



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4641st
Date: Monday, December 21, 2020
Time: 3:00 P.M.
Location: Electronically
Council Present: Mayor Mathieson - Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos
Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Janice Beirness - Director of Corporate Services, Jodi Akins - Council Clerk Secretary, Chris Bantock - Deputy Clerk

To watch the Council meeting live, please click the following link: <https://stratford-ca.zoom.us/j/82121024007?pwd=NzFXVIVFTzAzTIMzNjFHRmV2ZU5SQT09>

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

Pages

1. Call to Order:

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

Moment of Silent Reflection

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

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a

member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and to otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

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3. Adoption of the Minutes:

Minutes from the December 14, 2020 Regular Council meeting will be listed on the January 11, 2021 Council agenda for adoption.

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

Motion by _____

THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated December 21, 2020 be added to the Agenda as printed.

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

5.1. From the April 14, 2020 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

Regulating Short Term Rental Accommodations

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

Motion by _____

THAT the March 9, 2020 Council resolution regarding short term rental accommodations (R2020-113) be reconsidered.

Motion by _____

THAT the March 9, 2020 Council resolution regarding short term rental accommodations (R2020-113) be rescinded;

AND THAT staff be directed to proceed to prepare the short term rental accommodations provisions of the Comprehensive Zoning By-law to limit short term rental accommodations to principal residences for a maximum

of 180 days and that safety inspections be incorporated as part of the City's licensing process of short term rentals.

5.2. At the December 12, 2020, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), And A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

At the In-camera Session direction was given.

5.3. At the December 14, 2020 Reconvene Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), And A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

There was no direction given at the Reconvene In-camera Session.

5.4. From the December 14, 2020, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

- Appointment to Festival Hydro Inc.
(Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

And

- Appointment to Festival Hydro Services Inc.
(Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

Motion by _____

THAT Mark Henderson be appointed for a four year term on the Board of Directors of Festival Hydro Inc., to November 30, 2024 or until a successor is appointed.

Motion by _____

THAT Tony Ciciretto be appointed for a four year term on the Board of

Directors of Festival Hydro Services Inc., to November 30, 2024 or until a successor is appointed.

5.5. At the December 17, 2020, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)), And A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

5.6. At the December 21, 2020 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

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

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1. Resolution - Proposed Renewable Natural Gas Project Next Steps (COU20-201)

23 - 42

Motion by _____

Staff Recommendation: THAT the staff in conjunction with the City Solicitor be directed to complete the Municipal Services Corporation agreement with the Ontario Clean Water Agency for the construction and operation of the renewable natural gas facility;

THAT the engineering firm GHD Ltd. be retained at a cost of \$395,490.68 to complete the detailed design for the renewable natural gas project;

AND THAT the Mayor and Clerk be authorized to sign the necessary contract documentation with GHD Ltd.

7.2. Resolution - Electronic Waste Collection and Recycling Agreement (COU20-195)

43 - 44

Motion by _____

Staff Recommendation: THAT the City of Stratford enter into an agreement with Electronic Products Recycling Association for the provision of Electronic Waste Collection and Recycling commencing January 1, 2021;

AND THAT the Director of Infrastructure and Development Services be authorized to sign the agreement on behalf of the municipal corporation.

7.3. Resolution - Tax Adjustments for 2020 (COU20-197) 45 - 49

Motion by _____

Staff Recommendation: THAT taxes totalling approximately \$2,317,281.44 as shown in the 2020 Tax Adjustment Summary dated December 21, 2020 of which the City's portion is estimated to be \$1,656,516.95, be received for information;

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

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

7.4. Resolution - Operating Budget Variance Report as at November 30, 2020 (COU20-198) 50 - 54

Motion by _____

Staff Recommendation: THAT the Operating Budget Variance report as of November 30, 2020 be received for information.

7.5. Resolution - 2021 Bed and Breakfast License Fees (COU20-199) 55 - 57

Motion by _____

Staff Recommendation: THAT the information provided in the report titled "2021 Bed and Breakfast License Fees" (COU20-199) be received;

AND THAT Council provide direction on which option to proceed with.

7.6. Resolution - Stratford Rotary Complex and Burnside Agriplex LED Lighting Energy Conservation Project (COU20-200) 58 - 60

Motion by _____

Staff Recommendation: THAT the report titled "Stratford Rotary Complex and Burnside Agriplex LED Lighting Energy Conservation Project" (COU20-200) be received;

THAT an exemption from the Purchasing Policy, Section 42.1 be approved;

AND THAT the Director of Community Services be authorized to retain the City of Stratford's approved trade electrician for this project.

7.7. Correspondence - Resignation from SEEDCo.

Motion by _____

THAT the resignation from the SEEDCo. Board of Directors by Councillor Brad Beatty be accepted.

7.8. Correspondence - Resignation from Stratford City Centre BIA Board

Motion by _____

THAT the resignation of Laura Hilton from the Stratford City Centre BIA Board of Directors be accepted.

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

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

Motion by _____

THAT the Report of the Infrastructure, Transportation and Safety Committee dated December 21, 2020 be adopted as printed.

9.1.1. Water, Sanitary and Storm Service Ownership Policies and Subsidy Program (ITS20-025)

61 - 80

THAT the following Policies be approved:

S.1.6 Sanitary Service Ownership

S.1.7 Storm Service Ownership

W.1.1 Water Service Ownership

S.1.8 Sanitary Service Subsidy Program General Requirements

S.1.9 Sanitary Service Subsidy Program during reconstruction

S.1.10 Upgrade of Sanitary Service Under the Subsidy Program;

AND THAT the following Sections of Policy S.1.3 Installation or Replacement of Private Sanitary Connections be rescinded:

- S.1.3.3 and S.1.3.4

9.1.2. Renewal of the Town of Goderich Fire Dispatching Agreement (ITS20-023)

81 - 82

THAT the Mayor and Clerk be authorized to execute the renewal of the full time fire dispatching services agreement with the Town of Goderich for a period of one year to December 30, 2021.

9.2. Report of the Planning and Heritage Committee:

Motion by _____

THAT the Report of the Planning and Heritage Committee dated December 21, 2020 be adopted as printed.

9.2.1. Planning Report on Draft Plan of Subdivision 31T19-001 and Zone Change application Z09-19 at 236 Britannia Street (PLA20-009)

83 - 139

THAT Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act;

THAT Zoning By-law No. 201-2000 be amended for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street (file Z09-19) from an Institutional/Future Residential-Special (IN/FR-1) Zone to Residential First Density with site specific regulations R1(5)-45 Zone, a Residential First Density with site specific regulations R1(5)-46 Zone, a Residential Second Density with site specific regulation R2(2)-49 Zone, a Residential Fourth Density with site specific regulations R4(2)-27 Zone, a Residential Fourth Density with site specific regulations R4(2)-28 Zone and, Park (P) Zone following reasons:

- public interest was considered;
- the zone change is consistent with the Provincial Policy Statement;
- the zone change is consistent with the City of Stratford Official Plan, including Special Policy Area 16;
- the recommended zone change will facilitate development that is appropriate for the lands, will not impact surrounding lands and is considered to be sound land use planning;
- it will provide a wide range of housing types to meet the needs of the existing and future residents; and
- the recommended zone change will encourage efficient

use of land and infrastructure.

AND THAT plan of subdivision application 31T19-001, submitted by Werner Bromberg Limited, for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street, that contains 50 single detached residential lots, 6 semi-detached residential lots, 10 multi residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets be granted draft approval pursuant to Section 51(31) of the Planning Act subject to the conditions listed below for the following reasons:

- public interest was considered;
- the application was circulated to the public and regard for their response was had in the recommended plan and conditions of approval;
- the plan of subdivision is consistent with the Provincial Policy Statement;
- the plan of subdivision is consistent with the City of Stratford Official Plan, including Special Policy Area 16;
- the plan of subdivision will result in sound land use planning and is considered appropriate for the development of the lands;
- it will provide a wide range of housing to meet the needs of the existing and future residents; and
- it will encourage efficient use of land and infrastructure

31T19-001 Conditions of Draft Approval

1. This draft approval applies to Plan of Subdivision 31T-19001 submitted by GSP Group, prepared for Werner Bromberg Limited certified by Erich Rueb O.L.S., dated October 27, 2020, File No. 31T-19001, Project No. 17202, which shows a total of 50 single detached residential lots, 6 semi-detached residential lots, 10 multi residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets.
2. This approval of the draft plan applies for 7 years, and if final approval is not given by that date, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.
3. The road allowances included in this draft plan shall be

shown on the face of the plan and dedicated as public highways.

4. The street(s) shall be named to the satisfaction of the Manager of Planning.
5. The municipal address shall be assigned to the satisfaction of the Manager of Planning.
6. Prior to final approval, the Owner shall submit to the Approval Authority a digital file of the plan to be registered in a format compiled to the satisfaction of the City of Stratford and referenced to NAD83UTM Zone 17 horizon control network for the City of Stratford mapping program.
7. Prior to final approval, appropriate zoning shall be in effect for this proposed subdivision.
8. The Owner shall satisfy all the requirements, financial and otherwise, of the City of Stratford in order to implement the conditions of this draft approval.
9. That prior to final approval the Owner shall pay in full all financial obligations/ encumbrances owing to the City on the said lands, including property taxes and local improvement charges.
10. The subdivision agreement between the Owner and the City of Stratford shall be registered against the lands to which it applies.
11. The Owner shall grant to the appropriate authorities such easements and/or land dedications as may be required for utility, road, drainage or other municipal purposes.
12. Phasing of this subdivision (if any) shall be to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services.
13. Prior to submitting a request to the City to prepare the subdivision agreement, an updated draft plan showing the redline amendments (if applicable) is to be provided to the City to the satisfaction of the Manager of Planning.
14. Prior to the receiving a clearance for building permits from the Manager of Engineering for each construction stage of this subdivision, all servicing works for the stage must be completed and operational, all to the specification and satisfaction of the City.
15. The entire plan shall be registered in one plan of subdivision.

16. Prior to any grading on the site, the Owner shall decommission and permanently cap any abandoned water wells located on the property, in accordance with the Ontario Water Resources Act and the Ministry of Environment Conservation and Parks requirements and file the necessary reports with the Ministry of Environment Conservation and Parks and the City of Stratford.
17. The Owners professional engineer shall provide inspection services for all work during construction by its professional engineer for all works to be assumed by the City or dedicated to the City, and have its professional engineer supply the City with a certificate of compliance upon completion in accordance with the plans approved by the Manager of Engineering.
18. The Owner shall comply with all City of Stratford standards, guidelines and requirements in the design of this draft plan including required engineering drawings. Any deviation to the City's standards, guidelines, or requirements shall be completed to the satisfaction of the Director of Infrastructure and Development Services.

PARKLAND

1. Prior to the City executing the Subdivision Agreement or final approval, the Owner shall make a cash-in-lieu payment of the 5% parkland dedication to the City pursuant to the provisions of Section 51.1 of the *Planning Act*. In order to determine the value of the land, the Owner shall submit an appraisal completed by a qualified individual to the satisfaction of the City. All costs associated shall be borne by the Owner.
2. The subdivision agreement shall contain a provision outlining that the cash-in-lieu payment parkland dedication must be paid to the City prior to the initial registration to the satisfaction of the Manager of Planning.

Fencing

1. Within one year of final approval of the plan, the Owner shall fence all lots adjacent to Block 67 (Lots 44-56), with a 1.8 metre chain link fence with no gates. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.

2. The Subdivision Agreement shall contain a provision requiring the Owner to construct an board on board fence of similar design, and height that is a minimum height of 1.8m along the rear of Blocks 57-63 and 66 within this subdivision, through the site plan approval process when these blocks are developed, to the satisfaction of the Manager of Planning.

Tree Preservation

1. The Owner shall take measures to protect trees on abutting properties during construction. To satisfy this requirement, the Owner shall submit a Tree Preservation Report, prepared by a qualified individual, to the satisfaction of the Manager of Engineering and Manager of Planning. Measures recommended by the accepted Tree Preservation Report, if any, shall be shown on the engineering drawing and form part of Subdivision Agreement.

WALKWAYS

1. Concurrent with final approval, the Owner shall convey Block 69 (3m wide) and Block 68 (6m wide) to the City of Stratford as a pedestrian walkway. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements within one year of registration to the satisfaction of the Manager of Engineering.

PARKING PLAN

1. As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Block 57- Block 65 to the satisfaction of the Manager of Engineering. The accepted parking plan required for each registered phase of development and will form part of the subdivision agreement for the registered plan.

STREET TOWNHOUSES

1. For residential blocks proposed for street townhouse dwellings, the Owner shall as part of the final approval of the plan make the necessary legal arrangements to establish a minimum of a one (1.0) metre maintenance easement where the units to be built do not provide direct access to the rear yard from the garage for "internal unit" (not "end unit") Owners.

ACCESS

1. The subdivision agreement shall include a clause

requiring the Owner to design Street 'A' between Britannia Street and the north boundary Street 'B' abutting Lot 30 to accommodate emergency vehicles. The design is to be submitted in conjunction with the submission of engineering drawings to the satisfaction of the Director of Infrastructure and Development Services.

SANITARY

1. In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a sanitary servicing report that at the minimum shall include a sanitary drainage area plan confirming drainage area limits, to the satisfaction of the Director of Infrastructure and Development Services.
2. Prior to final approval the Owner shall engage the City's consultant to prepare a sanitary servicing report and modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.

STORMWATER SERVICING

1. Concurrent with final approval of the plan, the Owner shall provide all required land dedications related to the stormwater works, including Block 67, at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services.
2. In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a pedestrian sidewalk design to connect the pedestrian walkway on Block 68 to the pedestrian walkway on Briarhill Drive to the satisfaction of the Manager of Engineering. All costs associated with the construction of the pedestrian sidewalk will be at the cost of the Owner.
3. In conjunction with the submission of the engineering drawings, the Owner shall have their consulting engineer submit a stormwater servicing report/plan (functional report where facilities are proposed) satisfactory to the Director of Infrastructure and Development Services and Upper Thames River

Conservation Authority. This report shall include identification of the major stormwater overland flow route through the development to the satisfaction of the Director of Infrastructure and Development Services. The Owner shall be responsible for any costs associated with the design and construction of the overland flow route to an appropriate outlet.

4. In conjunction with the submission of Engineering drawings, the Owner shall submit an erosion/sediment control plan that will identify all erosion and sediment control measures for the subject lands in accordance with City of Stratford and Ministry of Environment Conservation and Parks standards and requirements, all to the satisfaction of the City and Upper Thames River Conservation Authority. This plan is to include measures to be used during all phases on construction. Prior to any work on the site, the Owner shall implement these measures satisfactory to the Director of Infrastructure and Development Services. The City may install or rectify failing erosion and sediment control if the Owner fails to do so within 10 working days upon written request to do from the City.
5. The Owner shall have their professional engineer submit semi-annual monitoring reports to the Manager of Engineering demonstrating that the stormwater facility performs in accordance with the approved design criteria. The reports are to provide test results on the volume and nature of the sediment accumulating in the works. The timing and content of the monitoring reports is to be in accordance with the City's Infrastructure Standards and Specifications manual. The Owner shall ensure that the monitoring program commences when building permits have been issued on fifty percent (50%) of the lots in the plan and shall continue until assumption.
6. The Owner shall address forthwith any deficiencies of the stormwater works and/or monitoring program.
7. The subdivision agreement shall include a clause requiring the Owner prior to the issuance of a building permit to construct and have operational stormwater servicing works and major overland flow routes satisfactory to the Director of Infrastructure and Development Services.
8. Prior to assumption, the Owner shall operate, monitor and maintain the works. The Owner shall ensure that any removal and disposal of sediment is to an approved site satisfactory to the Director of Infrastructure and Development Services.

9. The stormwater management facility shall be constructed in one phase to the satisfaction of the Manager of Engineering and shall include the storm sewer outlet from the Rotary Complex lands to the satisfaction of the City at the sole cost of the Owner.
10. Prior to final approval, the Owner's consulting engineer shall certify that increased and accelerated stormwater runoff from this subdivision will not cause damage to downstream lands, properties or structures beyond the limits of this subdivision. Notwithstanding any requirements of the City, or any approval given by the Manager of Engineering, the Owner shall indemnify the City against any damage or claim for damages arising out of or alleged to have arisen out of such increased or accelerated stormwater runoff from this subdivision.

TEMPORARY STORMWATER WORKS

1. In the event that the Owner constructs temporary stormwater works, all works shall be to the satisfaction of the Manager of Engineering, and at no cost to the City. The Owner is responsible for all costs related to the construction and removal of all temporary works including decommissioning and any redirection of sewers and overland flow routes.

OUTLET SEWERS

1. The Owner shall construct all municipal services for the subject lands at the sole expense of the Owner to the satisfaction of the Director of Infrastructure and Development Services.

WATER

1. In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a water servicing report to the satisfaction of the Manager of Environmental Services.
2. The Owner shall have its professional engineer deliver confirmation that the water main system has been looped to the satisfaction of the Director of Infrastructure and Development Services.
3. As part of the water servicing report, the Owner shall have its professional engineer determine if there is sufficient water turnover to ensure water quality and determine how many homes need to be built and

occupied to maintain water quality in the water system. If the water quality cannot be maintained in the short term, the Owner shall install automatic blow offs, where necessary, to the satisfaction of the Manager of Environmental Services, or make suitable arrangements with Water Operations for the maintenance of the system in the interim.

4. The subdivision agreement shall include the requirement for the Owner to have their consulting engineer submit a chlorine residual maintenance plan to the satisfaction of the Manager of Environmental Services at the cost of the Owner.
5. The Owner shall maintain the water system to the satisfaction of the City until assumption to the satisfaction of Manager of Environmental Services.
6. Prior to final approval, the Owner shall engage the City's consultant to prepare a hydraulic assessment with modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.

TRANSPORTATION

1. The Owner shall construct all roads shown in this plan of subdivision such that alignments match joining roads and driveways outside this plan to the satisfaction of the Director of Infrastructure and Development Services as the cost of the Owner.
2. The Owner shall terminate Street 'B' at the north limit of this Plan to the satisfaction of the Director of Infrastructure and Development Services.
3. The Owner shall construct a 1.5 metres (5') sidewalk on the outside of the following streets within a time-frame as directed by the Manager of Engineering:
 - i) east side of Street 'A' ending at the north terminus of Lot 37
 - ii) north side of Street 'A' along the frontage of Lot 47-55
 - iii) north side of Street 'B' along the frontage of Lots 30-36
 - iv) west side of Street 'B' from Lot 36 until the terminus of the public road.
1. In conjunction with the submission of the engineering drawings the Owner shall submit an AODA compliant walkway connection design from 230 Britannia Street

to the sidewalk on Street 'A' to the satisfaction of the Manager of Engineering. All costs associated with the design and construction will be at the cost of the Owner.

2. The subdivision agreement will require the Owner to comply with traffic management standards during construction to the satisfaction of the Director of Infrastructure and Development Services for any construction activity that will occur on existing public roadways needed to provide services for this plan of subdivision.
3. Should temporary turning facilities for vehicles be required by the Director of Infrastructure and Development Services, they shall be provided as easements concurrent with the registration of the phase. These easements shall be granted to the City of Stratford until the temporary turning facility is no longer required to the satisfaction of the Director of Infrastructure and Development Services. The Owner is responsible for all costs associated with obtaining the easement, the release of the easement and the construction and removal of all temporary turning facilities.
4. Owner shall keep private and City Streets clean of construction debris to the satisfaction of the Director of Infrastructure and Development Services. Failure to clean road right-of-way with two (2) working days upon written notice from the City will result in the City conducting cleaning activities at the cost of the Owner.

HYDRO

1. Prior to the entering into a subdivision agreement, the Owner shall obtain approval from Festival Hydro for an electrical layout. Any new addition and/or relocation of existing electrical infrastructure will be at the Owner's expense.

FIRE

1. The Owner shall not burn any materials on site.

OTHER

1. The subdivision agreement shall make provision for the physical location of Community Mail Boxes which satisfies the requirements of Canada Post and the City.
2. Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein

contained, the Owner shall file with the Approval Authority a complete submission consisting of all required clearances, fees, and final plans, and to advise the Approval Authority in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the Approval Authority, such submission will be returned to the Owner without detailed review by the City.

3. For the purpose of satisfying any of the conditions of draft approval herein contained, the Owner shall file, with the City, complete submissions consisting of all required studies, reports, data, information or detailed engineering drawings, all to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services. The Owner acknowledges that, in the event that a submission does not include the complete information required by the City, such submission will be returned to the Owner without detailed review by the City.

NOTES TO DRAFT APPROVAL

1. It is the Owners/Developers responsibility to fulfill the conditions of draft approval and ensure that the required clearance letters are forwarded by the appropriate agencies to the City of Stratford, Development Services Division.
2. All plans are to be prepared using total station survey and compatible with the latest version of AutoCAD. The final plan submitted for registration, engineered design drawings and construction record drawings are to be provided in print and digital format referenced to a control network compiled to the satisfaction of the City of Stratford Infrastructure and Development Services Department in accordance with Ontario Basic Mapping (U.T.M. Grid 1:2000), for future use within the City's geographical information system.
3. The final plan approved by Corporation of the City of Stratford must be registered within thirty (30) days or the Corporation may withdraw its approval under Section 51(59) of the Planning Act, R.S.O. 1990 as amended.
4. All plans of subdivision are to be prepared and presented in metric units.
5. If final approval is not given to this Plan, within seven 7 years of the draft approval date, and no extensions

have been granted, draft approval shall lapse under subsection 51(32) of the Planning Act, R.S.O., 1990. If the Owner wishes to request an extension to draft approval, a written explanation, together with a resolution from the local municipality, must be received by the Approval Authority 60 days prior to the lapsing date. Please note that an updated review of the plan, and revisions to the conditions of approval, may be necessary if an extension is to be granted.

9.3. Report of the Finance and Labour Relations Committee:

Motion by _____

THAT the Report of the Finance and Labour Relations Committee dated December 21, 2020 be adopted as printed.

9.3.1. 2021 Insurance Renewal (FIN20-022) 140 - 153

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.

9.3.2. 2021 Employee Benefits Overview (FIN20-026) 154 - 158

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

9.3.3. 2020 Annual Reports of Advisory Committees (FIN20-020) 159 - 181

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.

9.3.4. Operating Budget Variance Report as at October 31, 2020 (FIN20-025) 182 - 186

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

9.3.5. Financial Statements and Commentary for Festival Hydro Inc. (FHI) for Q3 ending September 30, 2020 (FIN20-023) 187 - 198

THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2020, be

received for information.

- 9.3.6. Financial Statements and Commentary for Rhyzome (Festival Hydro Services Inc.-FHSI) for Q3 ending September 30, 2020 (FIN20-024)** 199 - 207

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

10. Notice of Intent:

None scheduled.

11. Reading of the By-laws:

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

Motion by _____

THAT By-laws 11.1 to 11.3 be taken collectively.

Motion by _____

THAT By-laws 11.1 to 11.3 be read a First and Second Time.

Motion by _____

THAT By-laws 11.1 to 11.3 be read a Third Time and Finally Passed.

- 11.1. Amending Agreement with Town of Goderich for Fire Alarm Dispatching Services** 208 - 209

To authorize the entering into and execution of an Amending Agreement with The Corporation of the Town of Goderich for the continued provision of fire alarm dispatching services by the Stratford Fire Department for a one-year term to December 30, 2021.

- 11.2. Appointments to Festival Hydro Inc. and Festival Hydro Services Inc. Board of Directors** 210

To amend By-law 178-2018 as amended, to make appointments to the Festival Hydro Inc., and Festival Hydro Services Inc., Board of Directors.

- 11.3. Amend Zoning By-law with respect to 236 Britannia Street** 211 - 217

To amend Zoning By-law 201-2000 as amended, with respect to zone change application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision

Development in the City of Stratford.

12. Consent Agenda: CA-2020-119 to CA-2020-120

218 - 220

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

13. New Business:**14. Adjournment to Standing Committees:**

The next Regular Council meeting is January 11, 2021.

Motion by _____

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

- **Community Services Committee [3:05 p.m. or thereafter following the Regular Council meeting], and**
- **Social Services Committee [3:10 p.m. or thereafter following the Regular Council meeting]**

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

15. Council Reconvene:**15.1. Declarations of Pecuniary Interest made at Standing Committees**

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on December 21, 2020 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

15.2. Committee Reports

15.2.1. Community Services Committee

Motion by _____

THAT Item 4.1 of the Community Services Committee meeting dated December 21, 2020 be adopted as follows:

4.1 2022 Canadian Junior Curling Championships - Request to Waive Fees (COM20-003)

THAT the Stratford Country Club in partnership with the City of Stratford be granted the use of the Rotary Complex from March 21 to April 2, 2022 to host the Canadian Junior Curling Championships pending the award of the event;

AND THAT the facility rental fees in the amount of \$40,000 be funded through the 2022 Community grants program for use of the Rotary Recreation Complex for the 2022 Canadian Junior Curling Championship.

15.2.2. Social Services Committee

Motion by _____

THAT Item 4.1 of the Social Services Committee meeting dated December 21, 2020 be adopted as follows:

4.1 Rapid Housing Initiative (RHI) (SOC20-012)

THAT Council authorize the Mayor, City Clerk and Director of Social Services to sign and submit a Declaration of Integrity and relevant documents for Canada Mortgage and Housing Corporation (CMHC) for Rapid Housing Initiative funding opportunities;

AND THAT subject to CMHC funding approval, Council approve the issuance of a tender for the development of the 398 Erie St. Alternative Housing Pilot project.

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

221

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

By-law 11.4 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on December 21, 2020.

Motion by _____

THAT By-law 11.4 be read a First and Second Time.

Motion by _____

THAT By-law 11.4 be read a Third Time and Finally Passed.

15.4. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by _____

THAT the December 21, 2020 Regular Council meeting adjourn.



MANAGEMENT REPORT

Date:	December 21, 2020
To:	Mayor and Council
From:	Ed Dujlovic, Director of Infrastructure & Development Services
Report#:	COU20-201
Attachments:	Additional Information Proposed Renewable Natural Gas Project Proposed Renewable Natural Gas Project Update

Title: Proposed Renewable Natural Gas Project Next Steps

Objective: To provide Council with updated construction costs and next steps to advance the Proposed Renewable Natural Gas Project at the City of Stratford Water Pollution Control Plant.

Background: At the January 13, 2020 the following motion was approved by Council:

THAT the City proceed with upgrading the existing water pollution control plant to allow co-digestion and production of renewable natural gas utilizing organic material, including options for sorting product at other facilities.

As a result of COVID 19 pandemic further steps to advance the project were put on hold due to the potential impact that the pandemic would have on the City's finances.

Analysis:

FortisBC

In November of this year the City received a letter from FortisBC, and it stated the following:

"The province of British Columbia's current Green House Gas Reduction Regulation ("GGRR") allows FortisBC to procure up to 5% of its total gas supply volume as Renewable Natural Gas (also referred to as "Biomethane" or "RNG"). Due to the high level of interest and the number of project agreements recently approved by the British Columbia Utilities Commission ("BCUC"), FortisBC has now reached the RNG volume limit stipulated within the GGRR. As a result, FortisBC cannot seek approval from the BCUC for any additional project agreements at this time.

FortisBC recognizes the importance of your project to the ongoing success of our Renewable Gas Program in supporting British Columbia's CleanBC plan, as well as the FortisBC 30BY30 climate plan. These plans include an expected increase to the regulated Renewable Gas volume limit from 5% to 15%.

Because of this future anticipated need for more supply, FortisBC would like to continue the Biomethane Purchase Agreement negotiation process with you, anticipating that the RNG volume limit stipulated in the GGRR will be increased. Please note that FortisBC will not submit any agreement to the BCUC until such time as the GGRR Renewable Gas volume limit has been adjusted upward, and that any Biomethane Purchase Agreements remain subject to BCUC approval before coming into effect."

Recently a new government was elected in B.C. and their platform included a commitment to the CleanBC plan. Accordingly, it is anticipated that in the near term that the Renewable Gas volume limit in B.C. will increase from 5% to 15%.

Construction Costs

The costs for the project were last updated early this year. The cost estimate including design was \$22.7 million. It is now estimated that the costs due to inflation for materials and labour have increased to \$23.7 million. This estimate is based on the design work completed to date which is only at the 30% stage.

Environmental Compliance Approval (ECA)

In April of this year the City did receive the approvals from the Ministry of the Environment, Conservation and Parks (MECP). One of the conditions in the approval was the requirement for an updated noise study. This condition can only be satisfied once the detailed design has been completed.

OCE Grant

To date the Ontario Centre of Excellence (OCE) has issued payments of approximately \$369,668 of the \$5.0 million grant. City and the Ontario Clean Water Agency (OCWA) staff had a meeting with staff from the OCE to discuss the grant that is to expire on June 5, 2021. OCE staff has indicated that the grant cannot be extended past this date. OCE staff did request an updated schedule for the project.

Municipal Services Corporation (MSC)

The MSC is being formed, with the City and OCWA as partners, for the purpose of constructing and operating a for-profit co-digestion and a renewable natural gas generation system at the City owned WPCP. The main points of the draft agreement deal with ownership, makeup of the Board, financial contributions to the project, how yearly profits and losses are to be distributed and permitted business activities.

The work on the agreement is nearly complete. It is recommended that the agreement be finalized and presented to City Council for approval early in 2021. This will enable the

project partners to enter into formal agreement with BC Fortis, Organics suppliers and public financing entities.

Detailed Design

GHD the consultants who have completed the 30% design work to date have submitted a proposal to complete the detailed design for the project. The detailed design will provide the information necessary to provide a more accurate cost estimate of the project and satisfy one of the conditions in the ECA. The completion of 90% engineering will get this project ready for construction.

