Jodi Akins, Council Clerk Secretary



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Janice Beirness, Director of Corporate Services



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Joan Thomson, Chief Administrative Officer

## **Stratford City Council 2021 Sub-committee, Standing Committee and Council Meeting Schedule**

As a result of COVID-19 and the unknowns related to future restrictions, some dates that would have been altered in previous years to accommodate events (AMO, Opening Night at the Festival, etc) have been returned to their regularly scheduled date. Should events proceed, dates can be amended at that time. The scheduled start times are also subject to change should there be a return to in-person meetings. At present we have outlined the schedule using the COVID-19 start times.

We have also included the holding of two Regular Council meetings in July and August.

### **January 2021**

January 11	Committee of the Whole In-camera meeting	1:00 p.m.
January 11	Regular Council and Standing Committees	
	<ul style="list-style-type: none"> <li>• Standing Committees as required</li> </ul>	3:00 p.m.
January 12	Social Services Sub-committee	3:30 p.m.
January 14	Community Services Sub-committee	3:30 p.m.
January 18	Hold for possible meeting	
January 19	Finance and Labour Relations Sub-committee	3:30 p.m.
January 25	Committee of the Whole In-camera meeting	1:00 p.m.
January 25	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
January 27	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
January 28	Planning and Heritage Sub-committee	3:30 p.m.

### **February 2021**

February 8	Committee of the Whole In-camera meeting	1:00 p.m.
February 8	Regular Council and Standing Committees	
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	3:00 p.m.
February 9	Social Services Sub-committee	3:30 p.m.
February 11	Community Services Sub-committee	3:30 p.m.
February 16	Hold for possible meeting	
(February 15 is Family Day)		
February 16	Finance and Labour Relations Sub-committee	3:30 p.m.
February 22	Committee of the Whole In-camera meeting	1:00 p.m.
February 22	Regular Council and Standing Committees	3:00 p.m.

	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
February 24	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
February 25	Planning and Heritage Sub-committee	3:30 p.m.

### March 2021

March 8	Committee of the Whole In-camera meeting	1:00 p.m.
March 8	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation And Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
March 9	Social Services Sub-committee	3:30 p.m.
March 11	Community Services Sub-committee	3:30 p.m.
March 15	Hold for possible meeting	
March 16	Finance and Labour Relations Sub-committee	3:30 p.m.
March 22	Committee of the Whole In-camera meeting	1:00 p.m.
March 22	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
March 24	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
March 25	Planning and Heritage Sub-committee	3:30 p.m.

### April 2021

April 12	Committee of the Whole In-camera meeting	1:00 p.m.
April 12	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
April 13	Social Services Sub-committee	3:30 p.m.
April 15	Community Services Sub-committee	3:30 p.m.
April 19	Hold for possible meeting	
April 20	Finance and Labour Relations Sub-committee	3:30 p.m.
April 26	Committee of the Whole In-camera meeting	1:00 p.m.
April 26	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
April 28	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
April 29	Planning and Heritage Sub-committee	3:30 p.m.

**May 2021**

May 10	Committee of the Whole In-camera meeting	1:00 p.m.
May 10	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
May 11	Social Services Sub-committee	3:30 p.m.
May 13	Community Services Sub-committee	3:30 p.m.
May 17	Hold for possible meeting	
May 18	Finance and Labour Relations Sub-committee	3:30 p.m.
May 25	Committee of the Whole In-camera meeting	1:00 p.m.
(May 24 is Victoria Day)		
May 25	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
May 26	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
May 27	Planning and Heritage Sub-committee	3:30 p.m.

**June 2021**

June 14	Committee of the Whole In-camera meeting	1:00 p.m.
June 14	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
June 15	Social Services Sub-committee	3:30 p.m.
June 17	Community Services Sub-committee	3:30 p.m.
June 21	Hold for possible meeting	
June 22	Finance and Labour Relations Sub-committee	3:30 p.m.
June 28	Committee of the Whole In-camera meeting	1:00 p.m.
June 28	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
June 30	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
June 24 (July 1 is Canada Day)	Planning and Heritage Sub-committee	3:30 p.m.