Financial Impact: The total cost to carry out the completion of the design is \$395,490.68 plus HST. This work is an eligible expenditure, 33%, that can be covered by the \$5 million Ontario Centres of Excellence (OCE) grant received for this project. The OCE grant does not require the return of grant monies received for eligible expenditures in the event the project does not proceed. The remaining 67% of the funds will come equally from OCWA, Suez and the City.

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 staff in conjunction with the City Solicitor be directed to complete the Municipal Services Corporation agreement with the Ontario Clean Water Agency for the construction and operation of the renewable natural gas facility;

THAT the engineering firm GHD Ltd. be retained at a cost of \$395,490.68 to complete the detailed design for the renewable natural gas project;

AND THAT the Mayor and Clerk be authorized to sign the necessary contract documentation with GHD Ltd.



Ed Dujlovic, Director of Infrastructure & Development Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: December 17, 2019
To: Infrastructure, Transportation and Safety Committee
From: Ed Dujlovic, Director of Infrastructure and Development Services
Report#: ITS19-078
Attachments: Comments

Title: Proposed Renewable Natural Gas Project Update.docx

Objective: To provide Council with information in response to the concerns brought forward by the public resulting from the Open Houses and Public Meetings held for the proposed Renewable Natural Gas (RNG) project at the City of Stratford's Water Pollution Control Plant (WPCP) located at the westerly end of West Gore Street.

Background: The City of Stratford (City) is considering an upgrade to the existing Water Pollution Control Plant (WPCP) located at 701 West Gore Street. In addition to the municipal wastewater that is currently being treated at the site, the upgrade would allow the facility to accept and treat organic waste. The facility would treat solid and liquid organic waste, 25,900 tonnes, from both residential and commercial sources and "co-digest" this waste with the existing sewage sludge, 29,200 tonnes, being treated onsite in the plant's two existing anaerobic digesters. The project will result in an emission reduction of 49,000 tonnes of Green House Gas which is the equivalent of removing 10,800 cars from the road or the ability to heat 9,100 homes per year.

Open Houses and Public Meetings were held in order receive input from the community with respect to the proposed project. As a result of the concerns raised, the following information is provided for Council's consideration to determine if the City of Stratford should proceed with the project.

Analysis:

Organic Waste Framework

In April of 2018, the Province released the Ontario Food and Organic Waste Framework. The purpose of the report was to prevent and reduce food and organic waste, rescue surplus food, collect and recover food and organic waste and support beneficial end-uses.

The report indicated that in 2015 the waste generated in Ontario totaled 11.6 million tonnes of which 32%, 3.7 million tonnes, was organics such as food, soiled paper and leaf and yard waste. Of the total 3.7 million tonnes generated, only 38.5%, 1.4 million tonnes was being diverted.

In the recently released Reducing Litter and Waste in Our Communities: Discussion Paper, the Province confirmed the implementation of the Food and Organic Waste Policy Statement. As stated in the Discussion Paper, the Province wants to work with municipalities to expand the green bin program where it makes sense and provide guidance and support in order to meet the targets, recover up to 70 per cent of their food and organic waste by 2025, and making food and organic waste diversion as accessible to the people of Ontario as possible. In addition, the Province is looking at banning organics from landfills.

The City of London is preparing a request for proposals (RFP) for organic processing capacity. It will be released in early 2020. The scope of work, terms and conditions, and the quantity of organics to be managed has not been finalized. In previous reports, the City of London has identified up to 15,000 tonnes of organics may be collected. Subject to final London Council multi-year budget approval, organics processing capacity for London will be required by late 2021.

Organics Processing

The Ontario Waste Management Association (OWMA) has released several reports regarding waste organics in Ontario. The latest study was released in 2017. The report states that "Based on the data collected by the OWMA, Ontario had an approved processing capacity of 2.36 million tonnes in 2015. It is important to note, however, that there is a critical distinction between the approved processing capacity and how much organic waste can actually be processed at specific facilities.

Not all facilities can accept every type of organic waste, and many operate with geographic restrictions and technical limitations. Additionally, approved processing capacity may not be reflective of what can be actually processed in a given year due to operational constraints, which include facility shutdowns for preventive maintenance or unplanned downtime. Also facilities may choose not to accept all the types of waste they are permitted to process under their ECA due to concerns around issues, such as odour."

Based on the above, OWMA is of the opinion that only 75% of the approved capacity is actually available. Based on the approved processing capacity and the actual capacity as suggested by the OWMA, the province has a shortfall in processing capacity of 1.43 to 1.93 million tonnes.

The City of Toronto staff presented a report to their Council in June of 2018, to provide an update on trends over the next ten years for green bin organic waste processing capacity in the Province and related potential cost per tonne. The report identified a total of 91

facilities in the Province that were processing organics. Of these, only 18 were identified as possible options to accept source separated organics. There were two other facilities that have received approvals, however, it was unknown if they were proceeding to construction.

As noted in the City of Toronto report, depending on the various scenarios they could require 50,000 to 130,000 tonnes of processing capacity in order to deal with the organics that the City may generate by 2028. The report goes on to state that "Although it appears that there is sufficient available capacity to manage the current amount of organic waste, if most or all of the capacity available throughout the Province is taken into consideration, the City will be faced with increased competition to acquire additional external contracts given the limited supply and the recent approval of the Framework if additional processing capacity does not become available."

Use of Existing WPCP

As has been previously indicated, the existing WPCP is being considered for this proposed project to take advantage of the available capacity in the existing anaerobic digesters and the 29,200 tonnes of wastewater sludge that is already being generated at the site. The WPCP is already producing methane gas as part of the sewage treatment process. Excess methane that is not used as part of the sewage treatment process is burned off through an existing flare system.

In March of 2015, the Canadian Biogas Association released the "Municipal Guide to Bio Gas". The purpose of the Guide was to enable Ontario Municipalities to better understand "biogas" methane in various operations including wastewater treatment. The guide goes on to state that "Co-digestion of wastewater and organics can be considered by Ontario municipalities in order to maximize efficiencies and economies of scale, and to take advantage of existing infrastructure and valuable real estate. The Water Environment Research Foundation (WERF) in the United States is actively promoting co-digestion as the lowest overall cost option for municipalities, leveraging investment in existing equipment and staffing."

The cost to build a facility to handle the organics has been estimated to be approximately \$1,500/tonne. In order to construct a purpose built facility to just handle the proposed 25,900 tonnes of solid and liquid organics would cost \$38,850,000. Operating cost, not including capital, would also be higher at a purpose built facility. It has been estimated that the operating cost would be in the order of \$120/tonne. This is double what has been estimated for the proposed City project. The time to get necessary permits and approvals has been estimated to be two years.

Concerns have been raised about the location of the WPCP and its proximity to residents, schools, senior care facility, and the hospital. The City has relied on D-2 Compatibility between Sewage Treatment and Sensitive Land Use guide from the Ministry of the Environment, Conservation and Parks (MECP). It states that separation distances will be measured from the periphery of the noise/odour-producing source-structure, to the

property/lot line of the sensitive land use. As the City's WPCP has a capacity of greater than 25,000 m³/day the plant may require a separation distance of greater than 150 metres. As an alternative to the buffer, more effective noise and odour mitigation measures are necessary to provide an optimum level of protection between the sewage treatment facility and adjacent sensitive land uses. The City has been using 150 metres from the existing fence line.

The current layout of the WPCP does provide the 150 metre buffer. The construction of the proposed receiving building would result in one of the buildings within Hamlet Estates falling within 150 metres. Accordingly, more effective mitigation measures will be required to deal with noise and odour. Additional information on these measures is provided later in this report.

It has also been suggested that the existing WPCP should be moved. The City has been provided with a cost estimate of \$100 to \$150 million and does not include the cost of property, new pumping stations to the new location, approvals and design.

Noise

As part of the approval process, the City requires an amendment to its existing Environmental Compliance Approval (ECA) for Air and Noise issued by the Ministry of Environment, Conservation and Parks (MECP). The purpose of the amendment is to account for the additional equipment, buildings, and truck traffic on site, as a result of the proposed project. A Noise Study was completed that was required to meet the following MECP guidelines: Basic Comprehensive Certificates of Approval (Air), NPC-103, NPC-233 and NPC-300. Mitigation measures include minimizing idling on site, choosing equipment that produces less noise, and locating processing equipment within a building.

The Noise Study focused on the sound emissions from significant noise sources identified both existing and proposed at the WPCP with the potential to adversely impact the sensitive receptors within 500m of the WPCP. The worst case sensitive receptors were Woodland Towers and the most northerly residence in Hamlet Estates. The chart below indicates the existing sound levels and proposed. The sound levels fall within the limits as per the MECP guidelines.

Location	Time of Day	Existing Sound Level decibels	Future Sound Level decibels
Woodland Tower	7:00am to 7:00pm	46.3	48.5
	7:00pm to 11:00pm	40.5	43.8
	11:00pm to 7:00am	40.5	43.8
Hamlet Estates (outdoors)	7:00am to 7:00pm	45.3	47.4
	7:00pm to 11:00pm	38.3	41.0
	11:00pm to 7:00am	38.3	41.1

The following chart provides examples of sound levels.

Sound	Sound Level decibels
Breathing	10
Whisper	20
Library	30
Quiet Office	50
Conversational Speech	60
Shower	70

The draft ECA for Air and Noise require the City to immediately address any noise that has a negative impact which may require the stopping of acceptance of organics until the sound issue is remedied.

Odour

In order to support an amendment to the existing ECA for Air and Noise, an Emission Summary and Dispersion Modelling (ESDM) Report was also required. The ESDM Report was prepared in accordance with s.26 of Ontario Regulation (O. Reg.) 419/05. In addition, guidance in the Ministry publication "Procedure for Preparing an Emission Summary and Dispersion Modelling Report, Version 4.1" The purpose of the report was to determine the odour impacts on sensitive receptors for both existing and proposed sources of odour at the WPCP. The report concluded that the changes to operations at the WPCP will result in the concentration of odour decreasing when compared to existing conditions.

The receiving building for the food organics would be designed such that it would be under negative air pressure. What this means is that air will be drawn in from the outside in order to minimize odours escaping from the building. The air will be treated using a process, Photo Ionization (PI), using dust filter, carbon filters, and ultra violet light and then exhausted through a 16.2m high stack. The draft ECA approval requires the continuous monitoring of the emissions in order to ensure that there is no negative impact.

Included in the draft ECA is the requirement to develop an Odour Management Plan that must be approved by the MECP prior to the start of the organics processing. The plan would include:

- Replacement carbon filters and UV lights to be kept on-site in the event a rapid change out on short notice is required
- Space to be provided to install additional PI units if needed
- In the event there are negative odour impacts of the organics processing, the organics processing will cease until odour control systems have been modified

With regard to trucks arriving at the proposed facility, the City is investigating products that are available on the market that can be applied to the organics being delivered to mask the odour.

Traffic

As has been reported, truck traffic to the WPCP would increase for the proposed project. The existing operations at the WPCP does generate truck traffic in the form of sludge removal, delivery of chemicals, twice per year, and a once daily general delivery or tanker truck discharging sewage at the plant. The removal of sludge is carried out between April and November over a 3 to 4 week period. In 2018, a total of 325 truckloads of sludge were removed over 20 days. This generated a peak day volume of 18 trucks per day. Outside of the sludge hauling periods, the peak day volume is 2 trucks per day.

With the proposed new operation, the maximum peak day will be approximately 16 trucks with an average day of 12 trucks. This comprises of tanker trucks hauling out the increased sludge on a daily basis (7/day), 48 foot tractor trailers delivering organics (3/day), vacuum/single tanker truck delivering liquid organics (1/day), removal of waste from the organics processing facility (3/week) and the City's curbside collection truck for the green bin program (1/day). This would be on a year round basis from Monday to Friday. It should be noted as the volume of sewage going to the plant increases, the need for organics and liquid waste will decrease resulting in a decrease in truck traffic.

Both Queensland Road/West Gore Street are classified as collector roads. Collector roads are designed to carry volumes of traffic between 2,500 to 10,000 vehicles per day. The chart below provides information on current traffic volumes.

Location	Year of Count	Average Annual Daily Traffic	Existing % Trucks
John St S (Woods St to Lightbourne Ave)	2017	3,464	2.8%
Queensland Rd (John St to Freeland Dr)	2014	3,217	2.1%
Queensland Rd (Freeland - Demille)	2017	2,958	3.4%
Queensland Rd (McGregor St to Barron St)	2016	3,274	5.9%
West Gore St (Erie & Church)	2018	7,665	2.9%
West Gore St (Birmingham St and McCulloch St)	2014	4,249	2.4%
West Gore St (John St and St Vincent St)	2014	3,788	3.3%

The larger trucks would continue to use Queensland Road as access off Lorne Avenue West is better suited for the large trucks. The City's curbside collection truck, vacuum/tanker truck and waste truck could use West Gore Street. The increase in truck traffic on a daily basis would be negligible.

In order to increase safety in the area, staff wants to establish Community Safety Zones (CSZs) along Queensland Road/John Street and West Gore Street. The Ontario Highway Traffic Act allows municipalities to designate CSZs on sections of roadway where public safety is of special concern. This may include roadways near schools, day care centres, playgrounds, parks, hospitals, and senior citizen residences. Speeding fines are doubled in CSZs through a special designation under the Highway Traffic Act. A recent report was submitted to Council recommending the implementation of CSZs.

For CSZs to be effective, enforcement is required. The Ministry of Transportation has recently approved Automated Speed Enforcement (ASE) systems in CSZs starting December 1, 2019 to address speeding. This is to support the legislative changes passed under Bill 65, The Safer School Zones Act, 2017. Municipalities will be responsible for all aspects of ASE program administration. The implementation of ASE will help achieve better compliance with lower posted speed limits. A recent report to Council was referred back to staff to provide further details on a proposed approach to ASE in CSZs.

Alternate Access

There were a number of residents that suggested that an alternate access (driveway) to the WPCP be constructed. The suggested routes for this access were to Queensland Road, Lorne Avenue West and O'Loane Avenue.

In 2001, the City amended its Official Plan (OP) to remove the extension of West Gore Street to O'Loane Avenue. The OP envisioned the construction of a 4 lane road from John Street South to O'Loane Avenue. This was removed as a result of public opposition, as they did not want the T.J. Dolan natural area to be disturbed. During that same time, the City carried out an Environmental Assessment to construct pedestrian trails and a pedestrian crossing of the Avon River in this same area. This plan was also rejected due to public opposition for the same reasons as previous.

Staff did review the options suggested and concluded the most feasible route would be a connection to Queensland Road. The factors considered were grade of the land, existing homes, impact on the environment, and on the cemetery. A preliminary cost for the construction of the driveway is in the order of \$550,000 plus 30% for contingency, design, associated studies, and public process.

Emergency Response

As has been indicated, the WPCP currently produces methane as part of the sanitary sewage treatment process. The proposed changes to the plant will allow increased volumes of methane to be produced. There will be no increase in the operating pressures, 0.5 psi to 1.0 psi, and no methane or renewable natural gas that is produced will be stored on site. The methane that is produced will be cleaned and injected into the natural gas system that is owned and operated by Enbridge Gas.

OCWA staff has been trained and Standard Operating Procedures have been developed when dealing with the digesters. Safety procedures must be followed when entering the gas pump room and/or dismantling gas train equipment. Appropriate procedures that must be followed include room ventilation, isolation of the unit to be worked on and utilization of gas detection equipment. Work orders have been developed as per the Operations and Maintenance manuals to ensure that all safety equipment is operating, calibrated (semi-annually) and tested as designed. Calibrations are completed by outside certified personal.

Alarms are in place to monitor the following:

- Methane levels in the gas room and sample room.
- High/low digester levels.
- High/low methane pressure.
- Boiler malfunctions.
- Waste methane burner malfunction.
- Methane pump malfunction.
- Methane booster malfunction.

Spruce Lodge has developed an emergency manual that addresses a few scenarios. The plan lists various transportation services in the event of an evacuation. It is expected that most evacuations would be within the Spruce Lodge campus. An alternative access to the site is available through Hamlet Estates to John Street South.

The Stratford Fire Department conducts training for many possibilities and outcomes regarding a response to this area. All situations are assessed on arrival and prioritized by level of risk and severity based upon the nature of the call. They have resources to deal with vehicle congestion and accidents if they hinder access or egress routes. If an evacuation of nearby structures is required, they will be conducted in a timely, effective and safe manner using resources at their disposal. With respect to methane, the fire department has concluded that there is no increased level of risk than already exists at this location.

Financial Impact: The financial model prepared by KPMG for the Ontario Clean Water Agency (OCWA) has been updated to take into account the increased capital and operating costs. Inputs into the model include operating costs, project capital costs of \$22.7 million, \$1.5 million in funding from the City and OCWA, \$14.7 million in debt financing and the \$5.0 million grant from the Province through the Ontario Centre of Excellence (OCE). It should be noted that the OCE grant agreement requires the project construction to be completed by June 5, 2021.

Municipal Services Corporation

The preferred partnership model for the project is a Municipal Services Corporation (MSC). The partners would be the City of Stratford and the Ontario Clean Water Agency (OCWA), a Crown Agency of the Province of Ontario. There would be no private companies included

in this partnership. Discussions have taken place and a draft agreement has been prepared. Finalization of the agreement is pending Council's decision on whether to proceed with the proposed project.

The MSC is being formed for the purpose of constructing and operating a for-profit co-digestion and a renewable natural gas generation system at the City owned WPCP. The main points of the draft agreement deals with ownership, makeup of the Board, financial contributions to the project, how yearly profits and losses are to be distributed and permitted business activities.

Construction Costs

In the early stages the project was estimated to be \$14.7 million. The construction costs were based on a concept design of the proposed project. GHD, an engineering consulting firm, was retained and carried out a Class 4 cost estimate. A Class 4 cost estimate is developed at the study or feasibility stage and can vary as much as 20% to 50%. The Class 4 estimate confirmed the cost estimate that had been established previously for the proposed project.

In order to more accurately determine the costs for the project, GHD was retained to carry out more detailed design and engineering studies. The detailed design would be carried out to the 30% level. This 30% level includes the engineering studies required which include facility siting, geotechnical investigations, topographical survey, and subsurface utility investigations. In addition to the design and studies, the scoping of approvals and permits were also to be carried out. This scoping included assessing all of the requirements by the City, Ministry of the Environment and Climate Change, Electrical Safety Authority and the Upper Thames River Conservation Authority.

As a result of the more detailed design and engineering studies, the cost for the proposed project increased to \$22.7 million. The factors that have driven up the costs are as follows:

- Inflation and tariffs on steel
- Changes to technology for odour control system due to site constraints
- Gas injection system cost increase
- A contingency item has been added to deal with Technical Standards and Safety Authority (TSSA)
- Having spare parts on hand
- Replacement of valves for the existing anaerobic digesters

Revenue

The revenue to be generated from the proposed project would be from RNG sales and tipping fees for organics and liquid wastes. In early 2018, FortisBC released a Request for Expression of Interest ("RFEOI") that closed on July 30, 2018. The RFEOI responses were evaluated on the following criteria; volume of gas to be produced, cost per gigajoule over

the lifetime of the project, speed to market, ownership of property and feedstock, location (first preference B.C., second Canada, then the U.S.), respondent capabilities, technological feasibility, and carbon intensity. The RFEOI was non-binding.

In October of 2018, FortisBC advised that they would be providing the City with a Term Sheet that would form the basis for a negotiated agreement. There were a number of discussions that took place regarding the terms, and as a result the City was provided a final draft in April of 2019. The length of the term is for 15 to 20 years. Finalization of the agreement is pending Council's decision on whether to proceed with the proposed project.

Another source of revenue for the project is the processing of the organics. The City issued an RFP earlier in the 2019 in order to secure an organics processor the City's organics collection program. Two proposals were received, one from StormFisher and the other from Walker Environmental, at a cost of \$88.50 and \$110/tonne respectively. The cost for collecting and transporting the organics is in addition to the processing cost.

Yearly Costs

Operating cost for the proposed project were developed and included: electricity, chemicals, carbon, staffing, transporting sludge off site, waste generated, and maintenance of the new equipment. In addition to the operating costs, debt repayment has also been factored in. The financial model that was developed was based on the debt being repaid over a 10 year period.

Payback Scenario

Using market rates for organics and the rate at which FortisBC would pay for the RNG; staff looked at what the simple payback of the debt and investment by the City and OCWA, \$17.7 million, would be if we reached 100%, 90%, 80%, and 70% revenue projections for both organics and RNG. The simple payback would be 7.5 years, 8.75 years, 10.5 years, and 12.5 years respectively.

The above does not take into account the cost savings of not having to transport to and process the City's Green bin program organics in London.

Alignment with Strategic Priorities:

Developing Our Resources

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

Staff Recommendation: THAT Council, taking into consideration the financial impact of the proposed RNG project, the data with respect to the availability of organic waste now and in the future, and public concerns associated with the RNG project, no longer proceed with the proposed renewable natural gas ("RNG") project to install equipment and technology in partnership with Ontario Clean Water Agency ("OCWA") at the City's Water Pollution Control Plant for the production of RNG;

AND THAT Council direct staff to no longer pursue the RNG Project and appropriately immediately notify OCWA and all other agencies/entities of its decision not to proceed with the RNG Project.

OR

THAT COUNCIL having considered input associated with the RNG project, approve the proposed renewable natural gas ("RNG") project and authorize staff to proceed to install equipment and technology in partnership with Ontario Clean Water Agency ("OCWA") at the City's Water Pollution Control Plant for the production of RNG;

AND THAT Council direct staff to immediately notify OCWA and all other agencies/entities of its decision to proceed with the RNG Project.



Ed Dujlovic, Director of Infrastructure and Development Services



Joan Thomson, Acting Chief Administrative Officer



MANAGEMENT REPORT

Date: January 13, 2020
To: Mayor and Council
From: Ed Dujlovic, Director of Infrastructure and Development Services
Report#: COU20-002
Attachments: Proposed Renewable Natural Gas Project Update ITS19-078
 Private Road Access Alternatives 1 to 3

Title: Proposed Renewable Natural Gas Project Additional Information.docx

Objective: To provide additional information with respect to the proposed Renewable Natural Gas (RNG) project at the Water Pollution Control Plant (WPCP on West Gore Street.

Background: At the December 17, 2019 Infrastructure, Transportation and Safety Committee meeting, the following motion was passed:

"THAT the Proposed Renewable Natural Gas Project Update (ITS19-078) be referred to the January 13, 2020 Regular Council meeting;

AND THAT staff review and provide information on the following:

- **whether a 20-year agreement with FortisBC can be guaranteed;**
- **whether OCWA is willing to invest more than \$1.5 million due to the increase in capital cost for this project;**
- **confirmation that additional capital costs do not impact the City or any future Municipal Service Corporation;**
- **a cost estimate for the construction of a private access road to the back of the plant for trucks to exit;**
- **confirmation that there will be available organics for the project for at least 10 years."**

Analysis:

FortisBC

In November of 2007, the Province of British Columbia passed the Climate Change Accountability Act to set greenhouse gas emissions targets. By 2030 BC greenhouse gas emissions are to be at least 40% less than the level of those emissions in 2007. In order to

meet these targets, BC implemented a number of regulations and developed CleanBC, a plan to reach the targets as set in the Climate Change Accountability Act. The plan requires that by 2030, that as a minimum, 15% of all natural gas used in BC is to come from renewable natural gas.

Based on the above requirement FortisBC went to market looking for suppliers of renewable natural gas. The City was successful in the response to the call for proposals and is currently in the process of negotiating an agreement.

Ontario Clean Water Agency (OCWA) Capital Investment

OCWA received approval from its Board of Directors to invest up to \$1.5M in the Stratford RNG Project. To date we have expended approximately \$30,000 on in-kind services, \$128,000 on design and approximately \$45,000 on financial and legal advice. OCWA continues to be very committed to the RNG Project and Stratford as a client and given their commitment is open to exploring further investment in the Project. Any further investment by OCWA would, however, be subject to Board approval.

Additional Capital Costs

After review of the draft "Unanimous Shareholders Agreement," reference to Public Sector Accounting Standards and confirmation with our auditors, Staff are of the opinion that "Holding Corp (MSC)" may be classified as a Government Business Enterprise (GBE) in accordance with PS3070, and as such can be recorded in the City's financial statements using the modified equity method. Essentially, treated as an Investment by the City. One line entries on our Balance Sheet (Statement of Financial Position) and Income Statement (Statement of Operations) with a note detailing Holding Corp (MSC) operations – revenues and expenses, assets and liabilities. This is how we treat Festival Hydro.

Most importantly, the GBE would not be consolidated line by line, and therefore, we would not be proportionally consolidating our share of the Holding Corp (MSC) debt into our own and it would have no adverse effect on the City's current and future borrowing capacity.

GOVERNMENT BUSINESS ENTERPRISE

- A government organization that has all of the following characteristics:
 - It is a separate legal entity with the power to contract in its own name and that can sue and be sued;
 - It has been delegated the financial and operational authority to carry on a business;
 - It sells goods and services to individuals and organizations outside of the government reporting entity as its principal activity; and
 - It can, in the normal course of its operations, maintain its operations and meet its liabilities from revenues received from sources outside of the government reporting entity.

The fourth bullet point bears noting as any GBE needs to remain profitable from its own revenue generated. If at any time, the business venture of Holding Corp (MSC) becomes

unprofitable and the shareholders begin contributing financially to support their business venture, the accounting determination is that the Holding Corp (MSC) no longer meets the definition of a GBE and so becomes a Governmental Unit. Governmental Units are proportionally consolidated on a line by line basis. This is similar to how we treat Seedco. Outstanding Holding Corp (MSC) debt would be proportionally consolidated with the City's debt and therefore impact our future borrowing capacity.

Private Road Access

City staff carried out a more detailed assessment of constructing a private road to the WPCP. Staff reviewed three options for a connection. In all cases, a 7m wide asphalt driveway, no curb and gutter, constructed to support heavy truck traffic was used.

Alternative 1 – O'Loane Avenue to WPCP – Estimated cost \$1,900,000

The above estimate includes driveway construction, cut/fill, tree removal and restoration/compensation, noise fencing along one side adjacent to residential lots, the construction of a bridge over the Avon River.

Pros

- The route is wholly contained within City owned property;
- There is an existing driveway from O'Loane Avenue to the Cemetery, and a former construction road from the Cemetery to the Avon River;
- This option disturbs the least amount of natural areas;
- The majority of work will be outside the floodplain.

Cons

- Approval will be required to construct a new bridge across the Avon River.

Alternative 2 - Queensland Road to WPCP – Estimated cost \$1,200,000

The above estimate includes driveway construction, cut/fill, tree removal and restoration/compensation, fencing along one side adjacent to the school parking lot, noise fencing along one side adjacent to Hamlet Estates, the replacement of the school's stormwater management system with underground storage, and the reconstruction of the intersection with John Street.

Pros

- Shortest route (340m);
- Least expensive;
- No work within the floodplain.

Cons

- Forty percent of the route is on private property, requiring an agreement with the owners, easements and possible compensation (not included in estimate);
- The construction of the driveway will impact the adjacent soccer field;

- The school would lose approximately 20 parking spaces, and there is no land available to replace the spaces. These spaces are utilized by the school and by the community when there is a soccer game on the adjacent field;
- It will be technically challenging to provide the required SWM while maintaining the major overland flow route.

Alternative 3 – Lorne Avenue to WPCP – Estimated cost \$2,250,000

The above estimate includes driveway construction, cut/fill, tree removal and restoration/compensation, noise fencing along one side adjacent to residential lots.

Pros

- The route is wholly contained within City owned property;
- The majority of work will be outside the floodplain.

Cons

- This option disturbs the most amount of natural area. In order to remain outside of the floodplain, the driveway would be located on the side slope of the valley. This may pose slope stability issues;
- The location of the driveway will basically bisect the existing natural area, adversely impacting both biological and terrestrial habitats;
- This is the longest and most expensive option;
- The driveway connection on Lorne Ave would be in the middle of a steep hill, possibly resulting in safety issues.

Supply of Organics

As had been previously reported, the Province has set targets to increase the diversion of food and organics from landfills. The target that has been established is to have 70% diversion for Residential, Industrial, Commercial and Institutional sectors by 2025. If this target is to be met, then an additional 1.16 million tonnes of organics will be available that will require processing. Through the summer of 2019 the province's Food and Organics Waste Steering Committee heard that processing capacity, private and municipal, will need to be increased to handle the volumes of organic waste anticipated from the implementation of provincial policy.

Currently, the existing processing capacity is under stress and will increase with the diversion targets that have been established by the Province. Other municipalities such as the Region of Peel, Region of Durham and the County of Simcoe are in the early stages of establishing facilities for the processing of organics. The City of Toronto is starting discussions to establish a third facility to accommodate organics. This, along with what the private sector is doing, will not accommodate all the processing that will be required.

The Province has begun consultations to enable biogas upgrading to produce renewable natural gas on-farm that could help Ontario food processors by providing alternatives to landfilling. On-farm facilities can only take up to 50% off-farm materials and are generally not set up to take in more complex materials that you find in a green bin program. The

Province wants to enable growth in Ontario's \$35.0 million biogas sector and make the province a North American leader in biogas.

Financial Impact: No additional comments to what has previously been provided.

Strategic Priority that Aligns with Recommendation:

Developing our Resources

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

The motion made at the ITS Committee meeting on December 17, 2019 has been listed on Section 9 of the January 13, 2020 Council Agenda for Council's consideration following consideration of this additional information.

Staff Recommendation: THAT this report titled Additional Information for the Proposed Renewable Natural Gas Project be received for information.