### July 2021

July 12	Committee of the Whole In-camera meeting	1:00 p.m.
July 12	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
July 13	Social Services Sub-committee	3:30 pm
July 15	Community Services Sub-committee	3:30 pm
July 19	Hold for possible meeting	
July 20	Finance and Labour Relations Sub-committee	3:30 p.m.
July 26	Committee of the Whole In-camera meeting	1:00 p.m.
July 26	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
July 28	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
July 29	Planning and Heritage Sub-committee	3:30 p.m.

### August 2021

August 9	Committee of the Whole In-camera meeting	1:00 p.m.
August 9	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
August 10	Social Services Sub-committee	3:30 p.m.
August 12	Community Services Sub-committee	3:30 p.m.
August 16	Hold for possible meeting	
August 17	Finance and Labour Relations Sub-committee	3:30 p.m.
August 23	Committee of the Whole In-camera meeting	1:00 p.m.
August 23	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
August 25	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
August 26	Planning and Heritage Sub-committee	3:30 p.m.

### September 2021

September 13	Committee of the Whole In-camera meeting	1:00 p.m.
September 13	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
September 14	Social Services Sub-committee	3:30 p.m.
September 16	Community Services Sub-committee	3:30 p.m.
September 20	Hold for possible meeting	
September 21	Finance and Labour Relations Sub-committee	3:30 p.m.
September 27	Committee of the Whole In-camera meeting	1:00 p.m.
September 27	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
September 29	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
September 30	Planning and Heritage Sub-committee	3:30 p.m.

### October 2021

October 12	Committee of the Whole In-camera meeting	1:00 p.m.
October 12 (October 11 is Thanksgiving Day)	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
October 13	Social Services Sub-committee	3:30 p.m.
October 14	Community Services Sub-committee	3:30 p.m.
October 18	Hold for possible meeting	
October 19	Finance and Labour Relations Sub-committee	3:30 p.m.
October 25	Committee of the Whole In-camera meeting	1:00 p.m.
October 25	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
October 27	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
October 28	Planning and Heritage Sub-committee	3:30 p.m.

### November 2021

November 8	Committee of the Whole In-camera meeting	1:00 p.m.
November 8	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
November 9	Social Services Sub-committee	3:30 p.m.
November 10 (November 11 is Remembrance Day)	Community Services Sub-committee	3:30 p.m.
November 15	Hold for possible meeting	
November 16	Finance and Labour Relations Sub-committee	3:30 p.m.
November 22	Committee of the Whole In-camera meeting	1:00 p.m.
November 22	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
November 24	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
November 25	Planning and Heritage Sub-committee	3:30 p.m.

### December 2021

December 13	Committee of the Whole In-camera meeting	1:00 p.m.
December 13	Regular Council and Standing Committees	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Finance and Labour Relations Committee</li> <li>• Infrastructure, Transportation and Safety Committee</li> <li>• Planning and Heritage Committee</li> </ul>	
December 14	Social Services Sub-committee	3:30 p.m.
December 16	Community Services Sub-committee	3:30 p.m.
December 21	Finance and Labour Relations Sub-committee	3:30 p.m.
December 20	Committee of the Whole In-camera meeting	1:00 p.m.
December 20	Regular Council and Standing Committees (year-end)	3:00 p.m.
	<ul style="list-style-type: none"> <li>• Social Services Committee</li> <li>• Community Services Committee</li> </ul>	
December 22	Infrastructure, Transportation and Safety Sub-committee	3:30 p.m.
December 23	Planning and Heritage Sub-committee	3:30 p.m.

This Meeting Schedule is subject to change. Contact the Clerk's Office at 519-271-0250 ext. 5240 to confirm meeting dates.



**Observing Holidays – 2021**

City of Stratford Administrative Offices will be closed on:

January 1	New Year's Day	September 6	Labour Day
February 15	Family Day	October 11	Thanksgiving Day
April 2	Good Friday	November 11	Remembrance Day
April 5	Easter Monday	December 24	Close at 12:00 on Christmas Eve
May 24	Victoria Day	December 27	Christmas Day
July 1	Canada Day	December 28	Boxing Day
August 2	Civic Holiday	December 31	Close at 12:00 on New Year's Eve