Ed Dujlovic, Director of Infrastructure and Development Services



Joan Thomson, Acting Chief Administrative Officer



MANAGEMENT REPORT

Date:	December 14, 2020
To:	Mayor and Council
From:	Kate Simpson
Report#:	COU20-195
Attachments:	None

Title: Electronic Waste Collection and Recycling Agreement with Electronic Products Recycling Association

Objective: To enter into an agreement with Electronic Products Recycling Association (EPRA) to safely manage the City of Stratford's electronic waste.

Background: As of December 31, 2020 the current Electronic Waste Recycling agreement with the current service provider OES will be ending and the last pickup date with the current provider is Jan 15, 2021.

Under O. Reg 522/20 the onus to recycle electrical and electronic equipment is on the producer. The number of collection locations required is dependent on the municipality's population (1 every 15,000). Although not required, if the City wanted to operate a collection site or collection events at the landfill, we must have a contract with a Producer Responsibility Organization (PRO) who will complete the following:

- Provide a container/s for onsite storing of the material
- Arrange Hauling of the material
- Arrange processing of the material
- Provide financial benefits to the municipality (based on the contract)

Analysis: The City of Stratford contacted several PRO's whom are registered with Resource Productivity & Recovery Authority (RPRA). A bid was received from EPRA, who took over OES, and COM2 Recycling Solution (COM2). EPRA submitted a bid of \$150/tonne and COM2 submitted a bid of \$200/tonne. The list materials that are accepted for recycling by COM2 are considerably less than EPRA. Accordingly, it is recommended that the City enter into an agreement with EPRA. EPRA will provide the required container and arrange for offsite transportation at no additional cost.

Financial Impact: The City of Stratford would receive \$150.00 per tonne of electronic waste revenue. The sea containers on site at the landfill and the transportation will not be charged to the City of Stratford. In 2019, the City diverted 70.16 tonnes and received \$10,524.00 in revenue. To the end of October 2020, we have diverted 48.23 tonnes with a revenue of \$7,234.50.

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 City of Stratford enter into an agreement with Electronic Products Recycling Association for the provision of Electronic Waste Collection and Recycling commencing January 1, 2021;

AND THAT the Director of Infrastructure and Development Services be authorized to sign the agreement on behalf of the municipal corporation.



Kate Simpson, Waste Reduction Coordinator



Ed Dujlovic, Director of Infrastructure & Development Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: December 21, 2020
To: Mayor and Members of Council
From: Marilyn Pickering, Supervisor of Tax Revenue
Report#: COU20-197
Attachments: 2020 Tax Adjustment Summary – December 21, 2020

Title: Tax Adjustments for 2020

Objective: To receive tax adjustments under Section 357 of the Municipal Act, 2001 for 2017-2020 tax adjustments, Amended Property Assessment Notices for 2020, Minutes of Settlement under Section 33 for 2017-2020, Minutes of Settlement under Section 36 for 2013-2020, Minutes of Settlement under Section 39.1 for 2020, a Tax Incentive Approval for 2020 and City of Stratford adjustments for 2020.

Background: By delegation of authority, the Treasurer and Supervisor of Tax Revenue have approved applications under Section 357 of the Municipal Act, 2001 that states in part 'upon application to the treasurer, the local municipality may cancel, reduce or refund all or part of taxes levied on land in the year in respect of which the application is made.'

The remaining minutes and adjustments are for your information.

Analysis: A summary of the annual 2020 tax adjustments is attached. There are still a number of outstanding appeals for multiple years being scheduled through the Assessment Review Board process, further adjustments are unknown at this time.

Financial Impact: The 2020 budget for property tax adjustments is \$1,000,000 making the account over budget by approximately \$656,516.95.

Alignment with Strategic Priorities:

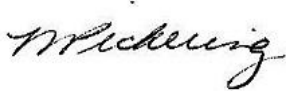
Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

Staff Recommendation: THAT taxes totalling approximately \$2,317,281.44 as shown in the 2020 Tax Adjustment Summary dated December 21, 2020 of which the City's portion is estimated to be \$1,656,516.95, be received for information;

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

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



Marilyn Pickering, Supervisor of Tax Revenue



Janice Beirness, Director of Corporate Services



Joan Thomson, Chief Administrative Officer

2020 TAX ADJUSTMENT SUMMARY			DEC 21 2020
ROLL NO.	PROPERTY ADDRESS	ASSESSMENT AMOUNT	TOTAL
SECTION 357 - 2017			
1-4-442	90 GREENWOOD DR	ASSESSMENT - 240,143 RT	3,368.38
		TOTAL	3,368.38
SECTION 357 - 2018			
1-4-442	90 GREENWOOD DR	ASSESSMENT - 304,429 RT	4,190.01
2-2-024	366 ONTARIO ST	ASSESSMENT - 108,400 CT TO RT	2,544.50
4-13-21815	603 ROMEO ST S	ASSESSMENT 1,031,350 IT, 1,031,308 CT+	6,338.07
4-14-121	719 DOWNIE ST	ASSESSMENT - 82,000 RT, 93,000 EN+	1,128.61
4-14-122	725 DOWNIE ST	ASSESSMENT - 78,294 RT, 79,800 EN+	1,077.60
5-1-064	116 DOWNIE ST	ASSESSMENT - 235,025 CT, 241,992 RT+	5,986.17
5-1-07120	138 DOWNIE ST	ASSESSMENT - 92,000 CT, 91,228 RT+	804.54
5-5-092	66 LOUISE ST	ASSESSMENT - 100,258 RT	638.92
		TOTAL	22,708.42
SECTION 357 - 2019			
1-4-442	90 GREENWOOD DR	ASSESSMENT - 368,714 RT	5,027.76
1-11-122	78 FRANKLIN DR	ASSESSMENT - 29,000 RT	76.92
1-12-008	619 HURON ST	ASSESSMENT - 41,950 CT, 131,920 RT	511.96
1-12-009	615 HURON ST	ASSESSMENT - 223,000 CT, 146,000 CX+	640.39
2-2-024	366 ONTARIO ST	ASSESSMENT - 108,400 CT TO RT	2,496.09
4-1-079	27 GEORGE ST E	ASSESSMENT - 319,250 CT, 336,425 RT+	3,407.75
4-2-035	68 NILE ST	ASSESSMENT - 345,951 CT, 355,928 RT+	8,927.29
4-2-053	77 BRUNSWICK ST	ASSESSMENT - 9,650 CT, 9,631 RT+	40.22
4-13-21815	603 ROMEO ST S	ASSESSMENT - 1,040,025 IT, 1,040,001 CT+	8,986.32
4-14-121	719 DOWNIE ST	ASSESSMENT - 82,000 RT, 93,000 EN+	1,118.15
4-14-122	725 DOWNIE ST	ASSESSMENT - 79,047 RT, 79,800 EN+	1,077.88
5-1-064	116 DOWNIE ST	ASSESSMENT - 244,337 CT, 248,321 RT+	6,346.90
5-1-07120	138 DOWNIE ST	ASSESSMENT - 94,000 CT, 93,614 RT+	2,467.90
5-5-092	66 LOUISE ST	ASSESSMENT - 145,977 RT	1,990.53
5-8-13312	45 DUNLOP PL	ASSESSMENT - 587,000 IT, 578,489 CT+	2,241.93
5-8-13314	58 GRIFFITH RD	ASSESSMENT - 407,000 XT TO EN	7,482.46
		TOTAL	52,840.45
SECTION 357-2020			
1-11-19	202 NORMAN ST	ASSESSMENT - 189,000 RT	299.95
1-11-122	78 FRANKLIN DR	ASSESSMENT - 29,000 RT	391.74
2-2-024	366 ONTARIO ST	ASSESSMENT - 108,400 CT TO RT	2,456.35
2-8-375	103 KELLY'S LN	ASSESSMENT - 399,000 RT	1,590.44

2020 TAX ADJUSTMENT SUMMARY			DEC 21 2020
ROLL NO.	PROPERTY ADDRESS	ASSESSMENT AMOUNT	TOTAL
4-1-079	27 GEORGE ST E	ASSESSMENT - 345,000 CT TO RT	8,863.81
4-13-21815	603 ROMEO ST S	ASSESSMENT - 1,048,700 IT TO CT	8,543.57
4-14-121	719 DOWNIE ST	ASSESSMENT - 82,000 RT, 93,000 EN+	1,107.68
4-14-122	725 DOWNIE ST	ASSESSMENT - 79,800 RT TO EN	1,077.96
5-1-064	116 DOWNIE ST	ASSESSMENT - 254,650 CT TO RT	6,542.53
5-1-07120	138 DOWNIE ST	ASSESSMENT - 212,000 CT TO RT	5,446.75
5-5-092	66 LOUISE ST	ASSESSMENT - 150,000 RT	2,026.25
5-8-141	945 ERIE ST	ASSESSMENT - 78,000 CT	2,821.14
		TOTAL	41,168.17
AMENDED PROPERTY ASSESSMENT NOTICES - 2020			
1-3-02859	255 JOHN ST N	ASSESSMENT - 35,000 RT	472.79
1-12-008	619 HURON ST	ASSESSMENT - 43,700 CT, 137,300 RT	3,435.25
1-12-008	619 HURON ST	ASSESSMENT - 86,000 RT, 97,000 CX+	-2,346.61
1-12-009	615 HURON ST	ASSESSMENT - 223,000 CT, 145,000 CU+	2,821.13
2-2-010	270 ONTARIO ST	ASSESSMENT - 81,700 CT TO NT	1,851.33
2-8-35640	VIVIAN LINE 37	ASSESSMENT - 145,000 RT	1,958.71
2-10-049	920 ONTARIO ST	ASSESSMENT - 1,912,000 XT	63,991.58
3-6-00152	530 WRIGHT BLVD	ASSESSMENT - 1,726,000 JT, 1,455,000 RT+	52,173.26
4-2-053	77 BRUNSWICK ST	ASSESSMENT - 9,800 CT TO RT	222.07
5-8-13314	45 DUNLOP PL	ASSESSMENT - 589,000 IT TO CT	4,798.47
5-8-13314	58 GRIFFITH RD	ASSESSMENT - 407,000 XT TO EN	13,621.64
5-11-049	360 HOME ST	ASSESSMENT - 127,000 RT	1,715.56
		TOTAL	144,715.18
MINUTES OF SETTLEMENT UNDER SECTION 33 - 2017 TO 2020			
1-11-282	581 HURON ST	ASSESSMENTS REDUCED	30,600.49
		TOTAL	30,600.49
MINUTES OF SETTLEMENT UNDER SECTION 36 - 2013 & 2014			
2-9-203	670 ONTARIO ST	ASSESSMENTS REDUCED	23,498.65
		TOTAL	23,498.65

2020 TAX ADJUSTMENT SUMMARY			DEC 21 2020
ROLL NO.	PROPERTY ADDRESS	ASSESSMENT AMOUNT	TOTAL
MINUTES OF SETTLEMENT UNDER SECTION 36 - 2017 TO 2020			
2-10-048	882 ONTARIO ST	ASSESSMENTS REDUCED	10,217.76
4-7-118	1007 ONTARIO ST	ASSESSMENTS REDUCED	451,904.62
4-7-126	1067 ONTARIO ST	ASSESSMENTS REDUCED	626,396.08
3-6-21-30	275 WRIGHT BLVD	ASSESSMENTS REDUCED	366,271.80
		TOTAL	1,454,790.26
MINUTES OF SETTLEMENT UNDER SECTION 39.1 - 2020			
1-8-21220	39 KAY ST	ASSESSMENT - 67,000 RT	905.06
1-11-28206	525 O LOANE AVE	ASSESSMENT - 332,000 RT	4,484.76
4-2-035	68 NILE ST	ASSESSMENT - 365,000 CT, 371,000 RT+	9,296.60
4-6-020	405 ONTARIO ST	ASSESSMENT - 12,000 RT	162.10
4-7-103	925 ONTARIO ST	ASSESSMENT - 149,100 CT, 1,180,900 ST	48,103.97
		TOTAL	62,952.49
TAX INCENTIVE APPROVAL - 2020			
4-13-222	3097 PERTH LINE 33	ASSESSMENT - 300,700 RT TO FT	3,046.46
		TOTAL	3,046.46
CITY WO - 2020			
MULTIPLE	MULTIPLE	CITY OWNED	477,592.49
		TOTAL	<u>477,592.49</u>
		GRAND TOTAL	2,317,281.44
<p>Information on this form is compiled by the City under the authority of the Municipal Act, 2001 for the purpose of considering applications for cancellation, reduction or refund of taxes by the City and for administrative purposes. This information may be included in material available in accordance with the provisions of the Municipal Freedom of Information and Protections of Privacy Act. Questions regarding the use and disclosure of this information may be directed to the City Clerk at 1 Wellington Street, Stratford, Ontario, N5A 6W1, telephone 519-271-0250 ext. 5235.</p>			



MANAGEMENT REPORT

Date: December 21, 2020
To: Mayor and Members of Council
From: Janice Beirness, Director of Corporate Services
Report#: COU20-198
Attachments: Appendix One – Operating Variance Report as at November 30, 2020

Title: Operating Budget Variance Report as at November 30, 2020

Objective: To explain variances to budget on the Statement of Operations as of November 30, 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 \$699,084.
- In Police Services, Provincial grants are over budget. Salaries and wages are under budget \$690,556.
- In Building and Planning, building permit revenue is under budget \$291,672. 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 \$656,553 and road materials is under budget \$114,922. These expenses could increase depending on the weather in the last month of 2020.
- In the Library, user fees and fines are under budget. Salaries and wages are under budget \$266,766 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. Any surplus will be transferred to a reserve at year end for future repairs and maintenance.
- In Anne Hathaway Daycare parent revenue is under budget.
- In Community Services, rental revenue is under budget. Salaries and wages are under budget \$1,478,480 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 \$10,714,257. 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 November 30, 2020 is \$3,701,975.

There will continue to be lost revenue in December 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 if any will be.

Financial Impact: Yearend projections as noted in Appendix One less the amounts for Social Services and County roads indicate an operating surplus of \$3,701,975 as of November 30, 2020.

Alignment with Strategic Priorities (delete any that do not apply):

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 as of November 30, 2020 be received for information.



Janice Beirness, Director of Corporate Services

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

Joan Thomson, Chief Administrative Officer

CITY OF STRATFORD
Statement of Operations
November 30, 2020

Department		2020 Actual Nov 30	2020 Budget Nov 30	Variance
<u>Revenue Fund</u>				
Mayor and Council				
	Revenue	(1,560)	-	(1,560)
	Expense	375,213	477,368	(102,155)
	Net	373,653	477,368	(103,715)
Chief Administrator				
	Revenue	(349,165)	-	(349,165)
	Expense	936,776	727,198	209,578
	Net	587,611	727,198	(139,587)
Human Resources				
	Revenue	-	-	
	Expense	529,178	575,608	(46,430)
	Net	529,178	575,608	(46,430)
Corporate Services				
	Revenue	(5,819,056)	(4,246,024)	(1,573,032)
	Expense	10,320,707	9,434,971	885,736
	Net	4,501,651	5,188,947	(687,296)
Fire Department				
	Revenue	(145,452)	(153,703)	8,251
	Expense	7,134,127	7,167,269	(33,142)
	Net	6,988,675	7,013,566	(24,891)
Police Services				
	Revenue	(1,959,728)	(1,799,413)	(160,315)
	Expense	11,900,877	12,648,758	(747,881)
	Net	9,941,149	10,849,345	(908,196)
Building and Planning				
	Revenue	(1,152,822)	(1,533,136)	380,314
	Expense	2,346,922	2,704,891	(357,969)
	Net	1,194,100	1,171,755	22,345
Public Works				
	Revenue	(606,829)	(734,962)	128,133
	Expense	10,558,142	11,608,896	(1,050,754)
	Net	9,951,313	10,873,934	(922,621)
Library				
	Revenue	(391,984)	(409,189)	17,205
	Expense	2,419,714	2,729,524	(309,810)
	Net	2,027,730	2,320,335	(292,605)

Department		2020 Actual Nov 30	2020 Budget Nov 30	Variance
Airport	Revenue	(218,407)	(238,007)	19,600
	Expense	337,876	410,066	(72,190)
	Net	119,469	172,059	(52,590)
Industrial Land	Revenue	(1,572,300)	(2,790,540)	1,218,240
	Expense	1,572,300	2,790,540	(1,218,240)
	Net	-	-	-
Social Services	Revenue	(29,711,755)	(25,367,174)	(4,344,581)
	Expense	27,380,423	28,247,654	(867,231)
	Net	(2,331,332)	2,880,480	(5,211,812)
Britannia St Apartments	Revenue	(369,094)	(366,663)	(2,431)
	Expense	141,695	379,543	(237,848)
	Net	(227,399)	12,880	(240,279)
Anne Hathaway Daycare	Revenue	(1,084,429)	(1,462,956)	378,527
	Expense	1,404,619	1,520,805	(116,186)
	Net	320,190	57,849	262,341
Community Services	Revenue	(2,181,396)	(3,776,928)	1,595,532
	Expense	9,285,676	11,675,930	(2,390,254)
	Net	7,104,280	7,899,002	(794,722)
External Boards & Services	Revenue	-	-	-
	Expense	6,417,007	8,217,477	(1,800,470)
	Net	6,417,007	8,217,477	(1,800,470)
Grants		561,694	560,870	824
Other Revenue		(1,253,895)	(1,500,000)	246,105
Tax Revenue		(62,458,567)	(62,437,910)	(20,657)
Net (Surplus)/Deficit		(15,746,285)	(5,009,966)	(10,714,257)



MANAGEMENT REPORT

Date: December 21, 2020
To: Mayor and Members of Council
From: Janice Beirness, Director of Corporate Services
Report#: COU20-199
Attachments: Letter from Destination Stratford

Title: 2021 Bed and Breakfast License Fees

Objective: To consider waiving the 2021 Bed and Breakfast license fees.

Background: On June 22, 2020 Council passed the following motion approving the refund of 2020 Bed and Breakfast license fees:

THAT the information provided in the report titled Refund of Bed and Breakfast Licences for 2020 (COU20-089) be received;

THAT Option 3 - Full Refund and Continued Operation - be pursued to provide a full refund of Bed and Breakfast licence fees and to maintain licences to allow those operators that may continue to operate to help offset additional costs that may be incurred and to ensure conditions as set out in the licence would be followed.

AND THAT this option only be applicable to the applications received to date in 2020.

The City issued \$26,313 in 2020 Bed and Breakfast license refunds.

Analysis: These licenses expire December 31, 2020. The City has sent out applications for 2021 Bed and Breakfast licenses. The City has received calls from Bed and Breakfast operators requesting 2021 license fees be waived due to the ongoing pandemic and the uncertainty of the 2021 tourist season.

The City also received a request from Destination Stratford, attached, to waive 2021 Bed and Breakfast license fees.

Options that Council can consider:

Option #1 – No reduction, collect 2021 Bed and Breakfast license fees as usual.

Option #2 – Provide a partial reduction, less a \$50 administration fee to cover staff costs to issue the license.

Option #3 – Full reduction of 2021 Bed and Breakfast license fees. A license must still be obtained to operate a Bed and Breakfast.

Financial Impact: The draft 2021 budget includes \$31,000 in revenue for Bed and Breakfast license fees. It also includes \$35,000 for potential refund requests to be funded by the Strategic Community Development reserve fund. Therefore, there is no financial impact other than the reduction to the reserve fund. This would leave \$4,000 for other potential requests.

Alignment with Strategic Priorities:

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.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

Staff Recommendation: THAT the information provided in the report titled "2021 Bed and Breakfast License Fees" (COU20-199) be received;

AND THAT Council provide direction on which option to proceed with.



Janice Beirness, Director of Corporate Services



Joan Thomson, Chief Administrative Officer



Dear Mayor Mathieson,

It is my understanding that local Bed & Breakfast owners are receiving 2021 license renewal applications from the City.

Destination Stratford has been heavily involved in the local tourism recovery efforts since the start of the pandemic and can attest that the hardest hit businesses within the tourism sector are accommodators.

Although there are reasons to be hopeful for our tourism economy once the pandemic has improved and recreational travel can resume, it is highly unlikely that this will help our local accommodators in the short-term.

As such, it is Destination Stratford's recommendation that the City follow suit from 2020 and waive Bed & Breakfast license fees for 2021.

Sincerely,

Zac Gribble
Executive Director
Destination Stratford



MANAGEMENT REPORT

Date: December 7, 2020
To: Mayor and Council
From: Mark Hackett, Manager of Facilities
Report#: COU20-200
Attachments: None

Title: Stratford Rotary Complex and Burnside Agriplex LED Lighting Energy Conservation Project

Objective: To provide Council with information on the Energy Conservation Project for the Community Services Department, and to seek approval from Council for an exemption from the Purchasing Policy in order to purchase compatible products to the existing LED lighting fixtures at the facilities, and to utilize the City of Stratford approved trade electrician to complete the installation of the products.

Background: At the July 27, 2020 Council Meeting, Council approved the Community Services Department Energy Conservation Project for the upgrade to LED lighting at the Rotary Complex and Burnside Agriplex in the amount of \$219,447. This funding was received from the 2019 Provincial Efficiencies Grant.

Analysis: Staff is seeking approval of an exemption from Council to coordinate the project by purchasing LED lighting fixtures that are compatible to existing lighting fixtures, and have the installation of the LED lighting fixtures completed by the City's approved electrician, without completing the tender bidding source selection method outlined in the Purchasing Policy.

Some of the lighting fixtures at the Rotary Complex and Agriplex facilities have recently been upgraded to LED lighting when the fixtures required replacement due to defective parts including ballasts and sockets.

Benefits of purchasing compatible products to the existing LED lighting fixtures, include:

- Current LED lighting fixtures have established a high level of lighting and are a proven product.
- Consistent levels of lighting throughout the facilities.
- Reduced supply chain costs, resulting in a decrease to fixture purchase costs.

- Greater control with site visits and inspections to address any concerns and to ensure that all products meet the standards.
- Easily accessible to arrange for the replacement of defective lighting fixtures or parts during the product warranty period.
- Consistency when replacement parts are required for the fixtures.

Benefits of using the City of Stratford approved trade electrician to complete the installation of the lighting fixtures, include:

- Extensive knowledge of the facilities, including the existing lighting fixtures, voltage, circuits, and amperage of each facility.
- Installation timeframe can be scheduled during the downtime of each area of the facilities, as opposed to the entire installation being completed at the same time frame. Scheduling during the down time would mean that there is no lost revenue due to closing the facilities during their operational hours.
- Easily accessible to revise installation schedule if issues or problems arise.
- Easily accessible to repair or replace defective lighting fixtures during the product warranty period.
- Familiarity with the existing LED lighting fixtures at the facilities.
- Developing a strong relationship and promoting the local economy.

Financial Impact: Upgrading to LED light fixtures at the Rotary Complex and Burnside Agriplex facilities will represent an estimated annual hydro energy savings in the amount of \$61,500, as well as estimated annual maintenance savings in the amount of \$12,500. The payback period for the project is 1.91 years.

Using the City of Stratford approved trade electrician will allow the installation to be scheduled in alignment with when the facility usage schedule is low. This would result in no lost revenue and allow the facilities to operate on their regular schedules.

Alignment with Strategic Priorities:

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.

Staff Recommendation: THAT the report titled "Stratford Rotary Complex and Burnside Agriplex LED Lighting Energy Conservation Project" (COU20-200) be received;

THAT an exemption from the Purchasing Policy, Section 42.1 be approved;

AND THAT the Director of Community Services be authorized to retain the City of Stratford's approved trade electrician for this project.



Mark Hackett, Manager of Facilities



David St. Louis, Director of Community Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date:	November 25, 2020
To:	Infrastructure, Transportation and Safety Sub-committee
From:	Johnny Bowes, Manager of Environmental Services
Report#:	ITS20-025
Attachments:	W1.1 Water Service Ownership, S1.6 Sanitary Service Ownership S1.7 Storm Service Ownership, S.1.8 Sanitary Service Subsidy Program General Requirements, S.1.9 Sanitary Service Subsidy Program During Reconstruction, S.1.10 Upgrade of Sanitary Service Under the Subsidy Program

Title: Water, Sanitary and Storm Service Ownership Policies and Subsidy Program

Objective: To clarify the ownership policies for water services, sanitary services, and storm services and to update the existing sanitary subsidy program to better reflect current costs and provide a consistent approach to the program.

Background: Water, sanitary, and storm service ownership is often poorly understood by residents. Over the years, staff has endeavored to be consistent in the way ownership and responsibilities regarding services are treated, but no policies currently exist to provide the details for Council or residents. As services can be treated slightly differently during reconstruction, repair, or subsidy eligible projects, this can be confusing.

The historic responsibility for the various services is as follows:

Private water service related works and the associated costs:

- a) For repairs
 - Watermain to property line - City responsibility
 - Property line to water meter – property owner responsibility
- b) For upgrades and replacement (not during a reconstruction project)
 - Watermain to water meter - property owner responsibility
- c) For upgrades and replacement during a reconstruction project
 - Watermain to property line - City responsibility
 - Property line to water meter - property owner responsibility

Private sanitary and storm service related works and their associated costs:

- a) For repairs
 - Sanitary main to inside home – property owner responsibility
 - Storm main to inside home – property owner responsibility
- b) For upgrades and replacement (no reconstruction project)
 - Sanitary main to inside home - shared costs if eligible for city subsidy program, otherwise property owner responsibility
 - Storm main to inside home - property owner responsibility
- c) For upgrades and replacement (with reconstruction project)
 - Sanitary main to property line - City responsibility
 - Storm main to property line - City responsibility

The current sanitary subsidy program is the result of several initiatives begun in 2001 and updated in 2005. The subsidy program includes addressing sanitary replacements, both initiated by the property owner and/or by reconstruction projects.

In 2001, in an effort to reduce infiltration and inflow into the sanitary collection system, a sanitary replacement subsidy program began to evolve. The City of Stratford Public Works Committee approved a motion that outlined costs covered by the City during a sanitary replacement and established a 60%-40% (city/property owner) splitting of costs for any work completed on the road allowance during regular replacement. This cost sharing only applied if the property owner then continued to replace the private portion of the lateral from property line to house during the same time period. It was also established in 2001 that, during reconstruction projects, the City would pay for 40% of sewer laterals costs on the road allowance.

Effective early 2005, a more formal City of Stratford incentive program was introduced with the intent of further reducing quantity of flows entering the sanitary and storm systems. Policies S.1.3 Installation or Replacement of Private Sanitary Connections and S.1.5 Disconnection from Weeping Tile and Basement Isolation were put in place outlining cost sharing based on the 2001 philosophy but the percentages (60/40) became fixed amounts that were exchanged between property owner and the City.

Analysis: A definition of the service piping, from main to home, is a necessary first step in order to properly define and explain responsibilities in various situations. This is applicable to all of water, sanitary, and storm servicing.

Draft policies S.1.6 Sanitary Service Ownership, S.1.7 Storm Service Ownership, and W.1.1 Water Service Ownership identify the parts of the service, with consistent terminology and visual aids which detail the responsibilities of both the City and the owner of the service during installation, repair, replacement, reconstruction, etc.

By establishing service ownership, responsibilities and associated costs can be clearly communicated to staff and the public.

Staff have reviewed the average costing for sanitary service lateral replacements over the previous years and determined that the contributions noted in the existing policy are no longer relevant to current costs of construction. The policy needs to be updated to reflect more realistic costing and to capture alternative technologies that are now available for replacement and rehabilitation of services.

As a result, three new policies have been developed to address these changes.

S.1.8 – Sanitary Service Subsidy Program General Requirements

S.1.9 – Upgrade of Sanitary Service Under the Subsidy Program

S.1.10 - Sanitary Service Subsidy Program During Reconstruction

These will replace:

S.1.3.3 and S.1.3.4 – Installation or Replacement of Private Sanitary Connections

The updated policies provide clarification regarding eligibility for the sewer subsidy program. They also allow for the inclusion of rehabilitation by re-lining and outline payment options for various configurations of upgrades. This has resulted in an adjustment of City and Owner fixed contributions for upgrades and consistency while holding true to historical cost sharing percentages.

An update for the Basement Isolation policy will be brought to Council for consideration at a later date.

Financial Impact: Failure to provide consistent communication may result in an increase in staff time and budget to deal with confusion that may arise due to the lack of a formal policy.

For reconstruction projects, the cost sharing on the private side of the sewer lateral would be simplified to a single payment of subsidy monies to the owner in the amount of \$800. This represents an increase in the net subsidy of \$50 from the current policy.

For non-reconstruction projects, open cut replacement calculations are based on the average cost (2015-2019) of approximately \$10,000 on road allowance work. Under the old policy, the city costs were approximately 75%. Under the new policy, city costs will be approximately 60%, or a savings of \$1,500 per project, on average. The City contributions to the homeowner have increased to \$2,000 from \$1,400, an increase of \$600 per project. The net result is \$900 more per project that the homeowner contributes and is the first increase since the program was revised in 2005.

For re-lining and open cut combinations, a comprehensive table has been developed that considers overall costing to ensure consistency regardless of length of service and technology used. Where possible, the city will utilize re-lining technology to recognize significant cost savings. The homeowner has the authority to choose the option that best suits their situation.

The sanitary sewer rate provides funding for the collection system and wastewater treatment operations.

Alignment with Strategic Priorities:

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.

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 following Policies be approved:

S.1.6 Sanitary Service Ownership

S.1.7 Storm Service Ownership

W.1.1 Water Service Ownership

S.1.8 Sanitary Service Subsidy Program General Requirements

S.1.9 Sanitary Service Subsidy Program during reconstruction

S.1.10 Upgrade of Sanitary Service Under the Subsidy Program;

AND THAT the following Sections of Policy S.1.3 Installation or Replacement of Private Sanitary Connections be rescinded:

- **S.1.3.3 and S.1.3.4**



Johnny Bowes, Manager of Environmental Services



Director of Infrastructure and Development Services



Joan Thomson, Chief Administrative Officer

The Corporation of the City of Stratford	W.1	Water
Policy Manual	Dept:	Infrastructure and Development Services
	Committee:	Infrastructure, Transportation and Safety

W1.1 Water Service Ownership

Adopted:

Amended:

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

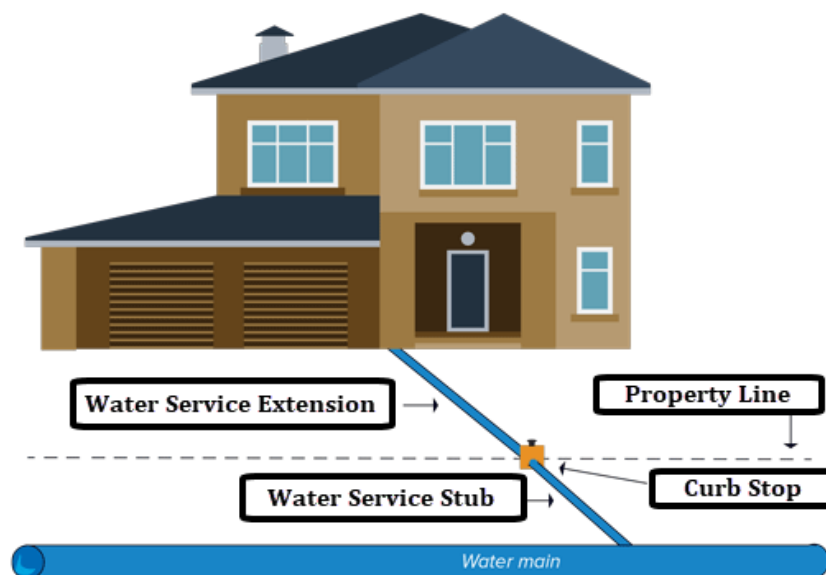
W.1.1.1 The following definitions apply:

The **"water service"** is composed of the service stub and the service extension.

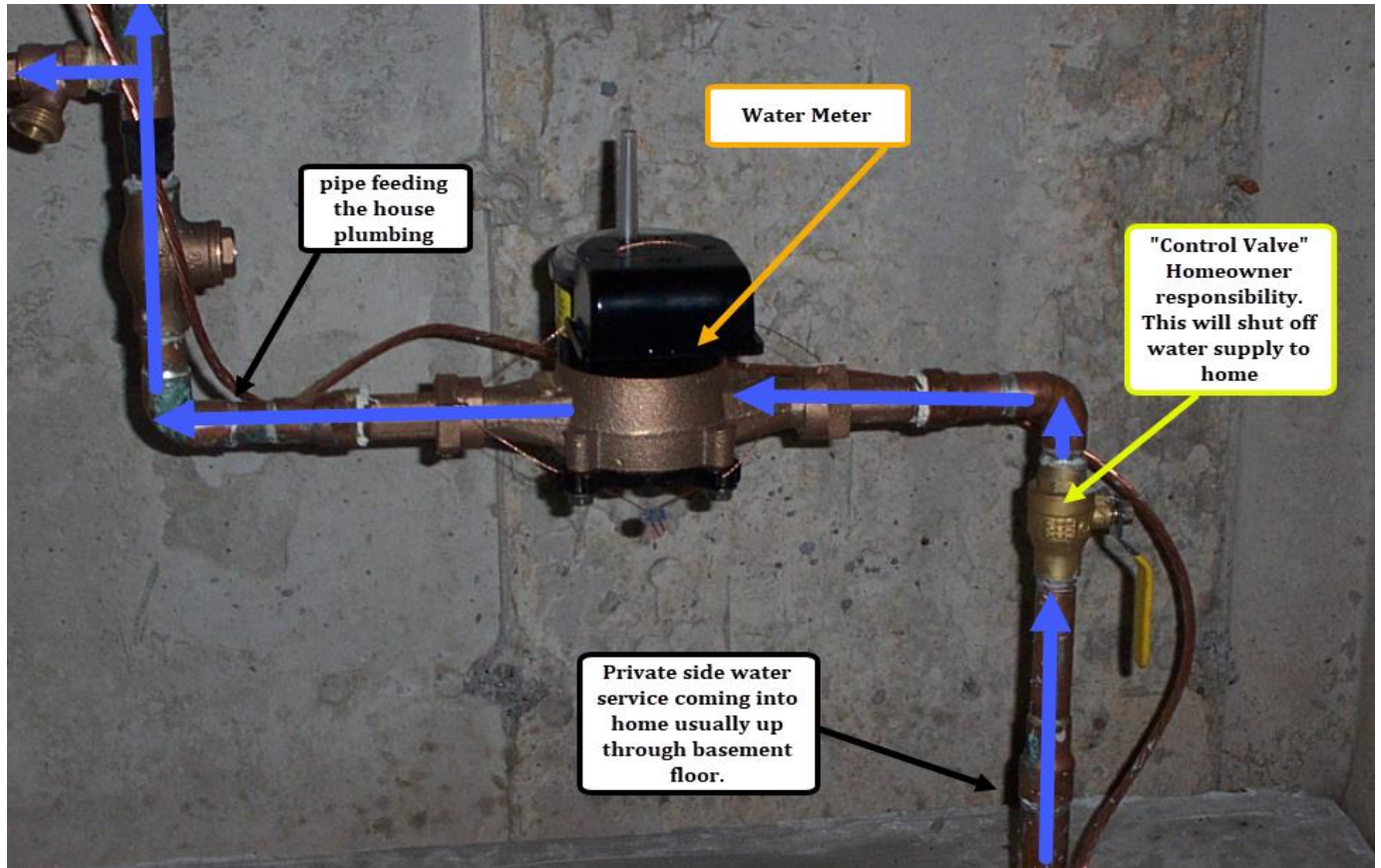
The **"service stub"** means the portion of the water service from the watermain to the property line/curb stop.

The **"service extension"** means the portion of the water service from the property line to the water meter located inside the home (the meter is City property, but the control valve is not, please see image on the following page).

Please refer to the image below for a visual description of the water service:



Please refer to the image below for a visual description of the meter and control valve:



W.1.1.2 Curbstop

- The curbstop (shut-off valve) is usually placed at property line.
- If the curbstop is not within reasonable vicinity of property line, then it shall be moved to property line during repair or replacement.
- All repairs or replacement of curb stops will be at the City's expense.
- The protective box that provides access to the curbstop is called the curb box. It is also the responsibility of the City.

Please see below for an image of the box as it appears on residential properties:



- W.1.1.3 The City is responsible for the maintenance and operation of the **service stub**.
- a) Replacement of the **service stub** shall be at the cost of the owner unless it is replaced as part of a city capital project.
 - b) Deficiencies identified on the **service stub**, including historical freezing, will be rectified at the City's expense if the water infrastructure is replaced under a capital project or once all deficiencies of the same nature are corrected on the **service extension**, at the property owner's expense.
- W.1.1.4 The property owner is wholly responsible for the **service extension**.
- a) The property owner shall be responsible for all costs of the maintenance and repair of the entire service extension.
 - b) Replacement of the service extension shall be at the cost of the property owner.
- W.1.1.5 **Upgrades**
- Upgrades to a **water service** shall be at the property owner's expense.

The Corporation of the City of Stratford	S.1	Sewers
Policy Manual	Dept:	Infrastructure and Development Services
	Committee:	Infrastructure, Transportation and Safety

S.1.6 Sanitary Service Ownership

Adopted:

Amended:

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

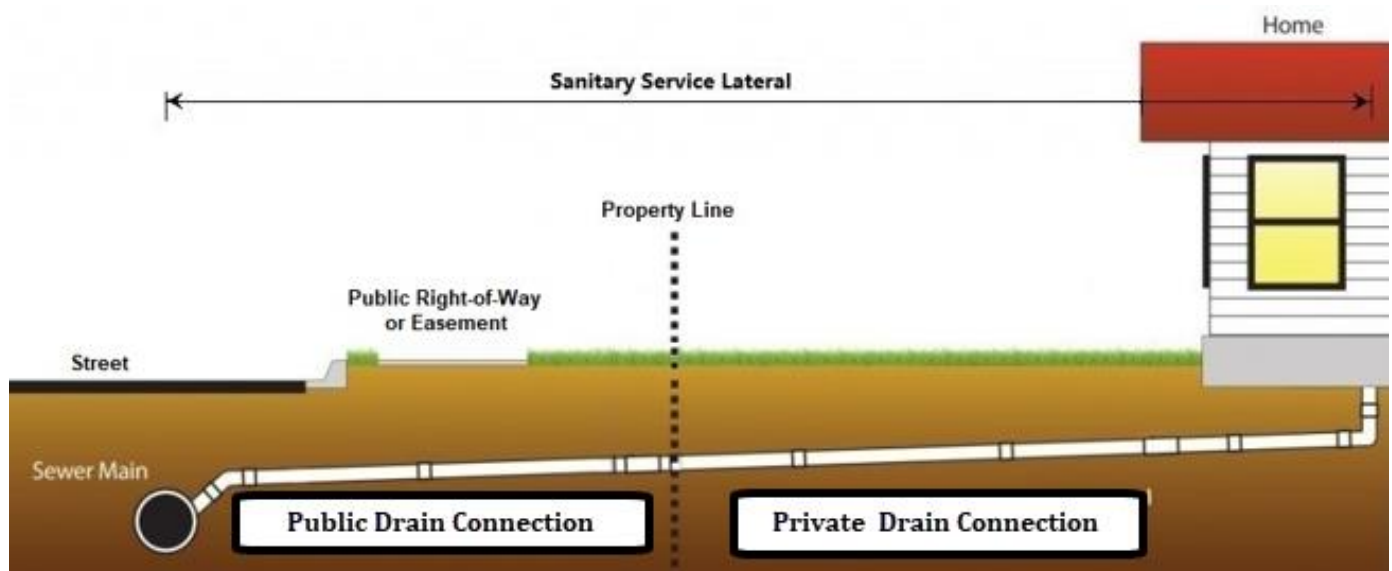
S.1.6.1 The following definitions apply:

The sanitary “**service lateral**” is composed of the public and private drain connections.

The “**public drain connection**” means the portion of the service lateral located within city property.

The “**private drain connection**” means the portion of the service lateral from the property line into the building.

**** PLEASE NOTE: The service lateral is described as two sections (public/private). This description is for construction purposes only. The property owner is responsible for the entire sanitary service lateral from the building to the sewermain. ****



S.1.6.2 The property owner is wholly responsible for the sanitary **service lateral**.

- a) The property owner shall be responsible for all costs of the maintenance and repair of the entire **service lateral**.

If an issue arises with respect to the operation of the **service lateral**, the property owner is responsible for any work necessary to correct the issue. For full replacement of the **service lateral**, eligible property owners may apply for the Sanitary Sewer Subsidy. See Policy S.1.8 Sanitary Service Subsidy Program General Requirements. Eligibility will be based on a camera inspection completed by City of Stratford Environmental Services department at the property owners' expense.

S.1.6.3 **Public Drain Connection**

- a) Partial replacement and/or repairs of the public drain connection can only be undertaken by the City of Stratford. The property owner is responsible for the full cost of the works.
- b) The City does not offer a public drain connection rodding service in the event of a blockage. It is recommended that the property owner contact a private plumber. The City should still be notified of the blockage so that staff can investigate the sewer main and confirm if there is a surcharged sewer which in turn, could lead to more property sewer back ups.
- c) For all road and sewer reconstruction projects, the **public drain connection** may be replaced according to Policy S.1.3.5: Installation or Replacement of Private Sanitary Connections.

S.1.6.4 **Private Drain Connection**

- a) The city does not offer a private drain connection rodding service in the event of a blockage. It is recommended that the property owner contact a private plumber. The city should still be notified of the blockage so that staff can investigate the sewer main and confirm if there is a surcharged sewer which in turn, could lead to more property sewer back ups.
- b) Replacement and/or other repairs of the **private drain connection** will not be undertaken by the City of Stratford. All costs associated with the repair or replacement of the **private drain connection** are the responsibility of the property owner.
- c) For all road and sewer reconstruction projects, the **private drain connection** is to be replaced at the discretion of the property owner. The City of Stratford will contribute to **private drain connection** costs, for eligible property owners, as per the City of Stratford subsidy program. See Policy S.1.8 Sanitary Service Subsidy Program General Requirements.

S.1.6.5 The City of Stratford will contribute to costs for re-lining of the entire **service lateral**, for eligible property owners, as per the City of Stratford subsidy program. See Policy S.1.8 Sanitary Service Subsidy Program General

Requirements. Eligibility will be based on a camera inspection completed by City of Stratford Environmental Services department at the property owners' expense.

- S.1.6.6 Any residential or commercial properties connected to the City sanitary collection system must adhere to the City of Stratford Sewer Use Bylaw Number 65-70.

The Corporation of the City of Stratford	S.1	Sewers
Policy Manual	Dept:	Infrastructure and Development Services
	Committee:	Infrastructure, Transportation and Safety

S.1.7 Storm Service Ownership

Adopted:

Amended:

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

S.1.7.1

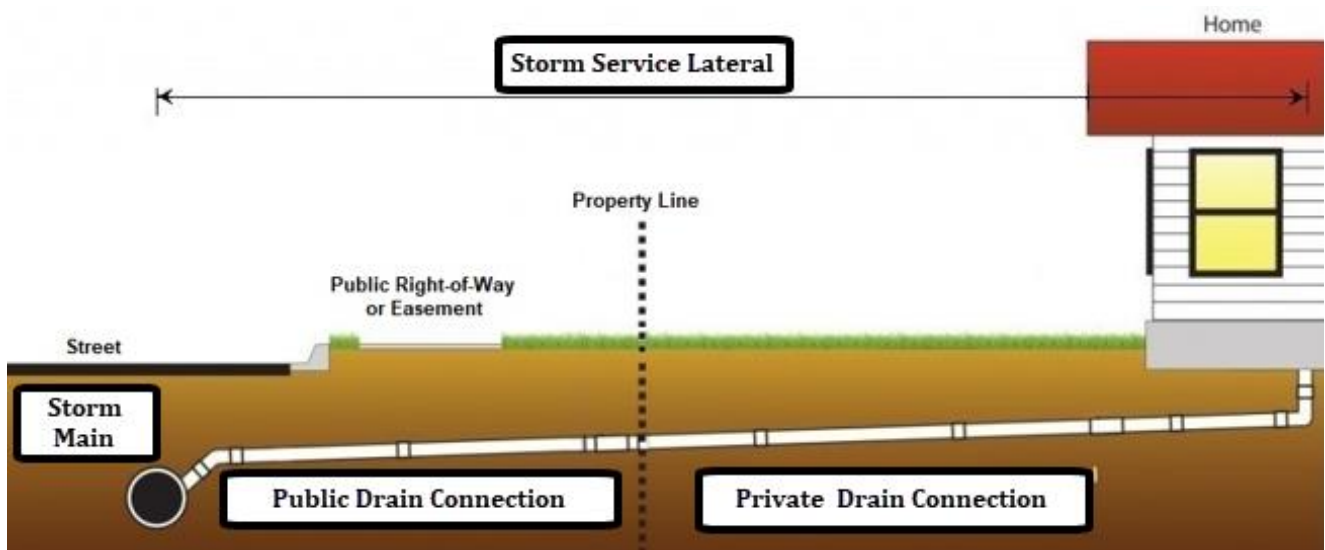
The following definitions apply:

The storm "**service lateral**" is composed of the public and private drain connections.

The "**public drain connection**" means the portion of the service lateral located within city property.

The "**private drain connection**" means the portion of the service lateral from the property line into the building.

**** PLEASE NOTE: The service lateral is described as two sections (public/private). This description is for construction purposes only. The property owner is responsible for the entire service lateral from the building to the storm main. ****



S.1.7.2

The property owner is wholly responsible for the storm **service lateral**.

- a) The property owner shall be responsible for all costs of the maintenance and repair of the entire **service lateral**. If an issue arises with respect to the operation of the **service lateral**, the property owner is responsible for any work necessary to correct the issue.

S.1.7.3

Public Drain Connection

- a) Partial replacement and/or repairs of the public drain connection can only be undertaken by the City of Stratford. The property owner is responsible for the full cost of the works.
- b) The City does not offer a public drain connection rodding service in the event of a blockage. It is recommended that the property owner contact a private plumber. The City should still be notified of the blockage so that staff can investigate the storm main and confirm if there is a surcharge which in turn, could lead to more property back ups.
- c) For all road and sewer reconstruction projects, the **public drain connection** may be replaced according to Policy S.1.4.5: Installation or Replacement of Private Storm Connections.

S.1.7.4

Private Drain Connection

- a) The city does not offer a private drain connection rodding service in the event of a blockage. It is recommended that the property owner contact a private plumber. The city should still be notified of the blockage so that staff can investigate the main and confirm if there is a surcharge which in turn, could lead to more property sewer back ups
- b) Replacement and/or other repairs of the **private drain connection** will not be undertaken by the City of Stratford. All costs associated with the repair or replacement of the **private drain connection** are the responsibility of the property owner.
- c) For all road and sewer reconstruction projects, the **private drain connection** is to be replaced at the discretion of the property owner.

The Corporation of the City of Stratford	S.1	Sewers
Policy Manual	Dept:	Infrastructure and Development Services
	Committee:	Infrastructure, Transportation and Safety

S.1.8 Sanitary Service Subsidy Program General Requirements

Adopted:

Amended:

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

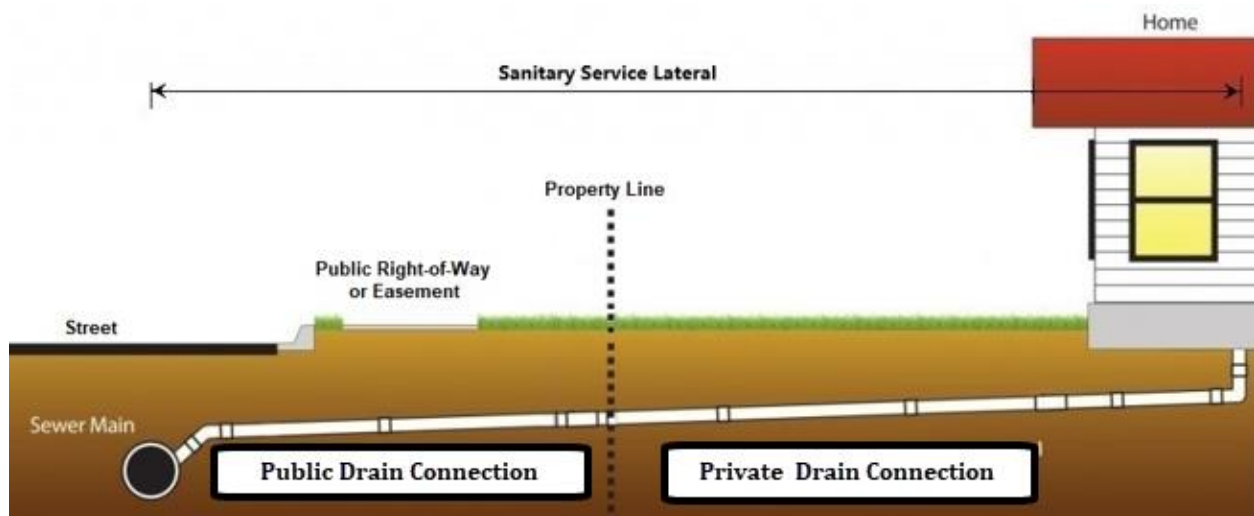
The following definitions apply:

The sanitary “**service lateral**” is composed of the public and private drain connections.

The “**public drain connection**” means the portion of the service lateral located within city property.

The “**private drain connection**” means the portion of the service lateral from the *property line into the building*.

Please refer to the image below for a visual description of the service lateral:



- S.1.8.1 Only residential properties are eligible for the subsidy program. Proof of residency may be required. Commercial, industrial, rental, and multi-use properties are not eligible. Residential properties that contain legal apartments (basement apartments for example) are not eligible for the subsidy program.
- S.1.8.2 A camera inspection will be performed by city forces, prior to decision making on upgrades, and all costs to be charged to the homeowner.
- S.1.8.3 When a homeowner wants to upgrade their sanitary **service lateral**, when there is not a reconstruction project, the City will have the authority to determine the most cost effective, efficient upgrade of the **public drain connection**. This may include full replacement, cured in place liner, or any other equivalent full upgrade.
- The homeowner will have the authority to determine the most cost effective, efficient upgrade of the **private drain connection**. This may include full replacement, cured in place liner, or any other equivalent full upgrade.
- S.1.8.4 When two properties share a **service lateral**, and there is no sanitary reconstruction project, the following shall apply:
- i. Cured in place liner is not an option
 - ii. A **public drain connection** will be supplied to each property at city cost
 - iii. **Private drain connections** will be at the sole expense of each homeowner
- S.1.8.5 The City has the authority to deem projects ineligible for the subsidy program if:
- a) The failure or deficiency of the **service lateral** can be rectified by a spot repair.
 - i. If a spot repair is required on the **private drain connection**, the homeowner is responsible for the work. All spot repairs are 100% at the cost of the homeowner.
 - ii. If a spot repair is required on the **public drain connection**, the city is responsible for the work and will provide an estimate to the homeowner. A deposit for that amount must be paid in full prior to any repairs being initiated.
 - b) **Public drain connections** do not require an upgrade.
- S.1.8.6 For Sanitary Service Subsidy details, refer to:

Policy S.1.9 – Sanitary Service Subsidy Program during Reconstruction

For Sanitary Service Subsidy details during a reconstruction project, refer to:

Policy S.1.10 – Upgrade of Sanitary Service under the Subsidy Program

The Corporation of the City of Stratford	S.1	Sewers
Policy Manual	Dept:	Infrastructure and Development Services
	Committee:	Infrastructure, Transportation and Safety

S.1.9 Sanitary Service Subsidy Program during Reconstruction

Adopted:

Amended:

Reaffirmed:

Related Documents: Sewer Use By-law 65-70 as amended

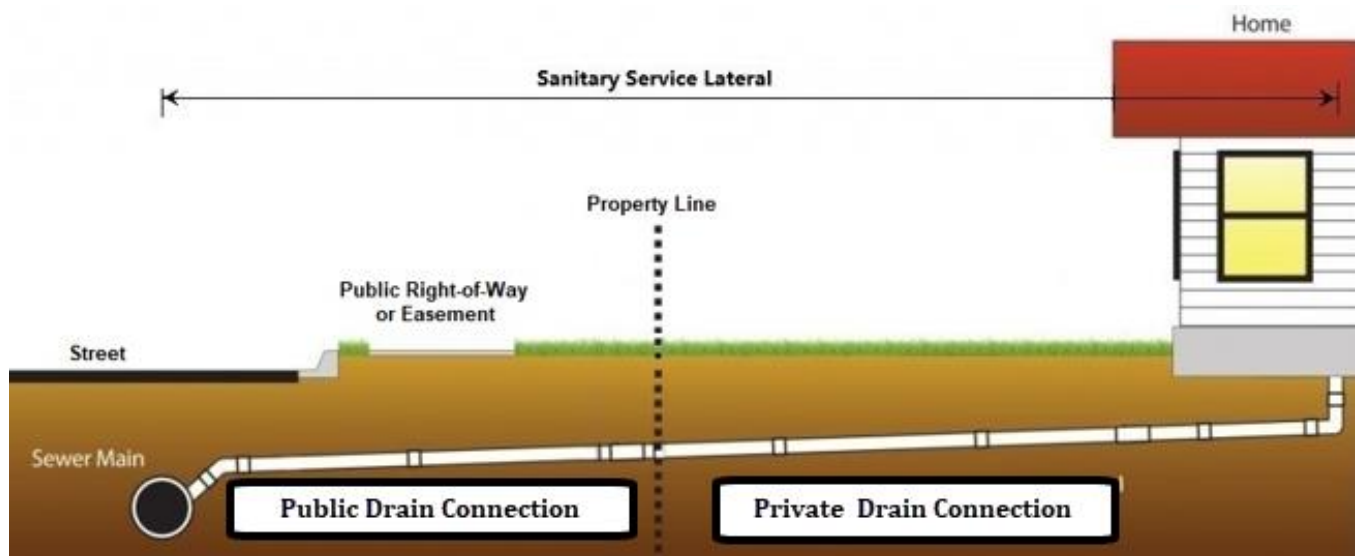
☒ Council Policy ☐ Administrative Policy

S.1.9.1 The following definitions apply:

The sanitary “**service lateral**” is composed of public and private drain connections. The “**public drain connection**” means the portion of the service lateral located within city property.

The “**private drain connection**” means the portion of the service lateral from the *property line into the building*

Please refer to the image below for a visual description of the service lateral:



- S.1.9.2 On sanitary reconstruction projects, where a residential/commercial/ industrial building presently exists and is not serviced from a sanitary sewer on the street, the City will install a sanitary **public drain connection** to property line at City cost to prevent the road from having to be dug up in the future.
- S.1.9.3 On a sanitary reconstruction project, if a homeowner wishes to replace or rehabilitate (re-line) their sanitary **service lateral**, the City will contribute \$800 towards the cost of the work on private property, provided the owner completes the work within twelve (12) months of completion of the project, as determined by the Project Engineer.
- S.1.9.4 On a sanitary reconstruction project, if a homeowner does not wish to replace their sanitary **service lateral** under the City's subsidy program, the City will install a new **public drain connection** to the property line, at City cost. Any future replacement or rehabilitation of the **private drain connection** will be solely at the homeowner's cost.

The Corporation of the City of Stratford	S.1	Sewers
Policy Manual	Dept:	Infrastructure and Development Services
	Committee:	Infrastructure, Transportation and Safety

S.1.10 Upgrade of Sanitary Service under the Subsidy Program

Adopted:

Amended:

Reaffirmed:

Related Documents: Sewer Use By-law 65-70 as amended

☒ Council Policy ☐ Administrative Policy

S.1.10.1 That the following definitions apply:

The sanitary “**service lateral**” is composed of the private drain connection and the building sewer.

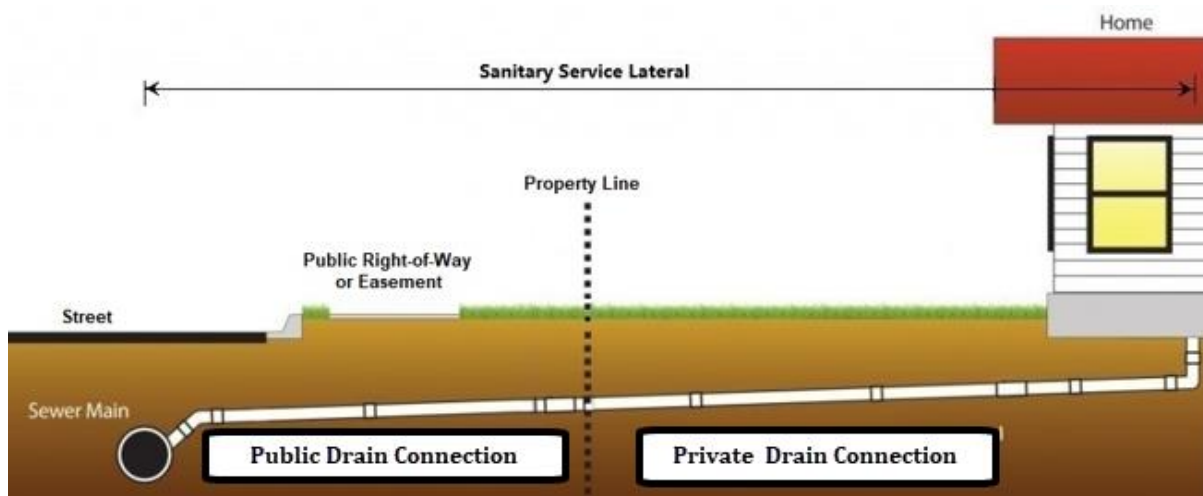
The “**public drain connection**” means the portion of the service lateral located within city property.

The “**private drain connection**” means the portion of the service lateral from the property line into the building.

Open-Cut refers to excavation exercises to complete the work.

Re-Line refers to non-invasive technology for rehabilitation purposes.

Please refer to the image below for a visual description of the service lateral:



- S.1.10.1 This policy applies to the upgrade of sanitary services where there is no sanitary reconstruction project taking place.

For sanitary service upgrades during a reconstruction project, refer to Policy S.1.9

- S.1.10.2 When the **public and private drain connections** are both to be upgraded by **open cut**, the following applies:
- i. When a homeowner wants to upgrade their sanitary **service lateral**, the homeowner pays \$4000 towards the costs for the **public drain connection**.
 - ii. When a homeowner wants to upgrade their sanitary **service lateral**, the city will pay up to \$2000 towards the costs for the **private drain connection**.
- S.1.10.3 When the **public and private drain connections** are both to be upgraded by **re-line**, the following applies:
- i. Re-lining will not be eligible where additional connections exist on the service.
 - ii. When the upgrade is completed with a cured-in-place liner for the entire service lateral, the City will be responsible for 50% of the total cost.
- S.1.10.4 When the **public and private drain connections** are both to be upgraded by a combination of **open cut** and **re-line**, the following applies:
- i. When the upgrade is completed by re-line for the **public drain connection** only and open cut for the **private drain connection**, the City will be responsible for 50% of the total costs for the **public drain connection** and will contribute up to \$2000 once the **private drain connection** upgrades are completed. The percentage is based on Table A.
 - ii. The **private drain connection** upgrades must be completed in conjunction with the **public drain connection** upgrades.
 - iii. When the upgrade is completed by re-line for the **private drain connection** only and open cut for the **public drain connection**, the City will be responsible for 50% of the total costs for the **private drain connection** and the homeowner will contribute \$4000 of the total costs of the **public drain connection**.

Please refer to the following page for the subsidy cost breakdown chart.

Table A – Sanitary Subsidy Cost Breakdown

Method	Private Drain Connection	Building Sewer	Method
Reline	City pays 50% of cost	City pays 50% of cost	Reline
	Homeowner pays 50% of cost	Homeowner pays 50% of cost	
Open Cut	Homeowner pays \$4,000.00	City pays up to \$2,000.00	Open Cut
	City covers remaining cost	Homeowner covers remaining cost	
Open Cut	Homeowner pays \$4,000.00	City pays 50% of cost	Reline
	City covers remaining cost	Homeowner pays 50% of cost	
Reline	City pays 50% of cost	City pays up to \$2,000.00	Open Cut
	Homeowner pays 50% of cost	Homeowner covers remaining cost	



MANAGEMENT REPORT

Date:	November 25, 2020
To:	Infrastructure, Transportation and Safety Sub-committee
From:	Tatiana Dafoe, City Clerk
Report#:	ITS20-023
Attachments:	None

Title: Renewal of the Town of Goderich Fire Dispatching Agreement

Objective: To consider approving the renewal of the fire dispatching agreement with the Town of Goderich for a period of one year.

Background: In November of 2019, Council authorized entering into an agreement with the Town of Goderich for full time dispatching services for a trial period of one year. Prior to that time, the City had provided back-up dispatching services to the Town beginning in 2009.

Analysis: The Town of Goderich provided written correspondence outlining their intent to continue with the agreement for a further term of one year to December 30, 2021 upon the same terms and conditions, with the exception of a standard increase in fees as a result of the CPI plus HST.

The Fire Chief has indicated that the agreement is working well and has no concerns with continuing to provide this service to the Town.

Financial Impact: Revenue in the amount of \$12,240 plus HST for the 2021 term of agreement.

Alignment with Strategic Priorities:

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.

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 Mayor and Clerk be authorized to execute the renewal of the full time fire dispatching services agreement with the Town of Goderich for a period of one year to December 30, 2021.



Tatiana Dafoe, City Clerk



Janice Beirness, Director of Corporate Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date:	December 4, 2020
To:	Mayor and Members of Council
From:	Jeff Leunissen, Interim Manager of Planning
Report#:	PLA20-009
Attachments:	None

Title: Planning Report on Draft Plan of Subdivision 31T19-001 and Zone Change application Z09-19 at 236 Britannia Street

Objective: The purpose of this report is to provide staff's evaluation and recommendation on the Draft Plan of Subdivision Application (our file 31T19-001) and Zone Change Application (our file Z09-10) from GSP Group on behalf of Werner Bromberg Limited for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street.

On September 19, 2019, the following applications were deemed complete and accepted.

Zoning By-law Amendment

The proposed zone change application is to change zoning on the above-described subject lands from an Institutional/Future Residential-Special (IN/FR-1) Zone to a Residential Second Density R2(2) Special Provision Zone, a Residential Fourth Density R4(2) Special Provision Zone and a Park (P) Zone.

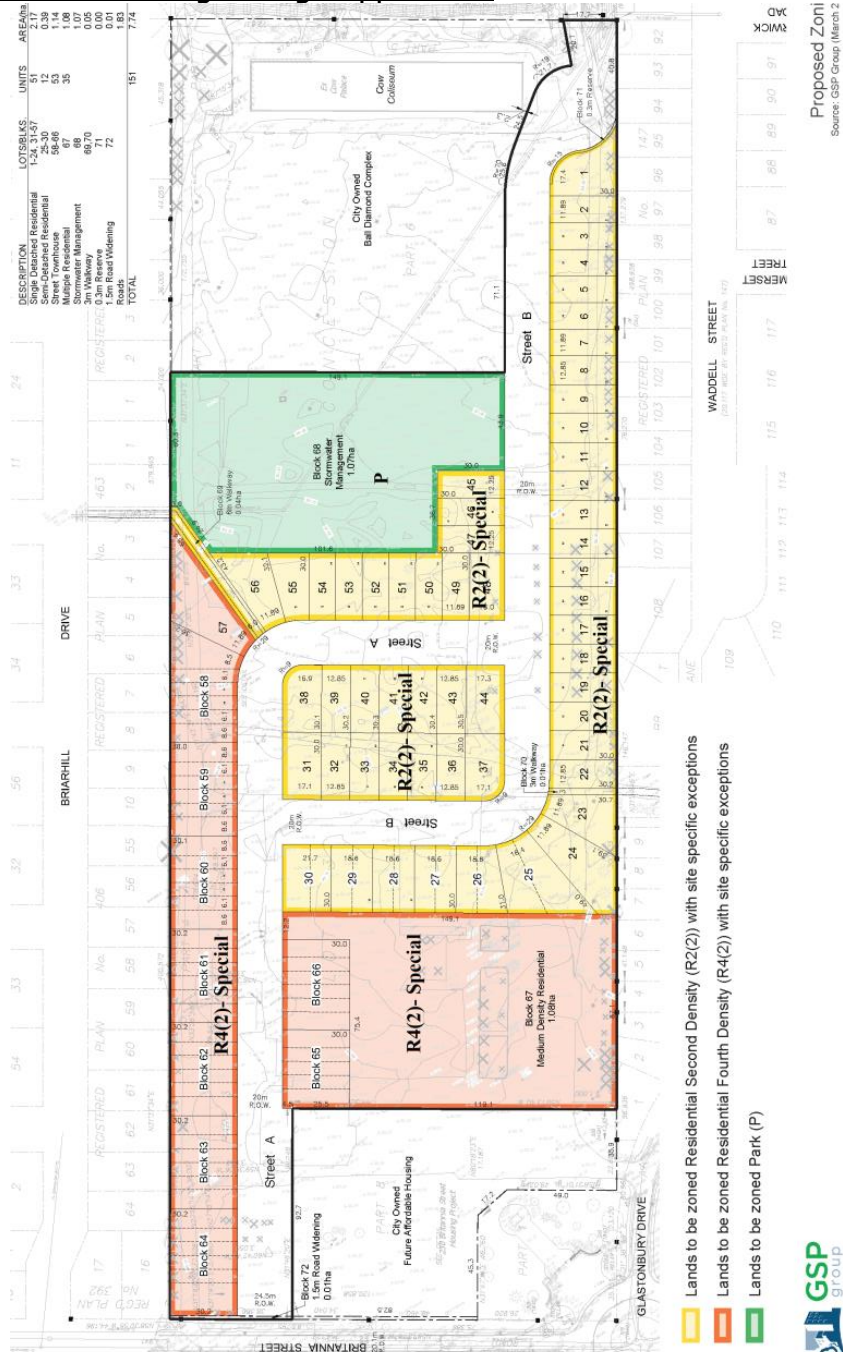
Special provisions to the R2(2) regulations have been requested to allow single and semi-detached dwellings to have: a minimum front yard depth of 4.5m, an exterior side yard width of 3m, a minimum interior side yard width of 1.5m, a maximum lot coverage of 50%, and a maximum height of 12m.

Special provisions to the R4(2) regulations have been requested to allow townhouse dwellings to have a minimum lot depth of 25m, a minimum front yard setback of 4.5m, a minimum exterior side yard of 3m, a minimum side yard width of 1.5m, a minimum rear yard setback of 6m, a maximum lot coverage of 55%, a maximum height of 12m and to allow street townhouse dwellings to have a minimum front yard setback of 4.5m, a minimum exterior side yard setback of 3m, a minimum interior side yard setback of 1.5m, maximum lot coverage of 55% and maximum height of 12m.

Draft Plan of Subdivision

The proposed plan of subdivision contains 51 single detached dwelling lots, 6 semi-detached lots, 9 street townhouse blocks, 1 multi-unit residential block, 1 stormwater management block, 1 0.3m reserve block and 2 walkway blocks all served by 2 new local roads. The lands are projected to be able to accommodate approximately 151 dwelling units. The lot frontages for single detached dwelling lots range from approximately 11.9m-17.4m.

Original Draft Plan and Zoning Change Application



Supporting material:

- Planning Justification Report: Stratford Fairgrounds, prepared by GSP July 2019
- Preliminary Servicing Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, June 2019
- Preliminary Stormwater Management Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, June 2019
- Traffic Impact Study: Stratford Fairgrounds, prepared by Paradigm Transportation Solutions, December 2018
- Overall Vegetation Management Plans, Stratford Fairgrounds, prepared by GSP March 2019

The applicant, on July 17, 2020, November 17, 2020, and November 26, 2020, requested revisions to the Zone Change Application. Specifically, the revised Zone Change Application is to following Zones:

- R1(5)-A - minimum front yard depth of 3 m (9.8 ft), minimum interior side yard depth of 1.5 m (4.9 ft) and a maximum height of 11 m (36 ft);
- R1(5)-B - minimum front yard depth of 3 m (9.8 ft), minimum interior side yard depth of 1.5 m (4.9 ft) and a maximum height of 11.5 m (37.5 ft);
- R2(2)-A - minimum front yard depth of 3 m (9.8 ft), minimum interior side yard depth of 1.5 m (4.9 ft) and a maximum height of 11.5 m (36 ft);
- R4(2)-A - minimum front yard depth of 3 m; and a maximum height of 11 m (36 ft); and,
- R4(2)-B - a mix of regulations intended to accommodate cluster housing including townhouse dwellings to a maximum density of 36 units per hectare (12 unit per acre) and a maximum height of 11 m (36 ft); back-to-back townhouse dwellings to a maximum density of 50 uph (20 upa) and a maximum height of 11 m (36 ft); stacked townhouse dwellings to a maximum density of 50 uph (20 upa) and a maximum height of 15 m (49.2 ft); and apartment dwellings to a maximum density of 65 uph (26.5 upa) and a maximum height of 15 m (49.2 ft). Parking shall be at a rate of 1.5 parking spaces per dwelling unit.
- the proposed stormwater management facility will continue to be zoned Park (P). (Planning Note – the proposed Zone letters listed above will be replaced with numbers when incorporated into the City’s Comprehensive Zoning By-law.)

On October 27, 2020, a revised proposed plan of subdivision was submitted. The revised plan contains major changes: 50 single detached dwelling lots in place of 51 single detached dwelling lots and Street “A” between Block 64 and Street “B” has a width of 24.0 m in place of 20 m. Minor changes included revised 0.3 m reserve blocks and There were two changes to Plan.

Revised Draft Plan and Revised Zoning



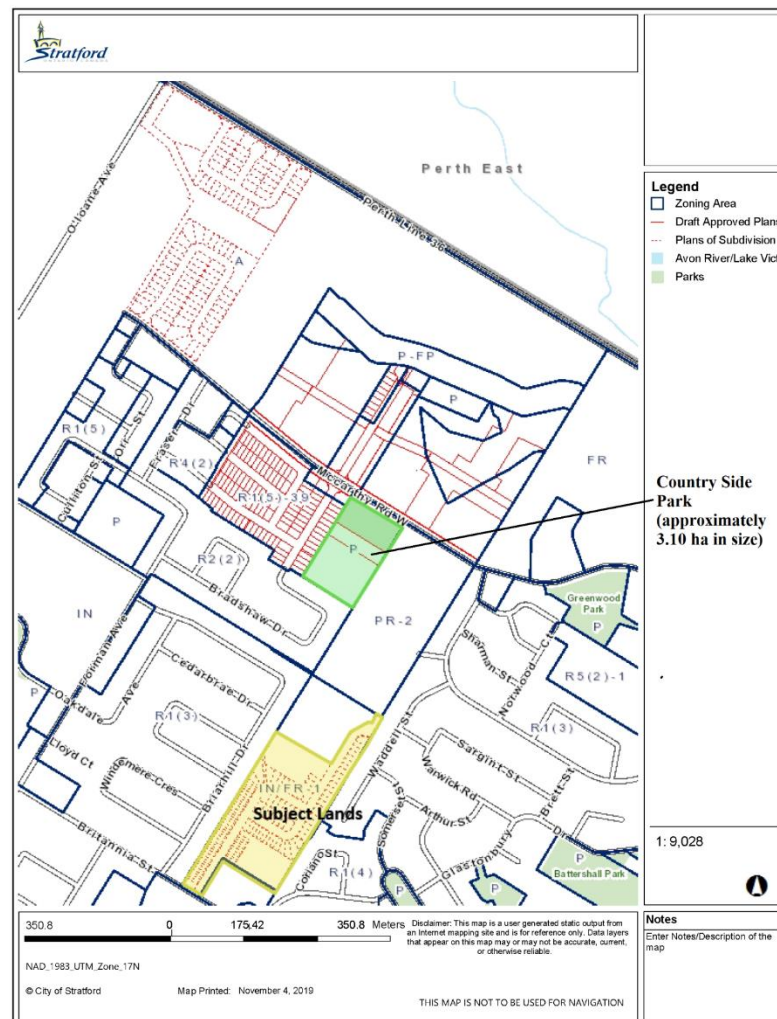
Additional supporting material:

- Preliminary Servicing Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, Revised April 2020
- Preliminary Stormwater Management Report: Former Stratford Fairgrounds Subdivision Redevelopment, prepared by Meritech, Revised April 2020
- Traffic Impact Study: Stratford Fairgrounds, prepared by Paradigm Transportation Solutions, December 2018/August 2020
- Street cross-sections, prepared by Meritech Engineering, May 2020

Background:

Subject Site: The subject lands are located on the north side of Britannia Street between Churchill Circle and Briarhill Drive. The Draft Plan of Subdivision and Zoning By-law Amendment applications affect a 7.71 ha property legally described as Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 in the City of Stratford. The lands are municipally known as 236 Britannia Street.

Location Map showing additional lands



Site Characteristics:

Existing Use: vacant land (formally the Stratford Fairgrounds)
 Frontage: Britannia Street 54.7m (179.46 ft)
 Depth: approximately 420m (1,377.95 ft)
 Area: 7.71 ha (19.05 ac)
 Shape: Irregular

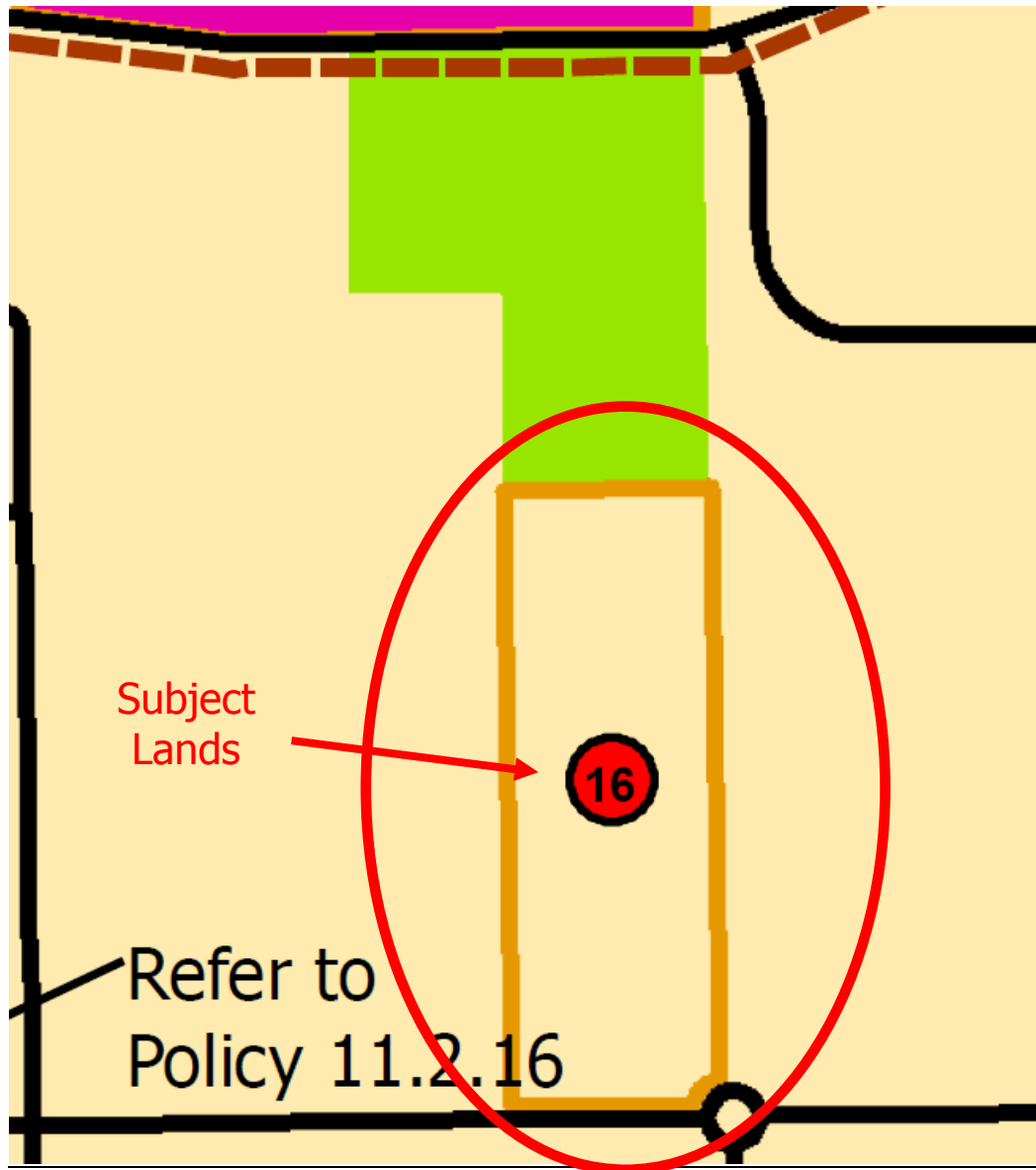
Surrounding Land Uses:

North: Rotary Complex (City Owned Lands)
 East: Single Detached Dwellings and Apartment Dwelling (Residential)
 West: Single Detached Dwellings (Residential)
 South: Apartment Dwellings (Residential)

Subject lands, taken from Britannia Street (October 2019)Official Plan

The lands are designated 'Residential Area-Special Policy 16' in the Official Plan. The special policy also outlines that, in addition to the Residential Area policies of Section 4.5, future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings, and future development shall provide a public road access to the City of Stratford Rotary Complex. Britannia Street is classified as a collector road.

Excerpt of Schedule A of the Official Plan



Legend

General Land Use Class

- Agricultural Area
- Commercial Area
- Downtown Core
- Gateway Mixed-Use Area
- Industrial Area
- Medium Density Residential
- Medium Density Residential Special
- Parks and Open Space
- Residential Area
- High Density Residential

- Special Study Area Section 11.2.16
- Factory District Area (Section 4.9)
- Grand Trunk Anchor District Overlay (Refer to Section 4.11)
- Built Boundary
- Municipal Boundary
- Gateway Areas
- Regulatory Flood Hazard
- Special Policy Areas

Zoning By-law

The subject lands are currently zoned Industrial/Future Residential-Special (IN/FR-1). The Institutional/Future Residential-Special (IN/FR-1) zone permits a trailer camp and all of the uses permitted in the Institutional IN Zone such as an auditorium, business office, hospital, post-secondary school, recreation park, etc.

Agency Comments

Circulation of the application to various agencies produced the following comments:

City of Stratford Infrastructure and Development Services Department – Engineering Division:

Zone Change:

- Engineering has the following concerns with the proposed amendments:
 - Staff has no objection to reducing the front yard setback in the Zoning By-law provided all garages are set back 6 m from the road allowance. There is no parking over the sidewalk or boulevard.

Draft Plan of Subdivision Comments:

- General:
 - The 0.3m reserve, Block 71, should extend across the rear of existing lots 92, 93, 94 Registered Plan No. 147 (Waddell Street to the east of Block 71).
- Preliminary Servicing Report, Former Stratford Fairgrounds Subdivision Redevelopment, Meritech, June 2019:
 - Watermain design - the Developer will be responsible for the costs of a hydraulic assessment completed by the City's consultant.
 - The Street A entrance at Britannia Street shall be designed with a centre median to the satisfaction of the City. Prior to preparing conditions of draft approval, a concept of the entrance from Britannia Street to show how it fits in the road allowance and how it impacts the townhouse lots is required.
 - Sanitary Servicing – the information provided does not support servicing the subdivision by gravity at this time. For staff to prepare conditions of draft approval that do not require a pumping station, revisions to the preliminary servicing report are required. If a pumping station is required, revisions to the draft plan are required to show a pumping station block.
- Traffic:
 - Sidewalks will be required on at least one side of the street on local roads.
 - The Traffic Impact Study does not include traffic resulting from the connection to the Rotary Complex. Prior to preparing draft plan conditions, the traffic study shall be updated to:
 - include traffic from the Rotary Complex;
 - confirm if Street B will function as a local road, and
 - identify any design recommendations to ensure the street functions as intended.
- Preliminary Stormwater Management Report, Meritech, June 2019:

- The stormwater management facility will be required to be wholly constructed in one phase, although some of the typical plantings required of a wet facility may be delayed until after the facility has been cleaned out.
- Minor technical revisions required to the report may be accommodated during design.
- Storm servicing – major overland flow routes must be provided for all rear yards. Major overland flow routes shall not negatively impact adjacent existing properties.

Revised Comments – June 25 and July 27, 2020

Preliminary SWM Report, June 2020

- technical revisions required to the report may be accommodated during design
- works will be required on lands external to the subdivision (Rotary complex lands) to provide the ultimate overland flow route

Preliminary Servicing Report, April 2020

- Technical revisions are required to the report, and may be accommodated during design
- Proposed servicing will result in a small number of units requiring grinder pumps to provide sanitary servicing
- Works will be required on lands external to the subdivision (Rotary complex lands) to provide second watermain connection
- Entrance design – the concept must be revised to remove curbface sidewalk and replace with standard sidewalk

Traffic Impact Study

- The TIS is acceptable. Engineering accepts the proposed addition to the TIS addressing the function of Street B during day-to-day use and large events.

Engineering Division has reviewed the revised Draft Plan, Reports and conditions of Draft Plan approval and has no objections. Engineering Division has no objection to the revised Zone Change.

Huron-Perth Catholic District School Board

- No concerns

Upper Thames River Conservation Authority – October 28, 2019

- No objection to the draft plan of subdivision and zoning by-law amendment. While we have no objection to the applications, we have yet to complete our review of the Stormwater Management Report. Comments will be provided relating to stormwater management once they have been finalized.

Upper Thames River Conservation Authority - November 2, 2020

- The UTRCA has no objections to the draft plan provided the Owner complies with City & MECP (Ministry of Environment, Conservation and Parks) requirements.

Township Of Perth East

- The Township of Perth East has received the City of Stratford Planning Department Circulation (Stratford file nos. 31T19-001 and Z09-19) and will provide formal comments, if any, to the City of Stratford following review and consideration of the above-noted applications by Council for the Township of Perth East at its regular scheduled meeting on November 5, 2019.

Bell Canada

- The following paragraph is to be included as a condition of approval:
"The Owner shall indicate in the Agreement, in words satisfactory to Bell Canada, that it will grant to Bell Canada any easements that may be required, which may include a blanket easement, for communication/telecommunication infrastructure. In the event of any conflict with existing Bell Canada facilities or easements, the Owner shall be responsible for the relocation of such facilities or easements".
- We hereby advise the Developer to contact Bell Canada during detailed design to confirm the provision of communication/telecommunication infrastructure needed to service the development.

Canada Post

- Canada Post will provide mail delivery service to the subdivision through centralized Community Mail Boxes (CMBs).
- Canada Post will provide mail delivery to any apartments through a centralized Lock Box Assembly.
- Where there are any multi-unit buildings with common indoor entrance(s) the developer must supply, install and maintain the mail delivery equipment within these buildings to Canada Post's specifications.
- Please provide Canada Post with the excavation date for the first foundation/ first phase as well as the date development work is scheduled to begin. Finally, please provide the expected installation date(s) for the CMB pads.

Hydro One

- No comments or concerns at this time.

Public Comments:

Notice of Application and of the Public Meeting was sent to 211 abutting property owners on October 8, 2019. Notice was also published in the Beacon Herald on October 12, 2019. A Public Meeting was held on November 12, 2019. Seven responses, 6 letters and one petition with 20 signatures from 15 properties were received prior to the public meeting. Concerns with the proposal have been grouped into the following areas: concerns with the loss of greenspace, concerns with special provisions to the zoning by-law, lot sizes (they are smaller than in the abutting neighbourhood), the mix of uses (townhouses), grading,

utilities/services, and traffic. Others expressed concerns it would alter the quality of life in the neighbourhood.

At the Public Meeting six individuals addressed Council on this matter. The six individuals raised the need for pedestrian access, concerns with the size of lots, concerns with the height and massing (particularly of the townhouse dwellings proposed for the west side of Street "A"), concerns with increased traffic, concerns about the possibility of flooding, concerns with the proposed grades, lack of privacy, the request to keep as many trees as possible and that the townhouses would not be in keeping with the character of the area.

On November 30, 2020 Notice of Consideration was sent to those individuals who replied to the Notice of Application, signed the petition or signed in at the public meeting. As of the date this report was prepared, several individuals responded to the Notice of Consideration. Two new issues were raised in response to the Notice of Consideration: possible impacts with the hydro service along the west boundary of the subject lands and impact on property values.

A more detailed review of the public comments is included in the Analysis section of this report.

History

On March 8, 2011 a Record of Site Condition certification was issued for the former subject lands. The Record of Site Condition identified the future use as Residential.

In May 2013, the City issued a Request for Proposals for the former Stratford Fairground lands. No bids were received. In response the City undertook a Stormwater Management Study, a Sanitary Servicing Study and initiated a review of the Official Plan policies for the site. The Stormwater Management and Servicing Studies were completed in February 2015. On July 26, 2016, Council adopted site specific Official Plan policies for these lands. The site specific policy, Special Policy Area No. 16, provides additional guidance on these lands are to be developed.

On August 23, 2017, the City issued a second Request for Proposals for the former Stratford Fairground lands. Six bids were received and Werner Bromberg Limited was the successful bidder.

On February 12, 2018, the City adopted a Zoning By-law Amendment for a portion of the former Fairground lands fronting onto Britannia Street from Institutional/Future Residential Special to Residential Fifth Density -Special R5(1)-17 to permit apartment buildings to a maximum density of 100 units per hectare (40 units per acre) and a maximum height of 15 m (49.2 ft). There were no appeals to this Decision. This portion of the lands were subsequently severed and developed for a 35-unit apartment building by the City of Stratford.

Analysis: Existing Situation

The subject lands are vacant of buildings and structures, flat, and have an area of 7.71 h (19.05 ac). The lands have approximately 54.7 m (179.4) of frontage on Britannia Street. Numerous trees of various sizes and in a range of conditions can be found along the perimeter of the property. When large gatherings occur at the Rotary Complex, the subject lands are used for temporary parking.

Surrounding the lands are a mix of uses including single detached dwellings, apartment dwellings, and a large institutional use (Rotary Complex). Country Side Park is situated within 300 m of the subject lands. Avalon Park and Glastonbury Park are also located in near the subject lands. Both elementary and secondary schools can be found in the vicinity of the subject lands. St. Aloysius Catholic Elementary School is located approximately 200 m south of the subject lands and Stratford District Secondary School is approximately 500 west of the subject lands.

Full municipal services are available to the subject lands.

There are no site characteristics that prohibit development of the subject lands. The subject lands are considered suitable for residential development.

Provincial Policy Statement

The Province of Ontario has issued a Provincial Policy Statement (PPS) under Section 3 of the Planning Act. The PPS came into effect on May 1, 2020. Generally, planning applications not decided before this date "shall be consistent with" the May 2020 PPS.

Applications 31T19-001 and Z09-19 must be reviewed against, and deemed to be consistent with, the May 2020 PPS in order to be approved by Council.

The PPS provides policy direction on matters of provincial interest related to land use planning and its policies are separated into three categories: Building Strong and Healthy Communities, Wise Use and Management of Resources and Protecting Public Health and Safety. Each of these areas will be reviewed below.

Building Strong and Healthy Communities – The collection of policies in this section of the PPS promote efficient land use and development patterns. These policies direct growth to identified growth areas; promote the efficient use of land including intensification, redevelopment and compact urban form; avoidance between major facilities and sensitive land uses and if avoidance is not possible, mitigation; to provide for an appropriate range and mix of housing options to meet the need of current and future residents of the regional market area; promoting healthy, active communities; adequate public services including sewage, water and stormwater; and promoting safe, energy efficient transportation systems. Numerous Building Strong and Healthy Communities policies are applicable to the proposed development as it is within an identified settlement area, it will allow for the intensification of vacant institutional lands, it contains a mix of housing types which will broaden the housing options in the community, it is in close proximity to park and

institutional uses, it will be on full municipal services; and it will have good transportation connections, including a connection to Stratford Transit. The proposed development is considered in keeping with the Building Strong and Healthy Communities policies of the PPS.

Wise Use and Management of Resources - The collection of policies in this section of the PPS outline provincial interest in the areas of natural heritage, water, agriculture, minerals and petroleum, mineral aggregate resources and cultural heritage and archaeology. The existing vegetation on site does not meet the PPS definition of natural heritage system. No archaeological assessment was requested with this application because the lands were previously disturbed when developed, and occupied, as the Stratford fairgrounds. There are no Wise Use and Management of Resources policies applicable to this proposal.

Protecting Public Health and Safety – The collection of policies in this section of the PPS promote prosperity, environmental health and social well-being by directing development away from natural and human made hazards. There are no natural hazards applicable to the subject land. Upon completion of a Record of Site Condition for residential development in 2011, it can be confirmed there are no man-made hazards which would impact the environmental health or social well-being of future residents. There are no Protecting Public Health and Safety policies applicable to this proposal.

The proposed development is considered to be consistent with the May 2020 Provincial Policy Statement.

Official Plan

As noted above, the lands are designated 'Residential Area - Special Policy Area 16' in the Official Plan. The primary use of lands designated 'Residential Area' shall be single detached, semi-detached and duplex dwellings. In addition, medium density residential uses including small lot single detached, semi-detached, duplex, triplex and townhouse dwellings; low rise apartments; and back-to-back and stacked townhouse dwellings may be permitted subject to the policies of Section 4.5.3. Lands within Special Policy Area 16 are subject to the following additional policies:

- New residential development shall have a minimum net density of 25 units per hectare (10 units per acre);
- Future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings; and,
- Future development shall provide a public road access to the City of Stratford Rotary Complex.

Britannia Street is classified as a collector road.

As the applicant has submitted both a draft plan of subdivision application and a zone change application, both applications will be evaluated against the policies of the Official Plan, specifically Special Policy Area 16, Section 4.5 Residential Area and Section 4.5.3.2 New Residential Areas.

Zone Change – Special Policy Area 16 directs that future residential development shall have a minimum net density of 25 units per hectare (10 units per acre). The revised requested zoning to allow a mix of single detached, semi-detached, street townhouse and cluster dwellings will allow residential development to a net density of approximately 32 units per hectare (13 units per acre). Single detached dwelling to the east of the subject lands generally have a lot area that range from 367 m² to 525 m² and on the west side of the subject lands approximately 625 m². These result in net densities of 27.2 units per hectare, 19 units per hectare and 16 units per hectare respectively. If the entire subdivision were to consist of small-lot single detached dwellings, it would meet the required minimum density requirement of Special Policy Area 16. However, doing so would not satisfy the Official Plan policies of providing for a range of housing types and housing forms in each community. In order to meet, or exceed, the minimum density provision, the lands would be expected to contain a mix of dwelling types including small-lot single detached dwellings, duplex dwellings, semi-detached dwellings, and multi-dwelling buildings such as townhouse dwellings or low rise apartment buildings.

Special Policy Area 16 requires future buildings to have a form, massing and appearance that is consistent with the character of adjacent buildings. Surroundings lands contain a mix of single detached and apartment dwellings and the City's Rotary Complex. These buildings vary in height and mass. Single detached dwellings along the east side of the subject lands are predominately 1 storey dwellings with some 1½ dwellings. Along the west side of the subject lands, the dwelling types are predominately 1½ and 2 storey buildings and including side splits, back splits and raised ranches. The revised requested zoning would allow a range of multi-unit housing forms in the southern third of the subject lands and along the west side of Street "A". Locating multi-unit dwellings along the southern third of the property, near to Britannia Street, will result in future buildings having a form, mass and appearance that is consistent with existing buildings on both sides of Britannia Street.

Multi-unit dwellings proposed along the west side of Street "A" can have a form, massing and appearance that is comparable with adjacent buildings on Briarhill Drive if appropriate zoning regulations are applied. Properties along Briarhill Drive properties are zoned to permit a maximum height of 10 m and proposed street townhouse dwellings on the west side of Street "A" are proposed to have a maximum height of 11 m. The applicant has requested an increase in maximum height because regrading of the subject lands is necessary to accommodate stormwater to City standards. Allowing a small difference in maximum height in the Zoning By-law does result in non-conformity with the Special Policy Area. The Residential First Density R1(3) Zone applied to the properties on Briarhill Drive and the recommended R4(2) __ Special Provision Zone applied to the street townhouse blocks on the west side of Street "A" require a minimum rear yard depth of 7.5 m (26.6 ft)

In addition to zoning provisions, ensuring future buildings have a form, mass and appearance that is consistent with the character of the area will be achieved through conditions of draft plan approval and site plan approval. The separation distance between

buildings on Briarhill Drive varies from 3 m to 7.5 m, building exteriors are comprised of a mix of brick and siding and most properties have surface parking along one side of the building. (Some properties containing detached garages.) Property boundaries are delineated by a variety of fence types. Through the recommended conditions of draft approval and a future site plan approval process, staff and the property owner will be required to incorporate many of these elements including, minimum separation between buildings and a mix of building materials and fencing. It is staff's belief that it is not the intent of the Special Policy Area 16 that future buildings mirror the form, massing and appearance adjacent buildings but rather that they contain similar elements.

It is expected future street townhouse dwellings will contain a built-in garage. While this trait differs from existing dwellings units in the area, it can result in a positive change as it will minimize the amount of surface parking between the building and street. Additional zoning regulations are recommended to ensure any future garages and driveways do not dominate the streetscape and allows for on-street parking opportunities. Existing provisions in the By-law will prevent widening of driveways that do not lead to a parking space.

The requested and recommended zoning regulations, together with appropriate conditions of draft approval and site planning, will result in residential development that is considered to be in conformity with Special Policy Area 16.

The Goals and Objectives of Residential Areas, as outlined in Section 4.5, require development to adhere to sound planning principles including servicing, traffic, site design, having new residential neighbourhoods create a sense of identity and that there be parks and open space within a convenient safe walking distance. The recommended zoning and conditions of draft plan of subdivision approval will ensure the proposed development is adequately serviced, in compliance with City standards and does not impact traffic flows on area roads beyond their designed intent. Similar special provisions to the zoning are being applied throughout the subdivision to strengthen its sense of identity. Parks and community facilities are near the subject lands. The recommended zoning by-law amendment is considered to be in conformity with Section 4.5 of the Official Plan.

Section 4.5.3.2 of the Official Plan requires significant redevelopment applications to contain a mix of development forms and densities and include primarily street-oriented in design. The recommended zoning amendment contains a special provision to permit buildings 3 m (9.8 ft) from the front lot line. Similar front yard setbacks have been applied successfully in other municipalities to encourage street-oriented design. While this standard has not been applied to a subdivision in Stratford, the subject lands are considered a good location to test whether this standard can achieve a street-oriented design that is encouraged by the Official Plan as it is a relatively small subdivision and this standard will be applied to all lots and street townhouse blocks.

Britannia Street is classified as a collector street. The Official Plan encourages multi-unit forms of housing to be directly accessible or in close proximity to collector streets. The

recommended zoning will permit multi-unit forms of housing in close proximity to Britannia Street in conformity with the Official Plan.

The recommended Zoning By-law Amendment is considered to be in conformity with the policies of the Official Plan.

Draft Plan of Subdivision -The proposed Draft Plan contains a mix of lots/blocks which would support a mix of housing types. The total number of dwelling units expected is approximately 152, which would result in a net density of approximately 32 units per hectare (13 units per acre). Street and cluster townhouse dwellings are proposed predominately along the southern third of the subdivision near apartment dwellings situated along Britannia Street. Street townhouse dwellings are also proposed along the west side of Street "A" abutting single detached dwelling lots on Briarhill Drive. It is not uncommon for street townhouse dwelling lots to abut single detached dwelling lots in Stratford. For example, street townhouse dwellings abut single detached dwellings on Davidson Drive. Situating street townhouse and single detached dwellings next to each other can be compatible provided appropriate zoning regulations and site planning is undertaken.

The proposed draft plan does provide a road connection to the City's Rotary complex.

The proposed draft plan is considered in conformity with Special Policy Area 16.

The Goals and Objectives for Residential Areas, as set out in Section 4.5.1 iii), include achieving a mix in housing types in order to provide, among other things, maintenance of municipal services and facilities. To achieve this requirement, Standards have been adopted by the City to manage stormwater and sanitary sewers. The recommended conditions of draft plan approval will ensure the proposed development is built in accordance with these Standards and appropriately manages stormwater by directing flows to a new stormwater management facility within the proposed plan (Block 67).

Section 4.5.3.2 of the Official Plan directs significant redevelopment areas contain a mix of development forms and densities, be street oriented, adjacent to collector roads, parks and community facilities, contain a modified rectangular road pattern, and contain linkages to parks and community facilities. The proposed draft plan satisfies the policies of Section 4.5.3.2 as it contains a mix of development forms and densities, it has frontage on a collector road, is in close proximity to County Side Park and the City's Rotary complex and is interconnected to parks and community facilities through a combination of public streets and walkways. The proposed draft plan is considered to be in conformity with Section 4.5.3.2 of the Official Plan.

Zoning By-law Amendment

The Applicant has requested several site-specific zoning regulations. It is not uncommon to apply site specific regulations in new subdivisions to: 1) ensure consistent standards throughout the development; and, 2) to reflect current standards in subdivision design.

(Note: one of the reasons the City is undertaking a comprehensive review of it's Comprehensive Zoning By-law is to apply new standards in conformity with the updated Official Plan and to reflect current practices.) The most noteworthy special provisions are reviewed below:

Front Yard Depth – As noted above, it is recommended the minimum front yard depth be 3 m (9.8 ft) for lots and street townhouse blocks. This standard is recommended to encourage street-oriented development.

Building Cross-Section



Height - The applicant is requesting an increase in the maximum height. Allowing an increased maximum height is, in part, necessary to recognize changes in the grade to allow the development to be serviced in accordance with City standards. As shown on the adjacent building cross-section, the maximum building height would be approximately 10m were it not for the need to alter grades to manage stormwater. Increased maximum building heights have been applied elsewhere in the City including the proposed subdivision on the west side of O'Loane Avenue (opposite Sobeys) and the proposed townhouse development at 355 & 365 Douro Street and is considered appropriate. The requested increase in maximum building height to 11 m (36 ft) will allow for the proper servicing of the site and is considered appropriate.

Exterior Side Yard Depth – Exterior side yard setbacks assist in maintaining sightlines and a streetscapes, particularly where a rear lot line abuts a side lot line. Where a rear yard lot

line abuts another rear lot line there are no sightlines to maintain. Allowing a reduced exterior side yard depth where rear lot line abuts another rear lot line is considered a more efficient use of land and is an example of a standard proposed to be, but not yet, included in the City's Comprehensive Zoning By-law. The recommended exterior side yard depth special provision will match the front yard depth on adjacent lands which will result in a consistent streetscape and sightlines.

Garage Projections/Garage Area – Current development practices for single detached, semi-detached and street townhouse dwellings often include attached garages. While attached garages meet new buyer's expectation and can result in improved streetscapes because they provide an opportunity to screen a vehicle from view, they can negatively impact streetscapes when the garage dominates the front façade. In order ensure the garages do not the streetscape, staff is recommending provisions in the zoning which limit the width of the garage as a percentage of the front façade. While it is recommended building setback be 3 m, garages must be set back 6m to allow a vehicle to be parked between the garage and the road allowance. The recommended special provisions are considered appropriate to meet the needs of the future residents, protect the streetscape and implement the policies of the Updated Official Plan.

Zoning Regulations for Cluster Block 66 - Current development practices for cluster housing are not reflected in the Residential Fourth Density R4 Zones of the Comprehensive Zoning By-law and as a result staff is recommending a set of special provisions for this Block. The site specific zoning regulations will permit townhouse dwellings to a maximum density of 36 units per hectare (15 units per acres), back-to-back townhouses and stacked townhouses to a density of 50 unit per hectare (20 units per acre) and apartment dwellings to a maximum density of 65 units per hectare (26.5 units per acre). Townhouses and back-to-back townhouses would be permitted to a maximum height of 11 m (36 ft) and stacked townhouses and apartment dwellings to a height of 15 m (49.2 ft). The adjacent lands to the south zoned Residential R5(1)-17 developed by the City (230 Britannia St) permit apartment dwellings to a density of 65 units per hectare (26.5 units per acre) and a height of 15 m (49.2 ft).

Council has previously adopted similar site specific regulations to permit cluster housing elsewhere in the City, Examples of where site specific regulations have been applied include lands on the west side of O'Loane Avenue, opposite Sobeys; and lands on the north side of McCarthy Road West and opposite Country Side Park/the Rotary Complex. As the Draft Comprehensive Zoning By-law reflects current development standards, fewer special provisions are expected in the future.

The recommended Zoning By-law Amendment is considered good planning.

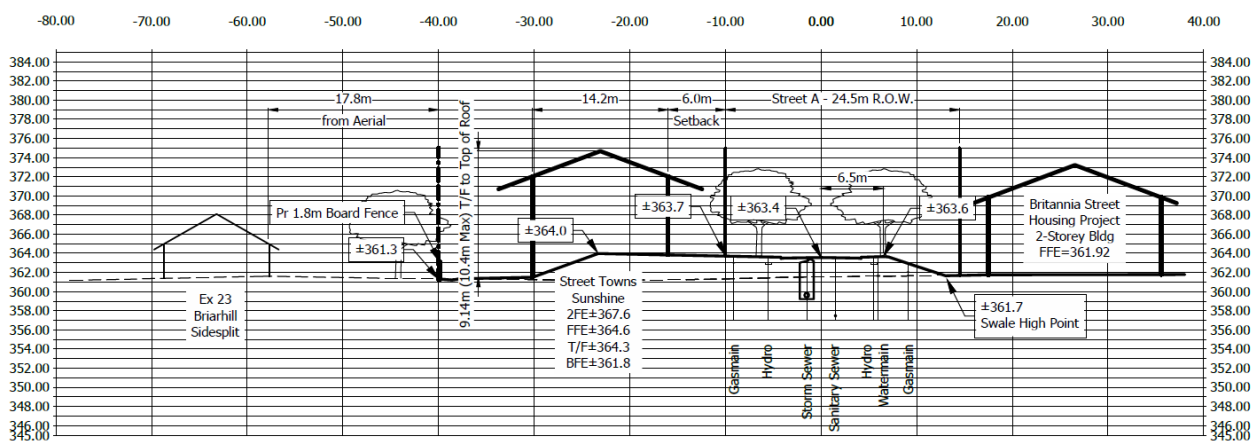
Draft Plan of Subdivision

The proposed revised plan of subdivision contains 50 single detached dwelling lots, 6 semi-detached lots, 9 street townhouse blocks, 1 multi-unit residential block, 1 stormwater management block, 1 0.3m reserve block and 2 walkway blocks. The lots and blocks are

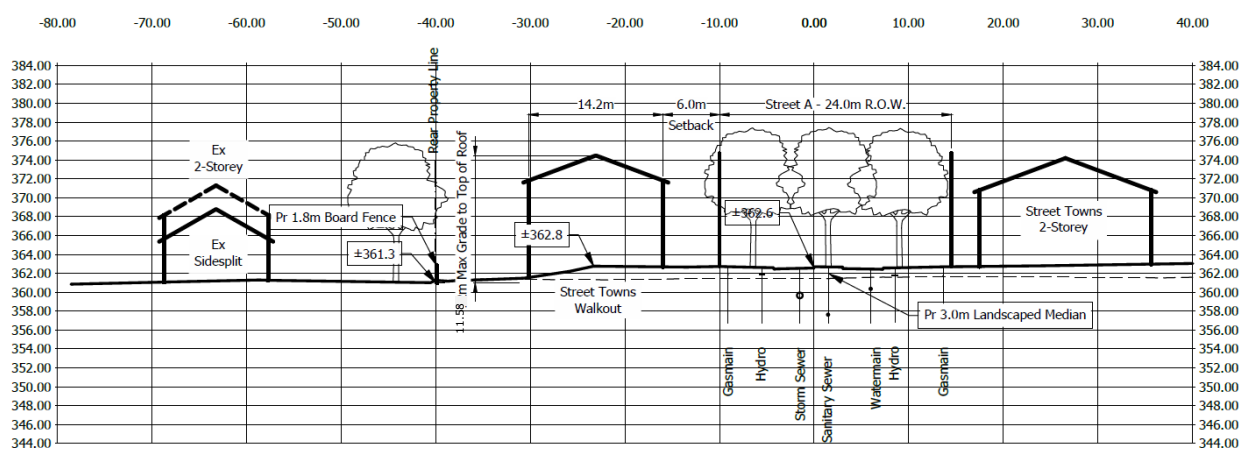
proposed to be served by 2 new streets and will provide a direct road connection to the City's Rotary Complex. The proposed stormwater management facility has been sized to service both the subdivision lands and the Rotary Complex lands. (In accordance with the proposed Offer of Purchase and Sale, the stormwater management facility has been sized to allow for the removal of the dry stormwater management facility on the Rotary Complex lands).

The initial submission anticipated a need to increase grades for portions of the subdivision by over 2 m. Revised submissions have demonstrated the grade need only be increased by approximately 1.2 m (see cross-sections below) "A". It is not possible to reduce the grade further and manage stormwater to City Standards.

Original Cross-Section



Revised Cross-Section



Section A-A

The proposed draft plan contains two walkways to facilitate pedestrian movement to both the east and west of the subject lands. It is not possible, or desirable, for road connections to these abutting lands.

Block 66 is considered of sufficient size and shape to accommodate multi-unit development with vehicular and pedestrian connections to Street "A".

The proposed revised draft plan and recommended conditions of draft approval will result in a future residential development that is compatible with existing surrounding uses, that provides a valuable new link to the Rotary Complex and which will meet the needs of future residents and the City of Stratford. The proposed draft plan and recommended conditions of draft approval is considered sound planning.

Public comments

Below are the generalized concerns raised by the public and the manner in which they have been addressed:

Loss of Greenspace – While the lands are currently vacant, they are not considered greenspace. The subject lands are comprised primarily of the demolished fairgrounds and are occasionally used for temporary parking. When Council decided to sell the land in 2013, they determined the lands were not needed for park purposes. Further, when selling the lands Council determined the parkland dedication for these lands would be satisfied as cash-in-lieu of parkland. As noted above, there are numerous parks in the area. The road pattern and walkways will facilitate convenient access to parkland and community facilities for both area residents and future residents of the subdivision.

Special Zoning Provisions – It is not uncommon to have special provisions to the zoning in new subdivisions. This is due in part because new development standards are not reflected in the City's current Comprehensive Zoning By-law, such as the policy encouraging street-oriented design. Where appropriate, Council often approves special zoning provisions to facilitate development.

Lot Sizes Too Small / Mix of Uses / Character of Area – People have expressed concerns the lots are too small, they are concerned about the introduction of townhouse dwellings into the area and that the proposed development will change the character of the area. Council has adopted Official Plan policies to achieve a mix of housing types, diversity in housing stock and to protect communities. Protecting communities does not mean homogenous neighbourhoods but rather by providing for a full range of housing choices in both form and affordability. Permitting a mix of lot sizes and uses will protect the needs of the people of Stratford by satisfying the needs of a range of current and future residents and by allowing for residents to age in place.

Special Policy Area No. 16 requires the future development of these lands to be at minimum net density of 25 units per hectare (10 units per acres). It is only possible to achieve the minimum density required by the Official Plan if the development contains a mix of lot sizes and uses.

Grading / Flooding – Area residents raised concerns with the existing drainage problems, the potential for future drainage problems, and the difference in grades between their property and the proposed grades within the subdivision. Since the plan was submitted, changes to the proposed grades have been made which lower proposed grades significantly. In some locations, proposed grades are 1.2 m lower than originally submitted.

All subdivision developments in the City of Stratford are reviewed to ensure they manage their own stormwater in accordance with City Standards. The recommended conditions of draft plan approval require the submission of lot grading and drainage plans. These plans and reports will ensure the subdivision is designed in accordance with City standards. The Owner will enter into a Subdivision Agreement and provide security for this development. The conditions of the Subdivision Agreement do not permit the security to be released until the subdivision is built in accordance with the accepted plans. Staff believe the subdivision review, approval and construction process will ensure future grades will not impact abutting properties.

The Upper Thames River Conservation Authority has not expressed any concerns about flooding on these lands.

Traffic – The applicant was required to submit a Traffic Impact Study (TIS) as part of a complete application. The TIS concludes the following:

- Existing area streets are operating within acceptable Level of Service values;
- The proposed development is expected to generate 83 and 107 new trips during weekday AM and PM peak hours respectively;
- In 2028, background traffic increases are expected to impact the Huron/Forman intersection during the AM peak hour and Huron/Huntingdon intersection during PM peak hours. Total traffic projected for Huron and Huntingdon for northbound movements is expected to operate at Level of Service F;
- No auxiliary turn lanes are warranted through to 2028; and,
- Street “B” will provide emergency access to the Rotary Complex and should be temporarily closed for large events to prevent a large influx of traffic through the development.

The City’s Engineering Division has reviewed the Traffic Impact Study and accepted its recommendations.

The increase in traffic from the proposed development is not significant and will not significantly impact area roads provided the Street “B” connection to the Rotary Complex is temporarily closed during large crowd events.

Height and Mass of Building – Area residents raised concerns with the proposed height and mass of proposed buildings, particularly those abutting Briarhill Drive properties. Since the initial submission, there have been two significant changes affecting height and massing and they are the following:

- 1) the applicant is no longer requesting a special provision to permit maximum height of 12 m. The applicant is requesting an 11 m maximum height, and,
- 2) the proposed grade for the subject lands has been revised, lowering the finished grade by over 1 m in places.

The increase in maximum building height is, in part, required to engineer the site to direct stormwater to the stormwater management facility in accordance with City Standards.

Staff believe the changes noted above will lessen any height and massing impacts on abutting residents.

Lack of Privacy – Area residents expressed concerns with a lack of privacy resulting from the proposed development. Staff believe some of the concerns about lack of privacy relates to original grades and building heights. As noted above, grades and building heights have changes from the original submission.

The Official Plan supports the protection of privacy as it is an objective within Residential Areas to maintain essential neighbourhood qualities of quiet enjoyment and privacy. While the Official Plan does not define “privacy”, it is not intended to mean residents have an expectation that neighbouring properties will not be able to see, for example, into a rear yard. It is intended to mean residents are permitted to use their lands as they wish without interference, provided they comply with municipal by-laws and standards.

The proposed development will permit development within accepted norms and will not interfere with the normal enjoyment of abutting lands for residential purposes. The proposed development will not result in a loss of privacy.

Trees – Comments were received requesting existing trees on the property be retained. Most trees are located along the periphery of the property. Unfortunately given the requirement that all stormwater from the development flow into the proposed stormwater management pond, significant regrading of the subject lands is required. As such it will not be possible to retain existing trees. The Owner will be required to plant street trees. Additionally, through the site plan approval process, the Owner will be required to plant trees on multi-family blocks. Lastly, the recommended conditions of draft approval require the Owner to protect trees on abutting lands.

Hydro Service

One resident inquired how the hydro service along the west limit of the subject lands will be impacted by any future development. Notice of the applications were circulated to Festival Hydro and they posed no objections to the applications.

There are no overhead wires along the west side of the subject lands and prior to transferring the lands to Werner Bromberg Limited, an easement in favour of Stratford Hydro along the western boundary of the subject lands was removed.

If any Festival Hydro infrastructure does remain, the recommended conditions of draft approval No. 55 requires 1) the Owner to enter into an agreement with Festival Hydro, and 2) to re-locate any existing electrical infrastructure at the Owner’s expense.

Property Values

Several respondents to the Notice of Consideration expressed concerns about loss in property values because of the street townhouses proposed along the west side of Street “A”. No evidence was submitted that demonstrates the proposed street townhouses will

impact property values. According to the Municipal Guide for Responding to NIMBY, prepared by Affordability and Choice Today, 26 studies were completed across Canada and the United States on the impacts of affordable housing on housing prices. Of the 26 studies, 25 concluded that there were no impacts on housing prices and the 26th study was inconclusive. While affordable housing is not proposed in this instance, the conclusions from the Guide would suggest property values will not be impacted by the citing of street townhouses on the west side of Street "A".

Revisions to the Draft Plan of Subdivision and Zone Change

Staff has reviewed the proposed revised Draft Plan of Subdivision and revised requested Zone Change and is of the opinion the any changes from the original submission are in response to public feedback and relatively minor. It is common for combined draft plan of subdivision/zone change application to be revised after submission but before being submitted for approval. Staff is of the opinion no further public notice is required.

Financial Impact: Municipal expenditures will be required to decommission the existing Stormwater Management Facility on the Rotary Complex. The exact cost of such work will be undertaken during preparation of the Subdivision Agreement. Engineering Division is confident the long-term saving of only having to maintain one stormwater management will exceed short-term decommissioning costs of the Rotary Complex dry stormwater management facility.

The Owner will be required to pay cash-in-lieu of parkland dedication. This amount will be calculated during preparation of the Subdivision Agreement.

Development charges expected from this development are as follows:

-single and semi-detached dwellings -	\$14,540 ¹ per unit x 62 units =	\$ 901,480
-townhouse dwellings -	\$10,558 ¹ per unit x 90 units =	\$ <u>950,220</u>
Total		\$1,851,700

¹ 2020 Development Charges Rates

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.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

Staff Recommendation: THAT Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act;

THAT Zoning By-law No. 201-2000 be amended for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street (file Z09-19) from an Institutional/Future Residential-Special (IN/FR-1) Zone to Residential First Density with site specific regulations R1(5)-_____ Zone, a Residential First Density with site specific regulations R1(5)-_____ Zone, a Residential Second Density with site specific regulation R2(2)-_____ Zone, a Residential Fourth Density with site specific regulations R4(2)-_____ Zone, a Residential Fourth Density with site specific regulations R4(2)-_____ Zone and, Park (P) Zone following reasons:

- public interest was considered;
- the zone change is consistent with the Provincial Policy Statement;
- the zone change is consistent with the City of Stratford Official Plan, including Special Policy Area 16;
- the recommended zone change will facilitate development that is appropriate for the lands, will not impact surrounding lands and is considered to be sound land use planning;
- it will provide a wide range of housing types to meet the needs of the existing and future residents; and
- the recommended zone change will encourage efficient use of land and infrastructure.

AND THAT plan of subdivision application 31T19-001, submitted by Werner Bromberg Limited, for lands on the north side of Britannia Street between Glastonbury Drive and Briarhill Drive, municipally known as 236 Britannia Street, that contains 50 single detached residential lots, 6 semi-detached residential lots, 10 multi residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets be granted draft approval pursuant to Section 51(31) of the Planning Act subject to the conditions listed below for the following reasons:

- public interest was considered;
- the application was circulated to the public and regard for their response was had in the recommended plan and conditions of approval;
- the plan of subdivision is consistent with the Provincial Policy Statement;
- the plan of subdivision is consistent with the City of Stratford Official Plan, including Special Policy Area 16;
- the plan of subdivision will result in sound land use planning and is considered appropriate for the development of the lands;
- it will provide a wide range of housing to meet the needs of the existing and future residents; and
- it will encourage efficient use of land and infrastructure

31T19-001 Conditions of Draft Approval

1. **This draft approval applies to Plan of Subdivision 31T-19001 submitted by GSP Group, prepared for Werner Bromberg Limited certified by Erich Rueb O.L.S., dated October 27, 2020, File No. 31T-19001, Project No. 17202, which shows a total of 50 single detached residential lots, 6 semi-detached residential lots, 10 multi residential blocks, 2 walkway blocks, 1 stormwater management block and 1 0.3m reserve block all served by 2 new local streets.**
2. **This approval of the draft plan applies for 7 years, and if final approval is not given by that date, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.**
3. **The road allowances included in this draft plan shall be shown on the face of the plan and dedicated as public highways.**
4. **The street(s) shall be named to the satisfaction of the Manager of Planning.**
5. **The municipal address shall be assigned to the satisfaction of the Manager of Planning.**
6. **Prior to final approval, the Owner shall submit to the Approval Authority a digital file of the plan to be registered in a format compiled to the satisfaction of the City of Stratford and referenced to NAD83UTM Zone 17 horizon control network for the City of Stratford mapping program.**
7. **Prior to final approval, appropriate zoning shall be in effect for this proposed subdivision.**
8. **The Owner shall satisfy all the requirements, financial and otherwise, of the City of Stratford in order to implement the conditions of this draft approval.**
9. **That prior to final approval the Owner shall pay in full all financial obligations/ encumbrances owing to the City on the said lands, including property taxes and local improvement charges.**
10. **The subdivision agreement between the Owner and the City of Stratford shall be registered against the lands to which it applies.**
11. **The Owner shall grant to the appropriate authorities such easements and/or land dedications as may be required for utility, road, drainage or other municipal purposes.**

12. **Phasing of this subdivision (if any) shall be to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services.**
13. **Prior to submitting a request to the City to prepare the subdivision agreement, an updated draft plan showing the redline amendments (if applicable) is to be provided to the City to the satisfaction of the Manager of Planning.**
14. **Prior to the receiving a clearance for building permits from the Manager of Engineering for each construction stage of this subdivision, all servicing works for the stage must be completed and operational, all to the specification and satisfaction of the City.**
15. **The entire plan shall be registered in one plan of subdivision.**
16. **Prior to any grading on the site, the Owner shall decommission and permanently cap any abandoned water wells located on the property, in accordance with the Ontario Water Resources Act and the Ministry of Environment Conservation and Parks requirements and file the necessary reports with the Ministry of Environment Conservation and Parks and the City of Stratford.**
17. **The Owners professional engineer shall provide inspection services for all work during construction by its professional engineer for all works to be assumed by the City or dedicated to the City, and have its professional engineer supply the City with a certificate of compliance upon completion in accordance with the plans approved by the Manger of Engineering.**
18. **The Owner shall comply with all City of Stratford standards, guidelines and requirements in the design of this draft plan including required engineering drawings. Any deviation to the City's standards, guidelines, or requirements shall be completed to the satisfaction of the Director of Infrastructure and Development Services.**

PARKLAND

19. **Prior to the City executing the Subdivision Agreement or final approval, the Owner shall make a cash-in-lieu payment of the 5% parkland dedication to the City pursuant to the provisions of Section 51.1 of the *Planning Act*. In order to determine the value of the land, the Owner shall submit an appraisal completed by a qualified individual to the satisfaction of the City. All costs associated shall be borne by the Owner.**
20. **The subdivision agreement shall contain a provision outlining that the cash-in-lieu payment parkland dedication must be paid to the City prior to the initial registration to the satisfaction of the Manager of Planning.**

FENCING

21. **Within one year of final approval of the plan, the Owner shall fence all lots adjacent to Block 67 (Lots 44-56), with a 1.5 metre chain link fence with no gates. Any other fencing arrangements shall be to the satisfaction of the Manager of Planning.**
22. **The Subdivision Agreement shall contain a provision requiring the Owner to construct an board on board fence of similar design, and height that is a minimum height of 1.5m along the rear of Blocks 57-63 and 66 within this subdivision, through the site plan approval process when these blocks are developed, to the satisfaction of the Manager of Planning.**

TREE PRESERVATION

23. **The Owner shall take measures to protect trees on abutting properties during construction. To satisfy this requirement, the Owner shall submit a Tree Preservation Report, prepared by a qualified individual, to the satisfaction of the Manager of Engineering and Manager of Planning. Measures recommended by the accepted Tree Preservation Report, if any, shall be shown on the engineering drawing and form part of Subdivision Agreement.**

WALKWAYS

24. **Concurrent with final approval, the Owner shall convey Block 69 (3m wide) and Block 68 (6m wide) to the City of Stratford as a pedestrian walkway. The Owner shall construct the walkway and fencing in accordance with the City of Stratford walkway design requirements**

within one year of registration to the satisfaction of the Manager of Engineering.

PARKING PLAN

25. **As part of the engineering drawings submission, the Owner shall submit an on-street parking plan for Block 57- Block 65 to the satisfaction of the Manager of Engineering. The accepted parking plan required for each registered phase of development and will form part of the subdivision agreement for the registered plan.**

STREET TOWNHOUSES

26. **For residential blocks proposed for street townhouse dwellings, the Owner shall as part of the final approval of the plan make the necessary legal arrangements to establish a minimum of a one (1.0) metre maintenance easement where the units to be built do not provide direct access to the rear yard from the garage for "internal unit" (not "end unit") Owners.**

ACCESS

27. **The subdivision agreement shall include a clause requiring the Owner to design Street 'A' between Britannia Street and the north boundary Street 'B' abutting Lot 30 to accommodate emergency vehicles. The design is to be submitted in conjunction with the submission of engineering drawings to the satisfaction of the Director of Infrastructure and Development Services.**

SANITARY

28. **In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a sanitary servicing report that at the minimum shall include a sanitary drainage area plan confirming drainage area limits, to the satisfaction of the Director of Infrastructure and Development Services.**
29. **Prior to final approval the Owner shall engage the City's consultant to prepare a sanitary servicing report and modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.**

STORMWATER SERVICING

30. **Concurrent with final approval of the plan, the Owner shall provide all required land dedications related to the stormwater works, including Block 67, at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services.**
31. **In conjunction with the engineering drawings submission, the Owner shall have their consulting engineer submit a pedestrian sidewalk design to connect the pedestrian walkway on Block 68 to the pedestrian walkway on Briarhill Drive to the satisfaction of the Manager of Engineering. All costs associated with the construction of the pedestrian sidewalk will be at the cost of the Owner.**
32. **In conjunction with the submission of the engineering drawings, the Owner shall have their consulting engineer submit a stormwater servicing report/plan (functional report where facilities are proposed) satisfactory to the Director of Infrastructure and Development Services and Upper Thames River Conservation Authority. This report shall include identification of the major stormwater overland flow route through the development to the satisfaction of the Director of Infrastructure and Development Services. The Owner shall be responsible for any costs associated with the design and construction of the overland flow route to an appropriate outlet.**
33. **In conjunction with the submission of Engineering drawings, the Owner shall submit an erosion/sediment control plan that will identify all erosion and sediment control measures for the subject lands in accordance with City of Stratford and Ministry of Environment Conservation and Parks standards and requirements, all to the satisfaction of the City and Upper Thames River Conservation Authority. This plan is to include measures to be used during all phases on construction. Prior to any work on the site, the Owner shall implement these measures satisfactory to the Director of Infrastructure and Development Services. The City may install or rectify failing erosion and sediment control if the Owner fails to do so within 10 working days upon written request to do from the City.**
34. **The Owner shall have their professional engineer submit semi-annual monitoring reports to the Manager of Engineering demonstrating that the stormwater facility performs in accordance with the approved design criteria. The reports are to provide test results on the volume and nature of the sediment accumulating in the works. The timing and content of the monitoring reports is to be in accordance with the City's Infrastructure Standards and Specifications manual. The Owner shall**

ensure that the monitoring program commences when building permits have been issued on fifty percent (50%) of the lots in the plan and shall continue until assumption.

35. **The Owner shall address forthwith any deficiencies of the stormwater works and/or monitoring program.**
36. **The subdivision agreement shall include a clause requiring the Owner prior to the issuance of a building permit to construct and have operational stormwater servicing works and major overland flow routes satisfactory to the Director of Infrastructure and Development Services.**
37. **Prior to assumption, the Owner shall operate, monitor and maintain the works. The Owner shall ensure that any removal and disposal of sediment is to an approved site satisfactory to the Director of Infrastructure and Development Services.**
38. **The stormwater management facility shall be constructed in one phase to the satisfaction of the Manager of Engineering and shall include the storm sewer outlet from the Rotary Complex lands to the satisfaction of the City at the sole cost of the Owner.**
39. **Prior to final approval, the Owner's consulting engineer shall certify that increased and accelerated stormwater runoff from this subdivision will not cause damage to downstream lands, properties or structures beyond the limits of this subdivision. Notwithstanding any requirements of the City, or any approval given by the Manager of Engineering, the Owner shall indemnify the City against any damage or claim for damages arising out of or alleged to have arisen out of such increased or accelerated stormwater runoff from this subdivision.**

TEMPORARY STORMWATER WORKS

40. **In the event that the Owner constructs temporary stormwater works, all works shall be to the satisfaction of the Manager of Engineering, and at no cost to the City. The Owner is responsible for all costs related to the construction and removal of all temporary works including decommissioning and any redirection of sewers and overland flow routes.**

OUTLET SEWERS

41. **The Owner shall construct all municipal services for the subject lands at the sole expense of the Owner to the satisfaction of the Director of Infrastructure and Development Services.**

WATER

42. **In conjunction with the engineering drawings submission, the Owner shall have its professional engineer provide a water servicing report to the satisfaction of the Manager of Environmental Services.**
43. **The Owner shall have its professional engineer deliver confirmation that the water main system has been looped to the satisfaction of the Director of Infrastructure and Development Services.**
44. **As part of the water servicing report, the Owner shall have its professional engineer determine if there is sufficient water turnover to ensure water quality and determine how many homes need to be built and occupied to maintain water quality in the water system. If the water quality cannot be maintained in the short term, the Owner shall install automatic blow offs, where necessary, to the satisfaction of the Manager of Environmental Services, or make suitable arrangements with Water Operations for the maintenance of the system in the interim.**
45. **The subdivision agreement shall include the requirement for the Owner to have their consulting engineer submit a chlorine residual maintenance plan to the satisfaction of the Manager of Environmental Services at the cost of the Owner.**
46. **The Owner shall maintain the water system to the satisfaction of the City until assumption to the satisfaction of Manager of Environmental Services.**
47. **Prior to final approval, the Owner shall engage the City's consultant to prepare a hydraulic assessment with modelling that is to be added to the City's model at the cost of the Owner to the satisfaction of the Director of Infrastructure and Development Services. Any modelling revisions or alterations to the report will be at the cost of the Owner.**

TRANSPORTATION

48. **The Owner shall construct all roads shown in this plan of subdivision such that alignments match joining roads and driveways outside this**

plan to the satisfaction of the Director of Infrastructure and Development Services as the cost of the Owner.

49. **The Owner shall terminate Street 'B' at the north limit of this Plan to the satisfaction of the Director of Infrastructure and Development Services.**
50. **The Owner shall construct a 1.5 metres (5') sidewalk on the outside of the following streets within a time-frame as directed by the Manager of Engineering:**
 - i) **east side of Street 'A' ending at the north terminus of Lot 37**
 - ii) **north side of Street 'A' along the frontage of Lot 47-55**
 - iii) **north side of Street 'B' along the frontage of Lots 30-36**
 - iv) **west side of Street 'B' from Lot 36 until the terminus of the public road.**
51. **In conjunction with the submission of the engineering drawings the Owner shall submit an AODA compliant walkway connection design from 230 Britannia Street to the sidewalk on Street 'A' to the satisfaction of the Manager of Engineering. All costs associated with the design and construction will be at the cost of the Owner.**
52. **The subdivision agreement will require the Owner to comply with traffic management standards during construction to the satisfaction of the Director of Infrastructure and Development Services for any construction activity that will occur on existing public roadways needed to provide services for this plan of subdivision.**
53. **Should temporary turning facilities for vehicles be required by the Director of Infrastructure and Development Services, they shall be provided as easements concurrent with the registration of the phase. These easements shall be granted to the City of Stratford until the temporary turning facility is no longer required to the satisfaction of the Director of Infrastructure and Development Services. The Owner is responsible for all costs associated with obtaining the easement, the release of the easement and the construction and removal of all temporary turning facilities.**
54. **Owner shall keep private and City Streets clean of construction debris to the satisfaction of the Director of Infrastructure and Development Services. Failure to clean road right-of-way with two (2) working days upon written notice from the City will result in the City conducting cleaning activities at the cost of the Owner.**

HYDRO

55. **Prior to the entering into a subdivision agreement, the Owner shall obtain approval from Festival Hydro for an electrical layout. Any new addition and/or relocation of existing electrical infrastructure will be at the Owner's expense.**

FIRE

56. **The Owner shall not burn any materials on site.**

OTHER

57. **The subdivision agreement shall make provision for the physical location of Community Mail Boxes which satisfies the requirements of Canada Post and the City.**
58. **Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein contained, the Owner shall file with the Approval Authority a complete submission consisting of all required clearances, fees, and final plans, and to advise the Approval Authority in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the Approval Authority, such submission will be returned to the Owner without detailed review by the City.**
59. **For the purpose of satisfying any of the conditions of draft approval herein contained, the Owner shall file, with the City, complete submissions consisting of all required studies, reports, data, information or detailed engineering drawings, all to the satisfaction of the Manager of Planning and the Director of Infrastructure and Development Services. The Owner acknowledges that, in the event that a submission does not include the complete information required by the City, such submission will be returned to the Owner without detailed review by the City.**

NOTES TO DRAFT APPROVAL

1. **It is the Owners/Developers responsibility to fulfill the conditions of draft approval and ensure that the required clearance letters are forwarded by the appropriate agencies to the City of Stratford, Development Services Division.**

- 2. All plans are to be prepared using total station survey and compatible with the latest version of AutoCAD. The final plan submitted for registration, engineered design drawings and construction record drawings are to be provided in print and digital format referenced to a control network compiled to the satisfaction of the City of Stratford Infrastructure and Development Services Department in accordance with Ontario Basic Mapping (U.T.M. Grid 1:2000), for future use within the City's geographical information system.**
- 3. The final plan approved by Corporation of the City of Stratford must be registered within thirty (30) days or the Corporation may withdraw its approval under Section 51(59) of the Planning Act, R.S.O. 1990 as amended.**
- 4. All plans of subdivision are to be prepared and presented in metric units.**
- 5. If final approval is not given to this Plan, within seven 7 years of the draft approval date, and no extensions have been granted, draft approval shall lapse under subsection 51(32) of the Planning Act, R.S.O., 1990. If the Owner wishes to request an extension to draft approval, a written explanation, together with a resolution from the local municipality, must be received by the Approval Authority 60 days prior to the lapsing date.**

Please note that an updated review of the plan, and revisions to the conditions of approval, may be necessary if an extension is to be granted.



Jeff Leunissen, Interim Manager of Planning



Ed Dujlovic, Director of Infrastructure and Development Services



Joan Thomson, Chief Administrative Officer

Zoning By-law

BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision Development in the City of Stratford

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 201-2000, as amended, known as the Zoning By-law, be further amended.

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

1. That Schedule "A", Map 1 to By-law 201-2000 as amended, is hereby amended:

by adding those lands outlined in heavy solid lines and described as Residential First Density with site specific regulations R1(5)-____, First Density with site specific regulations R1(5)-____, Residential Second Density with site specific regulation R2(2)-____, Residential Fourth Density with site specific regulations R4(2)-____ and R4(2)-____, and Park (P) on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as 236 Britannia Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.____, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.____ a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 30-55*

R1(5)-____ as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard: 1.5 m
- e) Minimum Lot Depth: 30 m
- f) Maximum Height: 11.5m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- i) A minimum sight triangle of 3m by 3m shall apply.

3. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.____, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.____ a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 1-23 and 56*

R1(5)-____ as shown on Schedule "A", Map 1

- b) Minimum Front Yard Depth: 3 m
- c) Minimum Exterior Side Yard Width: 3 m
- d) Minimum Interior Side Yard: 1.5 m
- e) Minimum Lot Depth: 30 m

f) Maximum Height: 11 m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- iv) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 6.3.____, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.3.____ a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 24-29*

R2(2)-____ as shown on Schedule "A", Map 1

b) Exterior Side Yard Width: 3 m

c) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a common wall provided that any wall which does not constitute part of such common wall or a direct

extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

d) Maximum height: 11.5 m

e) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 8.4._____, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.____ a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Blocks 57-65*

R4(2)-_____ as shown on Schedule "A", map 1

b) Permitted Use:

- street townhouse dwelling

c) Maximum Height: 11m

d) Minimum Front Yard Depth: 3 m

e) Minimum Interior Side Yard Width: 1.5 m, except that no side yard width shall be required on the side where individual street townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots,

provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.

f) General Use Regulations:

- i) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- ii) A minimum sight triangle of 3m by 3m shall apply.
- iii) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- iv) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- v) No side yard width shall be required along the side where individual street townhouse dwelling units on abutting lots are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute such part of such common wall or direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- vi) Where a lot or block in the Residential Fourth Density (R4) zone abuts a lot or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.

5. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.____, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.____ a) Defined Area North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Block 66*

R4(2)-____ as shown on Schedule "A", map 1

b) Permitted Uses:

- Cluster townhouse dwelling
- Cluster back-to-back townhouse dwelling
- Cluster stacked townhouse dwelling
- Cluster apartment dwelling

c) Definitions:

- i) **"Back-to-back townhouse dwelling"** means a building that has for four (4) or more dwellings units divided vertically, including a common rear wall and side wall(s), where each unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor; dwelling does not include a rear yard.
- ii) **"Stacked townhouse dwelling"** means a residential building containing four (4) or more dwelling units which are horizontally and vertically separated in a split level or stacked manner, where each dwelling unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor.

d) General Use Regulations:

- i) In accordance with Table 8-____
- ii) Where a lot in the Residential Fourth Density (R4) zone abuts a lot in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.
- iii) Where a lot is created through a plan of subdivision, plan of condominium or consent and where such lot

creation, causes the lot as reduced, or any building or structure lawfully erected thereon, as of the date of such lot creation to become non-conforming with any of the requirements of this By-law, then the lot as reduced and any building or structure thereon shall be deemed to conform to the general use regulations of the applicable zone, and provided that no building or structure is erected or altered on the lot subsequent to the lot creation except in accordance with this By-law.

Table 8- __
Residential Fourth Density R4(2)-

Block Regulations	Townhouse Dwelling	Back-to-Back Townhouse Dwelling	Stacked Townhouse Dwelling	Apartment Dwelling
Minimum Block Area	800m ²	800m ²	1000m ²	1000m ²
Minimum Block Frontage	12.2m	12.2m	12.2m	12.2m
Minimum Setback from a Local Road	6m	6m	6m	6m
Minimum Lot Depth	30m	30m	30m	30m
Minimum Side Yard Width	2.5m②	2.5m②	2.5m plus 1.5m for every storey above the second storey②	6m
Minimum Rear Yard Setback	7.5m	7.5m	7.5m	7.5m
Maximum Lot Coverage	35%	35%	30%	30%
Maximum Height	11m	11m	15m	15m
Maximum Density	36 units per hectare	50 units per hectare	50 units per hectare	65 units per hectare
Minimum Landscaped Open Space	30%	30%	35%	35%
Parking	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①

Bicycle Parking	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit
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Notes:

- ① 0.25 of the required spaces per dwelling unit shall be designated visitor parking.
- ② where the wall contains windows or doors to habitable rooms the minimum interior side yard setback shall be 6.0m.

6. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this ____ day of _____, 2020

Mayor – Daniel B. Mathieson

* Reference to Lots and Blocks to be removed when zone variations numbers applied.

Schedule "A" to By-law ____-2020



From: Geoff Mcallister
 Sent: Thursday, December 10, 2020 10:16 AM
 To: Tatiana Dafoe
 Subject: Rezoning of 236 Britannia Dr.

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Members of City Council.

With all due respect.

Not an Educated Man

Not a Rich Man and have no Diplomacy so this letter of discontent is probably better, Please bear with me !

Not opposed of a new build of resonable sized houses , but am opposed of a wall of townhouses 10 feet higher than any other existing houses in our surrounding area.

The height and the 3-4 new backyards onto one backyard does not Mimic the community that is in existance now .

The Fence that is in place now and has been there for 40 plus years should be grandfathered and left in place . Greenery and security .

Spring and winter thaw is a problem now and there is no reasurence it will not get worse with the new build .

Iv'e seen what this builder is capable of at the north end of briarhill Dr .

We the People do not need towering townhouses blocking the morning sun and to wake up and see a monstrosity of a build .

More noise and pollution will surely follow and change the quiet surroundings of this peacefull comunity which has been here for 30 plus years .

My end Comment : Would any of you Councill Members support this if it was in your own backyards ?

Or is it all about the Money !

Please reconsider for the sake of our community that exists here now .
 Just want to be heard and Thank You !

Sincerely Geoff Mcallister - Stratford Ont Not Toronto !

From: Bonnie Lindsay
Sent: Thursday, December 10, 2020 11:36 AM
To: Tatiana Dafoe
Subject: zoning bylaw amendmements

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Good afternoon City Council and attendees. My name is Bonnie Lindsay and I reside and own --- Briarhill Drive in the city of Stratford. I sincerely question the changes that are proposed to the building codes for the land directly behind our neighborhood. The plan submitted by Werner Bromberg contradicts the policies laid out in current bylaws, stating "Future buildings shall have a form, massing and appearance consistent with the character of adjacent buildings. This refers to all rear yards from 11-Briarhill Drive. I respectfully request the City of Stratford planning dept. to reject this proposed zoning change application. Thank you

December 10, 2020

-- Briarhill Drive
Stratford ON,
N5A6N6

Jeff Leunissen, Interim Manager of Planning
City of Stratford - Development Services Division
82 Erie Street
Stratford ON,
N5A2M4

Dear Mr. Leunissen;

I have specific objections to the zoning change request being considered, affecting the 7.71 ha property located at 236 Britannia. The property known as the "Old Fairgrounds" being developed by Werner Bromberg Ltd.

Specific objections are raised against;

The location of the proposed residential Fourth Density with site specific regulations R4(2)-A Zone, along the western fenced portion of the planned development. 7, 6-Unit townhomes - Block 57 to 63, backing onto the adjacent homes along Briarhill Drive.

The original concept drawing for this development showed zoning along that western fenced portion backing onto Briarhill Drive, to be **R1 Residential First Density**
(Ref. - *Conceptual Servicing Report, Stratford Fairgrounds, MTE Consultants 2015*).

The City of Stratford Official Plan calls for "**Future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings.**
(Ref - *Official Plan 4.5.4.7 Special Policy Area 16 - North side of Britannia Street, west of Glastonbury Drive (old fairgrounds)*)

The requested maximum height of 11m (36 ft) in the Special Provision Zone R4(2)-A

This development does not respect the height, massing and density of adjacent buildings.
(Ref – *Official Plan 4.5.3.1 Stable Residential Areas, Section i - **scale of development respects the height, massing and density of adjacent buildings** and is appropriate for the site).*

The siting of the 7, 6-Unit town homes will have a significant negative impact with respect to privacy and shadowing, on abutting properties. The effect will be a 11m (36 ft) tall wall 290 m (960 ft) long. A group of building of this height and mass will eliminate early morning sunrises.
(Ref - *Official Plan 4.5.3.1 Stable Residential Areas, Section iv - **siting of buildings in relation to abutting properties ensures that there will be no significant negative impacts with respect to privacy and shadowing** and appropriate buffering can be provided;*)

This development does not meet the intent of the Official Plan of the City of Stratford consolidated 10 June 2019, which establishes the “goals, objective and policies primarily to manage and direct physical change and the effects on the social, economic and natural environment of the municipality ... and such other matters as may be prescribed” (Section 16(1) of the Planning Act).

This portion of the zone change request needs to be rejected, to develop a design that better aligns to the City of Stratford’s Official Plan.

10 December, 2020.

By email

**Stuart MacCuaig
-- Briarhill Drive,
Stratford ON
N5A6N6**



CITY OF STRATFORD PUBLIC MEETING MINUTES

A **PUBLIC MEETING** was held on Tuesday, November 12, 2019 at 7:05 p.m. in the Council Chamber, City Hall, Stratford to give the public and Council an opportunity to hear all interested persons with respect to Draft Plan of Subdivision 31T19-001 and Zone Change Application Z09-19 relating to the property with the municipal address of 236 Britannia Street in the City of Stratford.

COUNCIL PRESENT: Mayor Mathieson – Chair presiding, Councillors Martin Ritsma, Bonnie Henderson, Graham Bunting, Danielle Ingram, Jo-Dee Burbach, Cody Sebben, Brad Beatty, Tom Clifford, Kathy Vassilakos and Dave Gaffney.

REGRETS: None.

STAFF PRESENT: Joan Thomson – Acting CAO, Mike Humble – Director of Corporate Services, Ed Dujlovic – Director of Infrastructure & Development Services, John Paradis – Fire Chief, David St. Louis - Director of Community Services, Jacqueline Mockler – Director of Human Resources, Kim McElroy – Director of Social Services, Tatiana Dafoe - Acting Clerk, Rachel Bossie – City Planner, Jeff Leunissen – Manager of Development Services, Quin Malott – Cemetery Manager and Parks & Forestry Manager, Jodi Akins – Recording Secretary and Nancy Bridges – Recording Secretary.

ALSO PRESENT: Members of the public, Media.

Mayor Mathieson called the meeting to order and stated that the purpose of the meeting is to give Council and the public an opportunity to hear all interested persons with respect to Draft Plan of Subdivision 31T19-001 and Zone Change Application Z09-19 relating to 236 Britannia Street.

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

STAFF PRESENTATION:

Rachel Bossie, City Planner, described the subject property at 236 Britannia and noted it is located on the north side of Britannia Street between Churchill Circle and Briarhill Drive. The site is currently vacant and is formally known as the Stratford Fairgrounds. The surrounding land uses are the Rotary Complex, single detached dwellings and apartment dwellings.

The Planner noted the lands were declared surplus in 2011, an Official Plan Amendment was approved in 2016 and the lands were sold in 2018. The proposed draft plan of

subdivision will include 151 dwellings, 2 local roads, 2 walkways and a stormwater management pond. The dwellings will comprise of 51 single detached dwelling lots, 6 semi-detached lots and 9 street townhouse blocks and 1 multi-unit residential block. The Planner noted the subject lands do not include a park block and that the park intended to serve the subdivision and surrounding community is the Country Side Park to the west of the Rotary Complex.

The Planner described the proposal to zone the lands Residential Second Density with site specific provisions, Residential Fourth Density with site specific provisions and Park. The Planner outlined the types of special provisions requested in the Residential Second Density Zone for single detached and semi-detached dwellings relating to the front yard setback, exterior side yard setback, interior side yard setback, lot coverage and height. The Planner explained that the lands proposed to be zoned Residential Second Density are proposed to be developed as single detached and semi-detached dwellings, the lands proposed to be zoned Residential Fourth Density are intended to be developed as street townhouses along Street 'A' and cluster townhouses in the multi-unit residential block. The special provisions requested in the Residential Fourth Density Zone for street townhouses relate to front yard setback, exterior side yard setback, interior side yard setback, lot coverage and height. The special provisions requested in the Residential Fourth Density Zone for cluster townhouses relate to lot depth, front yard setback, exterior side yard setback, interior side yard setback, rear yard setback, lot coverage and height. The lands proposed to be zoned Park are going to contain the stormwater management pond.

The Planner noted the special policy in the Official Plan for the subject lands outlines that future buildings shall have a form, massing and appearance that is consistent with the character of adjacent buildings and future development shall provide a public road access to the City of Stratford Rotary Complex.

Staff received 7 responses, including one petition with signatures from 15 properties, related to the circulation of the application. The Planner noted that two additional responses were received just prior to the public meeting and will be included in a future planning report. The Planner advised that the responses from the public received included comments on greenspace, special provisions for the requested R2(2) and R4(2) zone, the subdivision layout, lot sizes, location of townhouses, fencing, grading, infrastructure and utilities and traffic. The Planner noted the public meeting report includes a summary of the comments received and that the comments will be addressed by staff in a future planning report.

The Engineering Division noted that a Preliminary Servicing Report did not support servicing the subdivision by gravity at this time and that the owner will have to demonstrate that no pumping station is required prior to the preparation of draft plan conditions.

QUESTIONS FROM COUNCIL:

Councillor Sebben inquired about the location of the sidewalk.

The Planner advised there have been internal discussions but that the location has not been determined and that the draft plan of subdivision conditions typically include a condition that states which side of the street the sidewalk is to be built.

Councillor Burbach asked if there had been any consideration to including bike lanes in the development.

The Planner noted the two new roads will be local roads and that she will confirm with Engineering if bike lanes are intended to be included within the road design. This information will be included in a future planning report.

Councillor Ingram noted a concern with the proposed height of the building and wondered how it compared to the neighbouring housing units recently built by the City.

The Planner stated she will confirm the height of the new build and that it will be referenced in a future planning report.

APPLICANT PRESENTATION:

Kristen Barisdale, GSP Group, noted that due to technical difficulties with the projector she would provide her full presentation to staff for circulation to members of Council and any member of the public that would like a copy.

Ms. Barisdale provided a brief history of the lands, including the process to sell the lands, the studies and concept plans completed by the City and the policy framework that was developed to support the sale of the lands. The servicing assessment was based on a concept done by the City and the draft plan is similar to the concept that was prepared by the City in terms of street layout, density, unit makeup, a general makeup of the locations for each use, however refinements have been made based on more detailed information that was received over time.

Servicing assessment showed that the area can be serviced through existing sanitary and water capacity and that a stormwater management facility is required to accommodate drainage on-site and address off-site drainage issues surrounding the property.

Ms. Barisdale outlined the special provisions requested for single detached, semi-detached, street townhouses and cluster townhouses.

The proposed zoning by-law amendments for the single and semi-detached dwellings include:

- Reducing the exterior side yard to 3.0m
- Increasing the maximum lot coverage to 50%
- Increasing the maximum height to 12m

The proposed zoning by-law amendments for the townhouse units include:

- Reducing the lot depth to 25m
- Reducing front yard and exterior side yard to 4.5m and 3m respectively
- Reducing the side yard to 1.5m
- Reducing the rear yard to 6.0m
- Increasing the maximum lot coverage to 55%
- Increasing the maximum height to 12m

Ms. Barisdale noted that the reduction of the front yard to 4.5m does not include the garage, which would remain at 6m. The reduction would allow for a front porch and streetscape closer to the road.

Ms. Barisdale addressed the agency comments, including:

- Requiring a 6.0m setback for the garages
- A centre median on Street A entrance
- Sidewalks will be on one side of the street per City standards
- Easements will be obtained as required by Bell Canada
- Canada post requested centralized community mail boxes
- Revisions to preliminary Stormwater Management and servicing reports
- Updates to Traffic Impact Study

Ms. Barisdale addressed the public comments:

- Greenspace
- One citizen would like to see a park with equipment
- the requirement of 25 units per hectare is slightly higher than surrounding areas
- clarified that the units will be 2 storeys and the increase in height to 12m will reflect the significant grade changes on the property
- location of the townhouse is concerning
- increased traffic and noise
- safety concerns with the access to the Rotary Complex
- it is an appropriate use of the space that will bring back life to the community

Ms. Barisdale closed by advising that they will be working to try to address the public and agency comments received.

QUESTIONS FROM COUNCIL:

Councillor Henderson inquired how the future block 67 will be accessed.

Ms. Barisdale noted that access for the future units will be behind the semi-detached units, off of Street A.

Councillor Henderson asked for clarification on the 1.5m side yard requirement for townhouses and if there are any examples of the 12m building height around the City.

Ms. Barisdale stated that a side yard of 1.5m is more than sufficient for proper access to the rear yard. She will provide staff with additional information regarding examples of other buildings with similar heights.

Councillor Sebben asked for confirmation that the parking requirements will be met for the development.

Ms. Barisdale responded that there have been no changes requested to parking standards and that minimum requirements will be met.

QUESTIONS FROM THE PUBLIC:

Ken Wood emphasized the need for affordable rental housing in Stratford. He stated that slight modifications should be made to the plan, including: keeping the trees and pathway on the west side of the property to allow for pedestrian access from neighbouring streets and relocation of the stormwater management pond. He noted that the plan includes too many small houses with small yards. He also noted that a community parking area should be considered, reducing the number of garages and keeping greenspace are all important.

Angela Blair stated that her main concern is that the height and massing of the development is not in keeping with the character with the surrounding neighbourhood of bungalows. She is in favour of the housing development but not the height and massing of the units.

Bonnie Lindsay noted that residents have signed a petition and forwarded it to staff and she is hoping this will allow them the opportunity to appeal the City's decision. She advised that years ago a tile drain was put on her property and that it needs to remain in place. She expressed concern with the potential increase in traffic at the Britannia and Briarhill intersection. The other concerns she raised related to flooding and that the townhouses are not in keeping with the characteristics of the neighbourhood and requests that the owner be required to install a tall wood fence to separate the townhouses from the dwellings to the west.

Sarah Leathley asked what trees are coming down and stated her concern with the lack of privacy should the bulk of the trees be cut down.

Ms. Barisdale noted there has been a tree inventory assessment completed and it showed some drainage issues and pooling around the perimeter. Some grading and tree removal may be required to improve the water issues but that the goal is to keep as many trees as possible.

Angela Blair expanded on her concerns to include whether the developer has any requirements regarding re-grading and ensuring surrounding properties are not negatively affected.

The Director of Infrastructure and Development Services stated that the City reviews the grading plans and ensures that problems are remedied and that water is captured before it affects surrounding properties. Re-grading will be included as part of the detailed design process.

Ms. Barisdale clarified that if grading and tree removal are required on surrounding properties, the developer must obtain approval from the property owners prior to any work being done.

Ed Ilowski stated that he does not agree with the proposed location of the townhouses as it will cause a wall effect on the single detached dwellings located directly behind. He recommended modifying the plan to have single detached or semi-detached on the outside of the development and the townhouses in the interior. He inquired whether there were any restrictions on a developer affecting sunlight on surrounding properties.

The Planner noted there have been no shadowing studies required.

John expressed concerns with the high number of changes being requested by the applicant.

Bob Filshie stated that he objects to the proposed development and that the maximum density is not in keeping with the traditional style of the surrounding neighbourhood. He noted concerns with the increased traffic volumes and aging infrastructure. He asked for clarification on how reminder notices are sent out and asked if staff would be accepting additional comments after the meeting.

The Planner noted that staff would continue to accept comments. Mayor Mathieson outlined the process for a zone change and plan of subdivision application and noted that there is a form that can be signed at the public meeting that allows residents to request to receive further information on the project.

Ken Wood stated that the developer should investigate using innovative fencing designs to increase privacy (eg. Green fences, etc).

Mayor Mathieson adjourned the meeting at 7:55pm.

The following requests to receive further information were received, as indicated on the form at the public meeting on November 12, 2019.

Sara Leathley
Larysa Adamovich
Stuart MacCuaig
Doug Fountain
Donnie Lindsay
Jordon Underhill

Ross MacSorley
Bill Haggarty
Jessica Bowles
Tanya Sinko
Robert and Sheila Filshie
Randy and Liz Brown
Ed Ilowski
Don Roulston
Jaren Eydt
Jeff and Angela Blair
Ron Nichol
Nancy Burnett
Sarah Perreault
Diane Ladouceur
Beverly Mason
John Haldane
Clara Chandler

Hi Tatiana,

Dec 14 2020 11:45 am

Thank you for sending me the email this morning.

Please include these comments on the record for tonight's Heritage / Planning discussion

I received the Management report last Friday Dec 11 from Lindsay V. and Jeff L.

As stated previously to the City, the Hydro service to my property and to the transformer that is located at the back north east corner of my property. It is adjacent to the west side of the proposed development.

I believe the service hydro line is on the property line / existing fence line. How is this to be handled when they will be now removing the current fence and the large trees which the roots will be entangled in the underground wires.

I know the report states no concerns from Festival Hydro, this is my concern. Did Festival Hydro even look at this possible issue, they only mentioned about overhead lines and an Easement.

I was told a fence would be installed to a minimum height of 1.5 m , I would like it to be at least 2 m as my house is the closest of any existing structure to this proposed development.

I understand the raising of the grade is now proposed to 1.3 m and I understand that there is still a site plan for drainage to be developed, I have concerns about water runoff adjacent to my house

With the rear yard setback now at 7.5 meters and the maximum lot coverage at 35 % Table 8 (page 42) correct ?? Will there be any provisions stating that no concrete or pave stone patios / covered decks are to be installed at the rear of these properties as this will affect the lot coverage and natural drainage

My questions / concerns are:

The impact of Hydro service or relocation of service lines do now to the removal of all the trees along the east side of my property.

Raising of the current grade by 1.3 meters and how that will affect runoff to my property primarily to my house directly adjacent to the Townhouses proposal

I would like the fence to be at least 2 m high again as my house is the closest structure adjacent to this development. I also recognize the rear setback of these Townhouses are now 7.5 meters to the west property line.

Thank you

Shawn Leasa



MANAGEMENT REPORT

Date:	November 17, 2020
To:	Finance and Labour Relations Sub-committee
From:	Janice Beirness, Director of Corporate Services
Report#:	FIN20-022
Attachments:	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, appearing to read "Joan Thomson".

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

T. 1-416-599-5530

F. 416-599-5530



MANAGEMENT REPORT

Date:	November 17, 2020
To:	Finance and Labour Relations Sub-committee
From:	Janice Beirness, Director of Corporate Services
Report#:	FIN20-026
Attachments:	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

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

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

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.**



Janice Beirness, Director of Corporate Services



Joan Thomson, Chief Administrative Officer



2020 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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 3rd: 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

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/m² 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

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 26th 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 10th anniversary for the annual Pumpkin Parade. Unfortunately, the parade will not take place and we will look forward to celebrating the 10th 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 25th 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

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.

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- 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.

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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

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

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

Date:	November 17, 2020
To:	Finance and Labour Relations Sub-committee
From:	Janice Beirness, Director of Corporate Services
Report#:	FIN20-025
Attachments:	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.



Janice Beirness, Director of Corporate Services



Joan Thomson, Chief Administrative Officer

CITY OF STRATFORD
Statement of Operations
October 31, 2020

Department	2020 Actual Oct 31	2020 Budget Oct 31	Variance
<u>Revenue Fund</u>			
Mayor and Council			
Revenue	(1,560)	-	(1,560)
Expense	341,930	434,880	(92,950)
Net	340,370	434,880	(94,510)
Chief Administrator			
Revenue	(349,165)	-	(349,165)
Expense	888,095	662,310	225,785
Net	538,930	662,310	(123,380)
Human Resources			
Revenue	-	-	
Expense	475,088	523,280	(48,192)
Net	475,088	523,280	(48,192)
Corporate Services			
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)
Fire Department			
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)
Police Services			
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)
Building and Planning			
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)
Public Works			
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)
Library			
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
Airport	Revenue	(192,215)	(216,370)	24,155
	Expense	313,820	380,010	(66,190)
	Net	121,605	163,640	(42,035)
Industrial Land	Revenue	(1,786,572)	(1,991,670)	205,098
	Expense	1,786,572	1,991,670	(205,098)
	Net	-	-	-
Social Services	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)
Britannia St Apartments	Revenue	(332,827)	(333,330)	503
	Expense	135,066	257,900	(122,834)
	Net	(197,761)	(75,430)	(122,331)
Anne Hathaway Daycare	Revenue	(648,957)	(1,329,960)	681,003
	Expense	1,280,614	1,382,550	(101,936)
	Net	631,657	52,590	579,067
Community Services	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)
External Boards & Services	Revenue	-	-	-
	Expense	6,058,522	7,604,810	(1,546,288)
	Net	6,058,522	7,604,810	(1,546,288)
Grants		560,317	560,870	(553)
Other Revenue		(1,253,895)	(1,500,000)	246,105
Tax Revenue		(62,458,567)	(62,437,910)	(20,657)
Net (Surplus)/Deficit		(20,486,585)	(9,798,288)	(10,231,561)



MANAGEMENT REPORT

Date:	November 17, 2020
To:	Finance and Labour Relations Sub-committee
From:	Janice Beirness, Director of Corporate Services
Report#:	FIN20-023
Attachments:	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, appearing to read "Joan Thomson". The script is cursive and fluid.

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 6th. 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 15th 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
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
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
	12,759,196	15,178,603	14,599,209		25,102,682	28,379,694	27,249,382
Property, Plant & Equipment	53,820,609	54,738,043	54,635,417	Other Liabilities			
Other Assets				Unrealized loss on interest rate swap	462,670	744,235	744,234
Intangible Assets	1,972,839	2,027,793	1,892,922	Deferred Revenue	1,454,071	1,818,561	1,828,879
Future payments in lieu of income taxes	(308,504)	(719,999)	(745,865)	Employee Future Benefits	1,287,745	1,472,268	1,472,268
Regulatory Assets	(43,170)	547,546	1,130,066	Long Term Debt			
				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
				TOTAL LIABILITIES	40,727,792	44,492,550	43,072,403
				EQUITY			
				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)
				TOTAL EQUITY	27,473,178	27,279,438	28,439,347
TOTAL ASSETS	68,200,971	71,771,985	71,511,750	TOTAL LIABILITIES AND EQUITY	68,200,971	71,771,985	71,511,750

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%
REVENUE					
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%
GROSS MARGIN (DISTRIBUTION REVENUE)	8,440,382	8,412,119	8,561,748	(149,629)	(2%)
Other Operating Revenue	821,406	735,266	799,451	(64,185)	(8%)
OPERATING & MAINTENANCE EXPENSE					
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%)
TOTAL OPERATING AND MAINTENANCE	1,757,457	1,981,274	1,962,041	19,233	1%
ADMINISTRATION					
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%)
TOTAL ADMINISTRATION	2,724,670	2,646,466	2,843,133	(196,666)	(7%)
Allocated Depreciation	(131,738)	(113,717)	(113,312)	405	0%
TOTAL CONTROLLABLE COST	4,350,389	4,514,024	4,691,862	(177,838)	(4%)
NET INCOME BEFORE DEP'N, INTEREST & TAX	4,911,400	4,633,361	4,669,337	(35,976)	(1%)
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%
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	1,688,375	1,505,114	1,511,655	(6,542)	(0%)
Current Tax	196,000	150,000	161,250	(11,250)	(7%)
NET INCOME BEFORE SWAP & ICM	1,492,375	1,355,114	1,350,405	4,708	0%
Unrealized Gain/Loss on Swap	—	—	—	—	—
Marketable Security - recorded as OCI	—	—	—	—	—
NET INCOME	1,492,375	1,355,114	1,350,405	4,708	0%

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
Cash from Operations		
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
Net Cash Provided	6,409,218	4,105,920
Cash from Financing		
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
Net Cash Used	5,214,742	2,674,482
Increase (Decrease) in Cash Position	1,194,476	1,431,438
Bank Indebtedness, Beg of Period	(2,527,544)	(1,333,068)
Bank Indebtedness, End of Period	(1,333,068)	98,370

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%
DISTRIBUTION					
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%)
TOTAL DISTRIBUTION	2,166,593	1,534,086	2,032,838	(498,752)	(25%)
OTHER CAPITAL					
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%)
TOTAL OTHER CAPITAL	288,210	297,027	607,500	(310,473)	(51%)
TOTAL CAPITAL	2,454,803	1,831,113	2,640,338	(809,225)	(31%)



MANAGEMENT REPORT

Date:	November 17, 2020
To:	Finance and Labour Relations Sub-committee
From:	Janice Beirness, Director of Corporate Services
Report#:	FIN20-024
Attachments:	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, appearing to read "Joan Thomson".

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
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
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				
Total Current Assets	182,356	198,320	156,967	Total Current Liabilities	1,067,745	1,499,436	1,295,292
Fixed Assets				Other Liabilities			
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
Net Book Value	2,692,270	3,125,731	3,460,051				
Other Assets				Long Term Debt			
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
				TOTAL LIABILITIES	1,949,837	2,379,182	2,523,818
				EQUITY			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	696,553	716,634	864,965
				TOTAL EQUITY	945,788	965,870	1,114,200
TOTAL ASSETS	2,895,626	3,345,051	3,638,018	TOTAL LIABILITIES AND EQUITY	2,895,626	3,345,051	3,638,018

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

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
Cash from Operations		
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)
Net Cash Provided	634,146	633,394
Cash from Financing		
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)
Net Cash Used	(1,005,175)	(847,516)
Increase (Decrease) in Cash Position	(371,029)	(214,123)
Cash and Due to FHI, Beg of Period	(152,794)	(523,823)
Cash and Due to FHI, End of Period	(523,823)	(737,946)

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%
CAPITAL				
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%)
TOTAL CAPITAL	581,621	288,368	293,253	102%

11.1



**BY-LAW NUMBER _____-2020
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Amending Agreement with The Corporation of the Town of Goderich for the continued provision of fire alarm dispatching services by the Stratford Fire Department for a one-year term to December 30, 2021.

WHEREAS Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 10(1) of the *Municipal Act 2001* provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS The Corporation of the Town of Goderich provides fire protection and suppression services in its fire service area as shown in Schedule "A" to the Agreement dated November 12, 2019;

AND WHEREAS the Stratford Fire Department has been providing back-up dispatching services for the Town of Goderich since 2009;

AND WHEREAS The Corporation of the Town of Goderich wishes the Fire Department for Stratford to continue to provide certain full-time functions related to dispatch of fire and emergency equipment and personnel;

AND WHEREAS the Council of The Corporation of the City of Stratford entered into an agreement to provide certain fire alarm dispatching services to The Corporation of the Town of Goderich commencing December 31, 2019, subject to certain terms and conditions;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to enter into an Amending Agreement to continue to provide certain fire alarm dispatching services to The Corporation of the Town of Goderich commencing December 31, 2020, subject to the terms and conditions of the Agreement dated November 12, 2019;

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

1. That the Amending Agreement between The Corporation of the City of Stratford and The Corporation of the Town of Goderich, with respect to the provision of fire alarm dispatching services be entered into for a further one-year term to December 30, 2021, and the Mayor and Clerk or their respective delegates be and are hereby authorized to execute the said Amending Agreement on behalf of and for this Corporation, and to affix the corporate seal thereto.

11.1

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 21st day of December, 2020.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

11.2



**BY-LAW NUMBER ____-2020
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 178-2018 as amended, to make appointments to the Festival Hydro Inc., and Festival Hydro Services Inc., Board of Directors.

WHEREAS Council of The Corporation of the City of Stratford adopted By-law 178-2018 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2018 term of municipal office;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to make further appointments to its Advisory Committees, Committees and Boards;

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

1. That By-law 178-2018 as amended, is further amended by deleting section 2.7 a) and replacing it with the following new Section 2.7 a):

"2.7 a) Mark Henderson be appointed to Festival Hydro Inc., Board of Directors for a four year term to November 30, 2024 or until a successor is appointed by City Council."

2. That By-law 178-2018 as amended, is further amended by adding the following new section 2.8 d):

"2.8 d) Tony Ciciretto be appointed to Festival Hydro Services Inc., Board of Directors for a four year term to November 30, 2024 or until a successor is appointed by City Council."

3. All other provisions of By-law 178-2018 remain in force and effect.

4. This By-law shall come into force and take effect upon final passage thereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 21st day of December, 2020.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



**BY-LAW NUMBER _____-2020
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend Zoning By-law 201-2000 as amended, with respect to zone change application Z09-19 to rezone 236 Britannia Street, Part of Lot 3 Concession 1 and Part 2, 3, 4, 14-18 on 44R-5543 for a Subdivision Development in the City of Stratford.

WHEREAS authority is given to the Council of The Corporation of the City of Stratford by Section 34 of the *Planning Act, R.S.O. 1990, c. P.13*, as amended, to pass this by-law;

AND WHEREAS the said Council has provided adequate information to the public and has held at least one public meeting in accordance with the *Planning Act*;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 201-2000, as amended, known as the Zoning By-law, be further amended.

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

1. That Schedule "A", Map 1 to By-law 201-2000 as amended, is hereby amended:

by adding those lands outlined in heavy solid lines and described as Residential First Density with site specific regulations R1(5)-45, First Density with site specific regulations R1(5)-46, Residential Second Density with site specific regulation R2(2)-49, Residential Fourth Density with site specific regulations R4(2)-27 and R4(2)-28, and Park (P) on Schedule "A", attached hereto and forming part of this By-law, and more particularly described as 236 Britannia Street.

2. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.46, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.46 a) Defined Area (North of Britannia Street west of Briarhill Drive - Draft Plan 31T19-001) Lots 30-55*

R1(5)-45 as shown on Schedule "A", Map 1

- | | |
|---|-------|
| b) <u>Minimum Front Yard Depth:</u> | 3 m |
| c) <u>Minimum Exterior Side Yard Width:</u> | 3 m |
| d) <u>Minimum Interior Side Yard:</u> | 1.5 m |
| e) <u>Minimum Lot Depth:</u> | 30 m |

DRAFT By-law 11.3

f) Maximum Height: 11.5m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- i) A minimum sight triangle of 3m by 3m shall apply.

3. That By-law 201-2000 as amended, be further amended by adding to Section 5.4.47, being the Exceptions of the Residential First Density R1(5) Zone, the following:

"5.4.47 a) Defined Area (North of Britannia Street west of Briarhill Drive -Draft Plan 31T19-001) Lots 1-23 and 56*

R1(5)-46 as shown on Schedule "A", Map 1

b) Minimum Front Yard Depth: 3 m

c) Minimum Exterior Side Yard Width: 3 m

d) Minimum Interior Side Yard: 1.5 m

e) Minimum Lot Depth: 30 m

f) Maximum Height: 11 m

g) General Use Regulations:

- i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
- ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
- iii) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured from inside face of outside wall to inside face of outside wall)
- iv) A minimum sight triangle of 3m by 3m shall apply.

DRAFT By-law 11.3

4. That By-law 201-2000 as amended, be further amended by adding to Section 6.4.49, being the Exceptions of the Residential Second Density R2(2) Zone, the following:

"6.4.49 a) Defined Area North of Britannia Street west of Briarhill Drive -Draft Plan 31T19-001) Lots 24-29*

R2(2)-49 as shown on Schedule "A", Map 1

- b) Exterior Side Yard Width: 3 m
- c) Minimum Interior Side Yard Width 1.5 m except no side yard width shall be required along the side lot line where the individual dwelling units of a semi-detached dwelling are attached together by a common wall provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- d) Maximum height: 11.5 m
- e) General Use Regulations:
 - i) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
 - ii) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
 - iii) A minimum sight triangle of 3m by 3m shall apply.

4. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.27, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.27a) Defined Area North of Britannia Street west of Briarhill Drive -Draft Plan 31T19-001) Blocks 57-65*

R4(2)-27 as shown on Schedule "A", map 1

- b) Permitted Use:
 - street townhouse dwelling
- c) Maximum Height: 11m
- d) Minimum Front Yard Depth: 3 m
- e) Minimum Interior Side Yard Width: 1.5 m, except that no side yard width shall be required on the side where individual street townhouse dwelling units are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute part of such common wall or a direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
- f) General Use Regulations:
 - i) Any attached or detached garage shall not exceed sixty (60) percent of the width of the front building elevation of a dwelling erected on the lot (measured

DRAFT By-law 11.3

from inside face of outside wall to inside face of outside wall)

- ii) A minimum sight triangle of 3m by 3m shall apply.
 - iii) A garage shall not project more than 1.0 m beyond the building elevation facing the front lot line or the exterior lot line.
 - iv) In all cases any part of an attached or detached garage shall provide a parking space between the garage door and the road allowance.
 - v) No side yard width shall be required along the side where individual street townhouse dwelling units on abutting lots are attached together by a common wall extending along the side lot line separating such lots, provided that any wall which does not constitute such part of such common wall or direct extension thereof shall be setback not less than 1.5m from the side lot line separating such lots.
 - vi) Where a lot or block in the Residential Fourth Density (R4) zone abuts a lot or block in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.
5. That By-law 201-2000 as amended, be further amended by adding to Section 8.4.28, being the Exceptions of the Residential Fourth Density R4(2) Zone, the following:

"8.4.28a) Defined Area North of Britannia Street west of Briarhill Drive -Draft Plan 31T19-001) Block 66*

R4(2)-28 as shown on Schedule "A", map 1

b) Permitted Uses:

- Cluster townhouse dwelling
- Cluster back-to-back townhouse dwelling
- Cluster stacked townhouse dwelling
- Cluster apartment dwelling

c) Definitions:

- i) "**Back-to-back townhouse dwelling**" means a building that has for four (4) or more dwellings units divided vertically, including a common rear wall and side wall(s), where each unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor; dwelling does not include a rear yard.
- ii) "**Stacked townhouse dwelling**" means a residential building containing four (4) or more dwelling units which are horizontally and vertically separated in a split level or stacked manner, where

each dwelling unit egresses directly outside and no egress is provided from the dwelling unit to a common corridor.

d) General Use Regulations:

- i) In accordance with Table 8-6
- ii) Where a lot in the Residential Fourth Density (R4) zone abuts a lot in another residential zone, then that part of the said lot abutting such residential lot shall be used for no other purpose than providing a planting strip in accordance with the provisions in section 3.14.
- iii) Where a lot is created through a plan of subdivision, plan of condominium or consent and where such lot creation, causes the lot as reduced, or any building or structure lawfully erected thereon, as of the date of such lot creation to become non-conforming with any of the requirements of this By-law, then the lot as reduced and any building or structure thereon shall be deemed to conform to the general use regulations of the applicable zone, and provided that no building or structure is erected or altered on the lot subsequent to the lot creation except in accordance with this By-law.

Table 8-6
Residential Fourth Density R4(2)-28

Block Regulations		Townhouse Dwelling	Back-to-Back Townhouse Dwelling	Stacked Townhouse Dwelling	Apartment Dwelling
Minimum Area	Block	800m ²	800m ²	1000m ²	1000m ²
Minimum Frontage	Block	12.2m	12.2m	12.2m	12.2m
Minimum from a Local Road	Setback	6m	6m	6m	6m
Minimum Depth	Lot	30m	30m	30m	30m
Minimum Yard Width	Side	2.5m②	2.5m②	2.5m plus 1.5m for every storey above the second storey②	6m
Minimum Yard Setback	Rear	7.5m	7.5m	7.5m	7.5m
Maximum Coverage	Lot	35%	35%	30%	30%
Maximum Height		11m	11m	15m	15m
Maximum Density		36 units per hectare	50 units per hectare	50 units per hectare	65 units per hectare
Minimum Landscaped Open Space		30%	30%	35%	35%
Parking		1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①	1.5 parking spaces per dwelling unit①
Bicycle Parking		0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit	0.25 bicycle parking spaces per dwelling unit

Notes:
① 0.25 of the required spaces per dwelling unit shall be designated visitor parking.

DRAFT By-law 11.3

② where the wall contains windows or doors to habitable rooms the minimum interior side yard setback shall be 6.0m.

6. This By-law shall come into effect upon Final Passage and in accordance with the *Planning Act*.

Read a FIRST, SECOND and THIRD time and

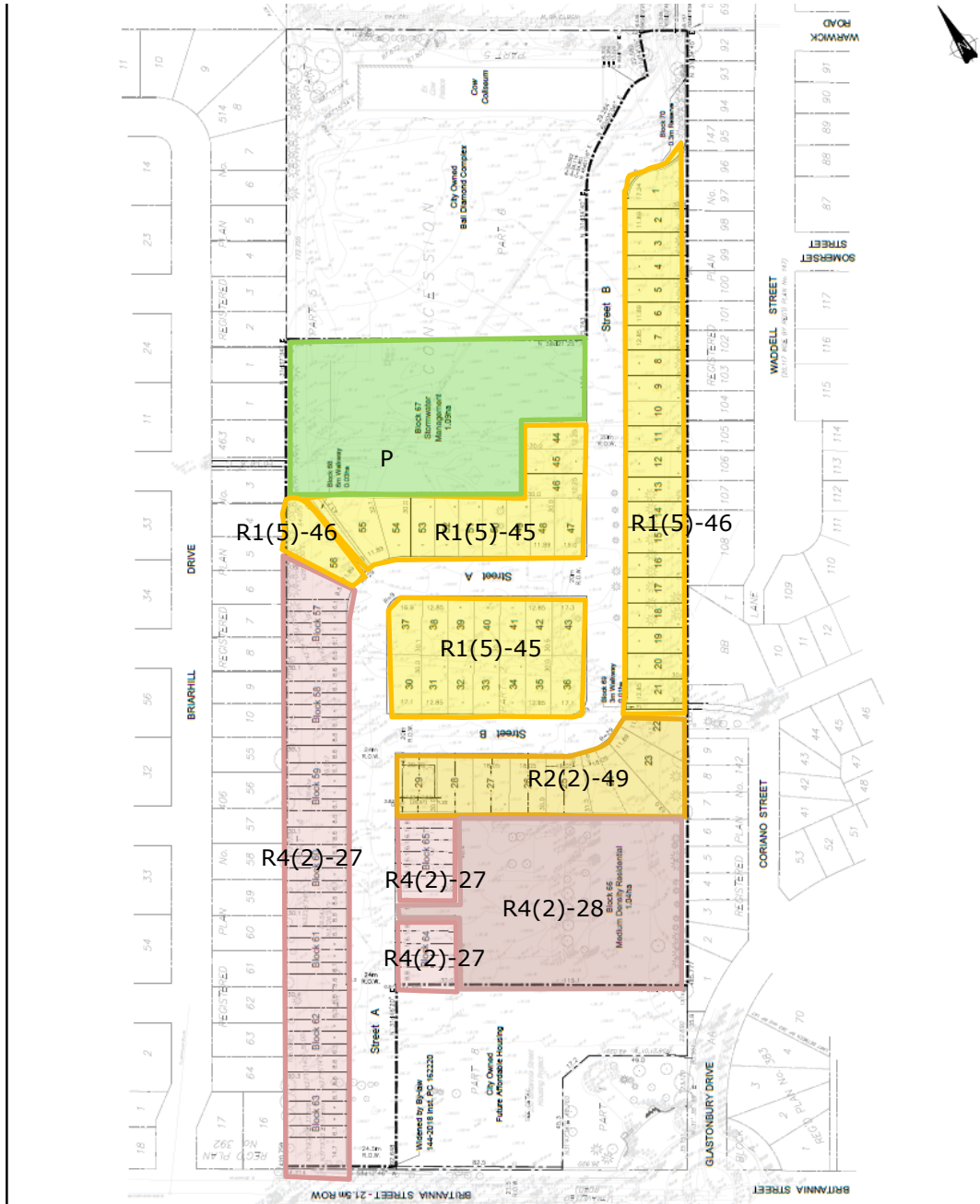
FINALLY PASSED this 14th day of December, 2020

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

* Reference to Lots and Blocks to be removed when zone variations numbers applied.

Schedule "A" to By-law ____-2020





STRATFORD CITY COUNCIL CONSENT AGENDA

December 21, 2020

REFERENCE NO. CONSENT AGENDA ITEM

CA-2020-119 In accordance with By-law 135-2017 the Infrastructure and Development Services Department provides notification that the following streets were temporarily closed to through traffic, local traffic only:

- Albert Street from Downie Street to Waterloo Street on Monday, December 14 for an emergency water main repair.

CA-2020-120 Resolution from the Township of Matachewan requesting that future Provincial grants have a longer turn around time for application.

Attachment – Resolution from Matachewan dated November 25, 2020

Endorsement of the resolution is requested.



**THE CORPORATION OF THE
TOWNSHIP OF MATACHEWAN**

December 14, 2020

Honourable Steve Clark
Office of the Minister
Minister of Municipal Affairs and Housing
777 Bay Street, 17th Floor
Toronto, ON M7A 2J3

Dear Honourable Clark:

There have been numerous announcements of available grants for municipalities. We acknowledge and are very appreciative of the opportunity to apply for these grants. For small municipalities with few employees, the turn around time for applications is very short and restrictive.

We would like to request that the application deadline on any further grants have a longer turn around time.

A copy of Resolution 2020-257 is attached. Your consideration and support of this resolution would be greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara Knauth", is written over a large, stylized, circular flourish.

Barbara Knauth
Deputy Clerk Treasurer

Cc: Association of Municipalities of Ontario (A.M.O.)
Federation of Northern Ontario Municipalities (F.O.N.O.M.)
All Municipalities in Ontario



THE CORPORATION OF THE TOWNSHIP OF MATACHEWAN
P.O. Box 177, Matachewan, Ontario P0K 1M0

DATE: November 25, 2020

RESOLUTION #: 2020-267

Moved by:

N. S. A. Costello

Seconded by:

Greg Dubé

WHEREAS we have been getting numerous announcements of available grants; and

WHEREAS we are very appreciative of the opportunity to apply for these grants; however, the turn around time for applications is very short and restrictive for small municipalities with few employees;

NOW THEREFORE we, the Corporation of the Township of Matachewan, send a letter to the Hon. Steve Clarke, Minister of Municipal Affairs and Housing acknowledging the appreciation of the grants but requesting that the application deadline on any further grants have a longer turn around time; and

FURTHER THAT a copy of this resolution be forwarded to A.M.O., F.O.N.O.M. and all municipalities in Ontario.

	COUNCILLOR	YEA	NAY	PID
CARRIED	✓ Ms. A. Commando-Dubé Mayor			
AMENDED	Mr. N. Costello Mayor			
DEFEATED	Mr. G. Dubé Councillor			
TABLED	Ms. S. Ruck Councillor			
	Mr. A. Durand Councillor			

Certified to be a true
copy of the original.

[Signature]

Anne Commando-Dubé

Anne Commando-Dubé
Mayor

Janet Gore

Janet Gore
Clerk



**BY-LAW NUMBER _____-2020
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on December 21, 2020.

WHEREAS subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25* as amended, provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS subsection 5(3) of the *Act* provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the City of Stratford at this meeting be confirmed and adopted by By-law;

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

1. That the action of the Council at its meeting held on December 21, 2020 in respect of each report, motion, resolution, recommendation or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Mayor of the Council and the proper officers of the City are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required, and, except where otherwise provided, to execute all documents necessary in that behalf in accordance with the by-laws of the Council relating thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 21st day of December, 2020.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe