



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4655th
Date: May 25, 2021
Time: 3:00 P.M.
Location: Electronic Meeting

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, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Anne Kircos - Acting Director of Human Resources, Taylor Crinklaw - Director of Infrastructure and Development Services, Chris Bantock - Deputy Clerk, Jodi Akins - Council Clerk Secretary, Spencer Steckley - Manager of Financial Services

To watch the Council meeting live, please click the following link: <https://stratford-ca.zoom.us/j/84355168443?pwd=dTUyQTVPTHd6WDY0YURjL2Y0YWsvUT09>

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

3. Adoption of the Minutes:

11 - 22

Motion by _____

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated May 10, 2021 be adopted as printed.

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

Motion by _____

THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated May 25, 2021 be added to the Agenda as printed.

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

5.1. From the May 10, 2021 Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

Sale to South West BuildCo Limited

- 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).

Motion by _____

THAT The Corporation of the City of Stratford hereby consents to the sale of part of Lot 4 Plan 44M-38 designated as Part 1 on Plan 44R-5305 being all of PIN 53264-0147 (LT) and part of Block 31 Plan 44M-38 designated as Part 3 on Plan 44R-5305 being part of PIN 53264-0155 (LT), all in the City of Stratford, County of Perth, in the Wright Business Park, to South West BuildCo Limited.

5.2. At the May 25, 2021 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);

- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)), and Labour relations or employee negotiations (section 239.(2)(d));
- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1. Resolution - Financial Statements and Commentary for Festival Hydro Inc. (FHI) – Dec 31 2020 and Mar 31 2021 (COU21-054)

23 - 81

Scott Knapman, Chief Executive Officer and Alyson Conrad, Chief Financial Officer of Festival Hydro will be in attendance at the meeting to present the report.

Motion by _____

THAT the presentation by Scott Knapman and Alyson Conrad be heard.

Motion by _____

Staff Recommendation: THAT the Festival Hydro Inc. 2020 audited financial statements and commentary for the year ended December 31, 2020, be approved by City Council;

THAT the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2020, be received for information;

THAT the attached Resolution of the Sole Shareholder of Festival Hydro Inc. be adopted by City Council and authorization given for the Mayor and Clerk to sign the Resolution on behalf of The Corporation of the City of Stratford;

THAT the financial statements of Festival Hydro Inc. as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020, and the notes to the financial statements, and the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted;

THAT KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

7.2. Resolution - Financial Statements and Commentary for Festival Hydro Services Inc. Rhizome (FHSI) – Dec 31 2020 and Mar 31 2021 (COU21-055)

82 - 126

Scott Knapman, Chief Executive Officer and Alyson Conrad, Chief Financial Officer of Festival Hydro will be in attendance at the meeting to present the report.

Motion by _____

THAT the presentation by Scott Knapman and Alyson Conrad be heard.

Motion by _____

Staff Recommendation: THAT the Festival Hydro Services Inc. 2020 audited financial statements and commentary for the year ended December 31, 2020, be approved by City Council;

THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2020, be received for information;

THAT the attached Resolution of the Sole Shareholder of Festival Hydro Services Inc. be adopted by City Council and authorization given for the Mayor and Clerk to sign the Resolution on behalf of The Corporation of the City of Stratford;

THAT the financial statements of Festival Hydro Services Inc. as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020, and the notes to the financial statements, and the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted;

THAT KPMG LLP be and they are hereby appointed auditors of the

Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

- 7.3. Resolution - Consideration of adoption of the CSWB Plan 2021-2024 and Implementation Plan (COU21-057) 127 - 212

Motion by _____

Staff Recommendation: THAT the Community Safety and Well-being Plan 2021-2024 be adopted by Stratford City Council, and forwarded to the Ministry of the Solicitor General, as required by the Police Services Act, 1990;

AND THAT additional resources to implement and sustain the Community Safety and Well-being Plan as outlined in this report (COU21-057) be referred to the 2022 budget process.

- 7.4. Proclamation - Sensity 213 - 214

Motion by _____

THAT City Council hereby proclaims June 2021 as "Deafblind Awareness Month" in the City of Stratford to promote public awareness of deafblind issues and to recognize the contribution of Canadians who are deafblind.

- 7.5. Correspondence - LPAT Case No. PL200467 215

The appeal of By-law 116-2020 to amend the Zoning By-law with respect to 173 Huron Street has been withdrawn. There are no other outstanding appeals in the matter and the decision of Council is final and binding.

For the information of Council.

- 7.6. Resolution - 2021 Electric Ice Resurfacer – T2021-16 Award (COU21-053) 216 - 219

Motion by _____

Staff Recommendation: THAT the report titled 2021 Electric Ice Resurfacer – T2021-16 Award (COU21-053) be received by Council;

AND THAT Council award the 2021 Electric Ice Resurfacer Tender to Zamboni Company Limited in the amount of \$185,596.85 (including HST).

7.7. Proclamation - Canadian Trigeminal Neuralgia Association 220 - 221

Motion by _____

THAT City Council hereby proclaims October 7, 2021 as "International Trigeminal Neuralgia Day" in the City of Stratford to bring awareness to those who suffer from Trigeminal Neuralgia.

7.8. Resolution- Electric Vehicle Charging Station Review and Expansion (COU21-056) 222 - 226

Motion by _____

Staff Recommendation: THAT direction be given to submit an application for funding to install 11 dual output, Level 2 EV Charging Stations, to NRCan's RFP under the Zero Emission Vehicle Infrastructure Program and report back to Council with total project costs if the City's application is approved;

AND THAT a one-time transfer from the Parking Reserve Fund in the amount of \$7,449.85 be approved for replacement of the EV Charging Station at Upper Queens Park.

7.9. Correspondence - Resignation from Communities in Bloom

Motion by _____

THAT the resignation of Paul Smith from the Communities in Bloom Advisory Committee, effective June 1, 2021, be accepted.

7.10. Resolution - 2021 Asphalt Resurfacing Project Update (COU21-058) 227 - 230

Motion by _____

Staff Recommendation: THAT the Report on the 2021 Asphalt Resurfacing Project Update (COU21-058) be received for information;

AND THAT staff report back to Council for tender award.

8. Business for Which Previous Notice Has Been Given:

8.1. Reconsideration of Patio Fees

At the May 10, 2021 Regular Council meeting, a request was made to list the following motion for consideration on the May 25th Council agenda:

THAT the March 22, 2021 Council resolution regarding patio pricing (R2021-143) be reconsidered.

9. Reports of the Standing Committees:

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

Motion by _____

THAT the Report of the Infrastructure, Transportation and Safety Committee dated May 25, 2021 be adopted as printed.

- | | |
|---|------------------|
| <p>9.1.1. Passive House Standards and Net Zero Ready Homes (ITS21-011)</p> <p>THAT the development of a green standards policy, including the development of programs to offset associated costs such as a reduction in development charges or property tax relief, be referred to the 2022 budget.</p> | <p>231 - 253</p> |
| <p>9.1.2. Update of Sewer Policy S.1.8 and Sewer Policy S.1.10 (ITS21-012)</p> <p>THAT Sewer Policies S.1.8 and S.1.10 are updated to reflect new wording outlined in Report (ITS21-012) that will help eliminate policy misinterpretation from the public.</p> | <p>254 - 262</p> |
| <p>9.1.3. Resolution - 2020 Stratford Water Pollution Control Plant Annual Report (ITS21-013)</p> <p>THAT the 2020 Stratford Water Pollution Control Plant Annual Report be received for information to ensure transparency between the owner and operating authority.</p> | <p>263 - 330</p> |
| <p>9.1.4. Request for Exemption from Noise Control By-law 113-79 for The HUB Stratford's five-year anniversary (ITS21-010)</p> <p>THAT approval be given to the request from The HUB Stratford for an exemption to the Noise Control By-law 113-79 for their five-year anniversary event held at 31 Market Place on Thursday, July 1, 2021 from 2:00 p.m. to 10:00 p.m. from the following provisions:</p> <ul style="list-style-type: none"> • Unreasonable noise [Schedule 1 clause 8] • The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2] • The operation or use of musical instruments [Schedule | <p>331 - 336</p> |

2 Clause 17], and,

subject to applicable Provincial Orders and Public Health Guidelines in place at that time.

10. Notice of Intent:

None scheduled.

11. Reading of the By-laws:

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

Motion by _____

THAT By-laws 11.1 to 11.6 be taken collectively.

Motion by _____

THAT By-laws 11.1 to 11.6 be read a First and Second Time.

Motion by _____

THAT By-laws 11.1 to 11.6 be read a Third Time and Finally Passed.

- | | | |
|--------------|--|------------------|
| 11.1. | Appoint Park Patrollers for 2021 | 337 - 338 |
| | To amend By-law 60-2003 as amended, to appoint Park Patrollers for 2021. | |
| 11.2. | Acceptance of Tender for Supply and Installation of Accessible Bus Shelters | 339 |
| | To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Daytech Limited for the supply and installation of 12 5'X10' and two 4'X8' accessible bus shelters and concrete pads, as required [T-2021-14]. | |
| 11.3. | Acceptance of Tender for Supply and Delivery of One 2021 Electric Ice Resurfacer | 340 |
| | To authorize the acceptance of a tender by Zamboni Company Limited for the supply and delivery of one 2021 electric ice resurfacer [T-2021-16]. | |
| 11.4. | Amend By-law 60-2021, a By-law to Set Tax Ratios, Rates and Reductions | 341 - 343 |
| | To amend By-law 60-2021, a by-law to set tax ratios, tax rates and tax | |

reductions for prescribed subclasses for the year 2021 and govern and regulate the finances of The Corporation of the City of Stratford.

11.5. Appointment to Shared Services Committee

344

To amend By-law 178-2018, as amended, to appoint Councillor Gaffney to the Shared Services Committee.

11.6. Transfer to South West BuildCo Limited of Part 1 and 3, 44R-5305

345 - 346

To authorize the transfer (conveyance) to South West BuildCo Limited of part of Lot 4 Plan 44M-38 designated as Part 1 on Plan 44R-5305 being all of PIN 53264-0147 (LT) and part of Block 31 Plan 44M-38 designated as Part 3 on Plan 44R-5305 being part of PIN 53264-0155 (LT), all in the Wright Business Park.

12. Consent Agenda: CA-2021-069 to CA-2021-075

347 - 366

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

13. New Business:

14. Adjournment to Standing Committees:

The next Regular Council meeting is June 14, 2021 at 3:00 p.m.

Motion by _____

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

- **Planning and Heritage Committee [3:05 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety 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 May 25, 2021 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. Reading of the By-laws (reconvene):

367

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

By-law 11.7 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 25, 2021.

Motion by _____

THAT By-law 11.7 be read a First and Second Time.

Motion by _____

THAT By-law 11.7 be read a Third Time and Finally Passed.

15.3. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by _____

THAT the May 25, 2021 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session MINUTES

Meeting #:	4654th
Date:	Monday, May 10, 2021
Time:	3:00 P.M.
Location:	Electronic Meeting
Council Present in Council Chambers:	Mayor Mathieson - Chair Presiding,
Council Present Electronically:	Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos
Regrets:	Councillor Ingram
Staff Present in Council Chambers:	Joan Thomson - Chief Administrative Officer, Chris Bantock - Deputy Clerk
Staff Present Electronically:	Tatiana Dafoe - City Clerk, David St. Louis - Director of Community Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Anne Kircos - Acting Director of Human Resources, Taylor Crinklaw - Director of Infrastructure and Development Services, Jodi Akins - Council Clerk Secretary, Ed Dujlovic – IDS Consultant, Marilyn Pickering – Manager of Tax Revenue, Michael Mousley – Manager of Transit

1. Call to Order:

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

Councillor Ingram provided regrets for this meeting.

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

No declarations of pecuniary interest were made by a member at the May 10, 2021 Regular Council meeting.

3. Adoption of the Minutes:

R2021-204

Motion by Councillor Gaffney

Seconded by Councillor Henderson

THAT the Minutes of the Special Meeting dated April 19, 2021 and the Regular Meeting dated April 26, 2021 of Council of The Corporation of the City of Stratford be adopted as printed.

Carried

4. Adoption of the Addendum to the Agenda:

R2021-205

Motion by Councillor Bunting

Seconded by Councillor Burbach

THAT the Addendum to the Regular Agenda of Council and Standing Committees dated May 10, 2021, to add receipt of correspondence and a delegation to Item 5.1 on the Infrastructure, Transportation and Safety Committee agenda, be added.

Carried

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

5.1 At the May 10, 2021, 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);
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).

At the In-camera Session, direction was given on all items.

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Resolution - Cancellation of T2021-08 Argyle and McKenzie Reconstruction (COU21-047)

R2021-206

Motion by Councillor Beatty

Seconded by Councillor Vassilakos

THAT the report entitled "Cancellation of T2021-08 Argyle and McKenzie Reconstruction" (COU21-047) be received for information.

A question and answer period ensued between members and staff with respect to:

- the price being higher than anticipated due to issuing of the tender later in the year, receiving fewer submissions, and a majority of line items being twenty to sixty percent more in cost compared to non-COVID years; and,
- adding the retention of trees later in the process having an unknown impact on the cost.

Mayor Mathieson called the question on the motion.

Carried

7.2 Proclamation - The Canadian Personal Support Worker Network

R2021-207

Motion by Councillor Vassilakos

Seconded by Councillor Henderson

THAT City Council hereby proclaims May 19, 2021 as "Personal Support Worker Day" in the City of Stratford in recognition and respect for their tireless efforts during the pandemic and every day.

Carried

7.3 Resolution - Transit Accessible Bus Shelter Tender (COU21-048)

R2021-208

Motion by Councillor Ritsma

Seconded by Councillor Burbach

THAT the Tender [T2021-14] for the supply and installation of 12 5'x10' and two 4'x8' accessible bus shelters and concrete pads, as required, be awarded to Daytech Limited in the amount of \$153,018.95 including HST;

AND THAT the Mayor and Clerk be authorized to sign the necessary contract agreement.

It was questioned where the bus shelter would be located on Waterloo Street. The Manager of Transit advised it would be placed near the same spot as the existing bus stop at Waterloo Street and Ontario Street.

Mayor Mathieson called the question on the motion.

Carried

7.4 Resolution - 3211 Vivian Line 37 Road Widening (COU21-049)

R2021-209

Motion by Councillor Vassilakos

Seconded by Councillor Burbach

THAT The Corporation of the City of Stratford accept Part 1 Plan 44R-5845 as public highway and dedicate as forming part of Vivian Street Line 37.

Carried

7.5 Proclamation - Infinite Pride Stratford

R2021-210

Motion by Councillor Henderson

Seconded by Councillor Ritsma

THAT City Council hereby proclaims June 2021 as "Pride Month" in the City of Stratford and authorizes the flying of the Pride Flag at Stratford City Hall for the month of June.

Carried

7.6 Resolution - Lease of 150 McCarthy Road West for Farming Purposes (COU21-050)

R2021-211

Motion by Councillor Gaffney

Seconded by Councillor Vassilakos

THAT an Agreement with Sunova Farm Incorporated for the lease of 15.38 acres of farmland located at 150 McCarthy Road West for a period of two years to December 31, 2022 be approved;

AND THAT the Mayor and City Clerk or their respective delegates be authorized to sign the Agreement.

Carried

7.7 Resolution - Consideration of Temporarily Making Wellington Street One Way (COU21-051)

R2021-212

Motion by Councillor Bunting

Seconded by Councillor Clifford

THAT the existing lane configuration and direction of travel on Wellington Street from St. Patrick Street to Downie Street be maintained.

A member thanked staff for preparing the report as the information would be valuable if a decision is made to proceed with the conversion in the future. The member advised they were not in support of the recommendation as they would prefer to proceed with the option that created a one-way street with a pedestrian access path close to Market Square.

Mayor Mathieson called the question on the motion.

Carried

7.8 Resolution - Appoint Municipal By-Law Enforcement Officer (COU21-052)

R2021-213

Motion by Councillor Vassilakos

Seconded by Councillor Burbach

THAT Council amend By-law 60-2003, as amended, to appoint Kelton Frey as a Municipal By-law Enforcement Officer for The Corporation of the City of Stratford commencing May 10, 2021;

AND THAT the appointment of Rob Reinecker as Municipal By-law Enforcement Officer for the City of Stratford be rescinded.

Carried

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Community Services Committee:

R2021-214

Motion by Councillor Beatty

Seconded by Councillor Sebben

THAT the Report of the Community Services Committee dated May 10, 2021 be adopted as printed.

Carried

9.1.1 Orr Insurance Allman Arena Score Clock Advertising – Agreement Renewal (COM21-002)

THAT the agreement between the City of Stratford and Orr Insurance Brokers Inc. for advertising on the Allman Arena Score Clock be renewed for a further five-year term to June 30, 2026;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement.

9.1.2 Free Transit During Pandemic (COM21-003)

THAT the management report titled Free Transit During Pandemic (COM21-003) be received for information and filed.

9.2 Report of the Social Services Committee

R2021-215

Motion by Councillor Henderson

Seconded by Councillor Bunting

THAT the Report of the Social Services Committee dated May 10, 2021 be adopted as printed.

Carried

9.2.1 Social Services Relief Fund; Phase 3 Allocation (SOC21-003)

THAT the report titled "Social Services Relief Fund; Phase 3 Allocation" (SOC21-003) be received for information.

9.2.2 Alternative Housing Pilot – Federal and Provincial Funding Update (SOC21-002)

THAT Council repeal the By-law authorizing the signing of the Contribution Agreement for the Social Service Relief Fund (SSRF) Phase 2 Holdback with the Ontario Ministry of Municipal Affairs and Housing (MMAH) for the construction of eight modular supportive housing units at 398 Erie Street, Stratford, in light of the City's application being denied.

9.2.3 Alternative Housing Pilot - Federal and Provincial Funding Update (SOC21-002)

THAT a letter be sent on behalf of Stratford City Council to the Province of Ontario requesting that funding programs provided to municipalities be predictable, stable and flexible both in project scope and timelines;

AND THAT a copy of the letter be forwarded to the Association of Municipalities Ontario for support.

9.2.4 Update on Social Services Relief Funding (SOC21-004)

THAT the report entitled "Update on Social Service Relief Funding" (SOC21-004) be received for information.

10. Notice of Intent:

None scheduled.

11. Reading of the By-laws:

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

R2021-216

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT By-laws 63-2021 to 68-2021 be taken collectively.

Carried unanimously

R2021-217

Motion by Councillor Vassilakos

Seconded by Councillor Beatty

THAT By-laws 63-2021 to 68-2021 be read a First and Second Time.

Carried two-thirds support

R2021-218

Motion by Councillor Gaffney

Seconded by Councillor Bunting

THAT By-laws 63-2021 to 68-2021 be read a Third Time and Finally Passed.

Carried

11.1 Repeal of By-law 7-2021, Authorizing the Signing of the Contribution Agreement for the Social Service Relief Fund Phase 2 Holdback for the Construction of Eight Modular Supportive Housing Units - By-law 63-2021

To repeal By-law 7-2021 of The Corporation of the City of Stratford.

11.2 Agreement for Use of Advertisement Space on Score Clock at William Allman Memorial Arena - By-law 64-2021

To authorize the entering into and execution of an Agreement with Orr Insurance Brokers Inc. for use of advertisement space on the score clock at the William Allman Memorial Arena from 2021 to 2026.

11.3 Accept Transfer of Part 1, Plan 44R-5845 - By-law 65-2021

To accept the transfer (conveyance) from Alma Alles of Part 1, Reference Plan 44R-5845 as a condition of consent applications B05-20 and B06-20 for 3211 Vivian Line 37.

11.4 Dedication of Public Highway Forming Part of Vivian Line 37 - By-law 66-2021

To dedicate Part 1 on Reference Plan 44R-5845, as a public highway forming part of Vivian Line 37 in the City of Stratford.

11.5 Lease Agreement for 150 McCarthy Road West - By-law 67-2021

To authorize the execution of a Lease Agreement with Sunova Farm Incorporated for farmland at 150 McCarthy Road West for a two year term to December 31, 2022.

11.6 Appoint Municipal By-law Enforcement Officer - By-law 68-2021

To amend By-law 60-2003 as amended, to appoint a Municipal By-law Enforcement Officer for the purpose of enforcing City of Stratford By-laws.

12. Consent Agenda: CA-2021-058 to CA-2021-068

R2021-219

Motion by Councillor Vassilakos

Seconded by Councillor Ritsma

THAT CA2021-062, being a Resolution from the Town of Fort Erie regarding the province investigating and updating source water protection legislation, be endorsed.

Carried

13. New Business:

13.1 Reconsideration of 2021 Patio Fees

A member expressed an interest in reconsidering the fees for 2021 patios and boardwalks. The member stated that he had heard from a few businesses regarding this year's fees and asked if staff could bring a report back on the cost to waive all patio fees for 2021.

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT staff be directed to report back on the costs to waive all fees related to the 2021 patio extension program.

A question and answer period ensued between members and staff with respect to:

- an overview of the fees currently in place for the 2021 patio extension program related to the flat rate model based on patio and parking space type, in addition to the boardwalk install and removal fee not exceeding \$800;
- previous Council decisions on patio fees being made before the most recent provincial lockdown; and,
- listing a Notice of Motion for the next Council meeting to reconsider the patio and boardwalk fees.

The motion was withdrawn by the mover and the seconder.

R2021-220

Motion by Councillor Vassilakos

Seconded by Councillor Burbach

THAT a motion be listed on the next Regular Council Agenda to reconsider 2021 patio fees and boardwalk install and removal fees.

Discussion continued with respect to:

- reaching out to businesses, who participated in 2020, which have not yet applied in 2021 to determine interest;
- proactively installing boardwalks for businesses which have been approved;
- funding being available from the Economic Recovery Task Force in 2020 to cover boardwalk delivery and install;
- ensuring prompt boardwalk delivery and install this year in order to complete patio inspections prior to operation;
- staff continuing to review applications and scheduling future boardwalk deliveries as new applicants come forward; and,
- the number of boardwalk sets remaining for additional applicants in 2021 being limited.

Mayor Mathieson called the question on the motion.

Carried

14. Adjournment to Standing Committees:

The next Regular Council meeting is May 25, 2021 at 3:00 p.m.

R2021-221

Motion by Councillor Ritsma

Seconded by Councillor Burbach

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

- **Infrastructure, Transportation and Safety Committee [3:05 p.m. or thereafter following the Regular Council meeting];**

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

Carried

15. Council Reconvene:

15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on May 10, 2021 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

No declarations of pecuniary interest were made by a member at the May 10, 2021 Reconvene Council meeting.

15.2 Reading of the By-laws (reconvene):

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

By-law 11.7 Confirmatory By-law - By-law 69-2021

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on May 10, 2021.

R2021-222

Motion by Councillor Sebben

Seconded by Councillor Bunting

THAT By-law 69-2021 be read a First and Second Time.

Carried two-thirds support

R2021-223

Motion by Councillor Gaffney

Seconded by Councillor Henderson

THAT By-law 69-2021 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2021-224

Motion by Councillor Vassilakos

Seconded by Councillor Beatty

THAT the May 10, 2021 Regular Council meeting adjourn.

Carried

Meeting Start Time: 3:00 P.M.

Meeting End Time: 3:29 P.M.

Reconvene Meeting Start Time: 4:15 P.M.

Reconvene Meeting End Time: 4:16 P.M.

Mayor - Daniel B. Mathieson

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: May 25, 2021
To: Mayor and Council
From: Spencer Steckley, Manager of Financial Services
Report#: COU21-054
Attachments: Attachment 1 - Festival Hydro Inc. Financial Statements Dec 31 2020 and Mar 31 2021; Attachment 2 – Resolution of the Sole Shareholder of Festival Hydro Inc.

Title: Financial Statements and Commentary for Festival Hydro Inc. (FHI) – Dec 31 2020 and Mar 31 2021

Objective: To consider the financial reports from FHI for the year ended December 31, 2020, as well as the period ending March 31, 2021.

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

Analysis: FHI representatives will attend the meeting to review the attached statements.

Financial Impact: Not applicable.

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 Festival Hydro Inc. 2020 audited financial statements and commentary for the year ended December 31, 2020, be approved by City Council;

THAT the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2020, be received for information;

THAT the attached Resolution of the Sole Shareholder of Festival Hydro Inc. be adopted by City Council and authorization given for the Mayor and Clerk to sign the Resolution on behalf of The Corporation of the City of Stratford;

THAT the financial statements of Festival Hydro Inc. as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020, and the notes to the financial statements, and the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted;

THAT KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.



Spencer Steckley, Manager of Financial Services



Joan Thomson, Chief Administrative Officer



Financial Statements

Prepared For:

Tom Clifford and the Finance & Labour Relations

Committee May 2021

To: Councillor Tom Clifford and the Finance and Labour Relations Committee
Date: May 18, 2021
From: Scott Knapman, CEO and Alyson Conrad, CFO
Re: Financial Statement Commentary for the year ended December 31, 2020

Net income for the year is \$2.14M before the loss on the swap and the OCI, which is \$173K ahead of budget.

BALANCE SHEET COMMENTARY:

Accounts Receivable: The accounts receivable balance is \$1.1M greater than it was in 2019. The majority of this variance is due to a reclassification of the Ontario Electricity Rebate (OER) settlement amount from payables to receivables, there is a similar variance in unbilled revenue. The remaining is due to electric, water and sewage receivables, a large portion of this increase is current receivables however past due receivables are \$207K higher than they were in 2019 for electricity and \$84K higher for water and sewage. These variances are because of the longer moratorium period on electricity and the deferral of disconnects for non-payment on water/sewage by the City.

Due from Festival Hydro Services (FHSI): The amount due from FHSI is \$627K which is \$89K greater than 2019. The amount below projection is the result of lower than projected capital spending in FHSI.

Corporate PILS recoverable: The 2019 refund (\$157K) has not been processed by the Ministry of Finance as we are currently undergoing an audit. We will be receiving a notice of reassessment from the Ministry for the CCA classification of Smart Meters. The 2019 refund balance will be applied against the amount owed for the reassessment.

PP&E and Intangible Assets: The total spending was \$2.9M (excluding subdivisions and permanent bypass). The approved budget was \$3,7M. Total capital spend is approximately 79% of budget. Budget underspending is largely due to deferred spending on General Plant in Facilities, Fleet and IT Software.

Accounts Payable: The balance is \$370K higher than 2019. The amount higher than 2019 is due to the increase in the cost of power bill compared to prior year.

Deferred Revenue: This balance is \$409K above budget as a result of assuming contributed capital from four subdivisions at the end of 2020.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The gross margin on service revenue (or Distribution Revenue) is below budget by \$68K or 1%. The decrease is due to reduced business load due to the Covid-19 pandemic. Due to the high volume of residential customers who are billed on a fixed rate, the impact from Covid-19 was minimized.

Other Revenue – Other revenue is below budget by \$79K. This is largely driven by rate of return revenue on billable work being less than budgeted as the billable work was not as significant in 2020 with the slowdown in construction during the spring peak of the pandemic.

Operating and Maintenance (O & M) Expenses: O&M costs are \$77K less than budget. These decreases are mainly due to lower vehicle maintenance costs, allocation of some engineering costs to capital, and the delay and deferral of meter repairs and reverifications. These decreases were offset by the reassessment of property resulting in higher property taxes back dated to 2018.

Billing, Collecting & Admin Costs: Billing and collection costs are \$127K under budget and administration costs were \$70K below budget. The main reasons for the decrease are as follows:

- 1) Decrease in consulting fees as IT resources were not available and project prioritization.
- 2) Decrease in labour costs due to the CEO vacancy for a portion of the year.
- 3) Bad debt recovery of a large account that was written off in 2019; it was paid in full in 2020.
- 4) Decreases in training, travel, and conference costs due to Covid-19 restrictions as well as other cost mitigations in case of potential losses from the pandemic.

Income tax expense: Current tax expense is \$19K over budget. The variance is a result of the net income before SWAP, ICM & Taxes being \$192k higher than budget.

FESTIVAL HYDRO INC.

Balance Sheet

For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020		YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Accounts Receivable	6,340,352	7,398,302	8,439,393	Bank Indebtedness	1,333,069	977,189	1,893,370
Inventory	131,327	172,612	172,612	Accounts Payable & Accrued Liabilities	9,227,453	9,597,481	9,593,802
Prepaid Expenses	423,069	389,850	389,850	Current Portion of Consumer Deposits	1,362,040	1,054,198	1,054,198
Due from FHSI	537,983	627,071	630,251	Current Portion of Long Term Loans	646,694	664,985	664,985
Corporate PILS Recoverable	107,747	177,937	146,395	Dividends Declared	210,440	115,211	505,541
Unbilled Revenue	7,638,126	6,371,221	6,122,199	Promissory Note	15,600,000	15,600,000	15,600,000
	15,178,603	15,136,994	15,900,701		28,379,694	28,009,063	29,311,897
Property, Plant & Equipment	54,738,043	55,447,062	55,447,082	Other Liabilities			
Other Assets				Unrealized loss on interest rate swap	744,235	1,585,033	1,585,033
Intangible Assets	2,027,793	1,955,244	1,955,244	Deferred Revenue	1,818,561	2,227,262	2,227,262
Future payments in lieu of income taxes	(719,999)	(947,981)	(745,865)	Employee Future Benefits	1,472,268	1,492,917	1,492,917
Regulatory Assets	547,546	1,267,203	1,241,366	Long Term Debt			
				Consumer Deposits over one year	300,151	439,796	439,796
				RBC Loan - LT Portion	10,841,000	10,366,000	10,366,000
				Infrastructure Ontario Loan - LT Portion	936,641	746,654	746,654
				TOTAL LIABILITIES	44,492,550	44,866,726	46,169,559
				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	12,069,494	12,861,751	12,498,923
				Accumulated Other Comprehensive Income	(358,444)	(438,343)	(438,343)
				TOTAL EQUITY	27,279,438	27,991,796	27,628,968
TOTAL ASSETS	71,771,985	72,858,522	73,798,527	TOTAL LIABILITIES AND EQUITY	71,771,985	72,858,522	73,798,527

FESTIVAL HYDRO INC.

Income Statement For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Budget at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%	Cur to Prelim. YTD Var\$
REVENUE							
Service Revenue	82,469,385	84,200,518	83,327,362	84,114,765	873,156	1%	85,753
Cost of Power	70,986,504	72,593,455	71,652,168	72,547,300	941,287	1%	46,155
GROSS MARGIN (DISTRIBUTION REVENUE)	11,482,881	11,607,063	11,675,194	11,567,465	(68,131)	(1%)	39,598
Other Operating Revenue	1,158,328	984,229	1,063,655	1,026,550	(79,427)	(7%)	(42,322)
OPERATING & MAINTENANCE EXPENSE							
Transformer & Distribution Station Expense	165,182	147,914	142,516	147,914	5,398	4%	—
Distribution Lines & Services Overhead	1,459,286	1,675,692	1,547,973	1,649,239	127,719	8%	26,453
U/G Distribution Lines & Services	183,291	158,287	217,785	158,287	(59,497)	(27%)	—
Distribution Transformers	3,459	73,994	79,952	73,994	(5,957)	(7%)	—
Distribution Meters	391,330	391,065	467,752	391,065	(76,687)	(16%)	—
Customer Premises	205,064	153,717	221,978	153,717	(68,262)	(31%)	—
TOTAL OPERATING AND MAINTENANCE	2,407,611	2,600,670	2,677,956	2,574,217	(77,286)	(3%)	26,453
ADMINISTRATION							
Billing, Collecting & Meter Reading	1,259,373	1,209,452	1,336,664	1,205,418	(127,212)	(10%)	4,034
Administration	2,447,118	2,418,515	2,488,853	2,403,435	(70,338)	(3%)	15,081
TOTAL ADMINISTRATION	3,706,491	3,627,967	3,825,517	3,608,852	(197,549)	(5%)	19,115
Allocated Depreciation	(162,411)	(148,359)	(151,082)	(148,359)	(2,724)	(2%)	—
TOTAL CONTROLLABLE COST	5,951,692	6,080,279	6,352,390	6,034,710	(272,112)	(4%)	45,568
NET INCOME BEFORE DEP'N, INTEREST & TAX	6,689,517	6,511,013	6,386,459	6,559,305	124,554	2%	(48,292)
Depreciation	2,652,716	2,548,121	2,575,315	2,542,831	(27,194)	(1%)	5,290
Interest Expense	1,678,344	1,633,934	1,656,811	1,633,934	(22,877)	(1%)	—
Interest Income	(53,531)	(43,771)	(26,000)	(46,950)	17,771	68%	3,179
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	2,411,988	2,372,729	2,180,333	2,429,490	192,395	9%	(56,761)
Current Tax	188,225	234,092	215,000	263,351	19,092	9%	(29,259)
NET INCOME BEFORE SWAP & ICM	2,223,763	2,138,637	1,965,333	2,166,139	173,303	9%	(27,502)
Unrealized Gain/Loss on Swap	281,564	840,799	—	840,799	840,799	—	—
Marketable Security - recorded as OCI	237,959	79,899	—	79,899	79,899	—	—
NET INCOME	1,704,240	1,217,939	1,965,333	1,245,441	(747,395)	(38%)	(27,502)

FESTIVAL HYDRO INC.

Cash Flow Statement

For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Bdgt. as at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020
Cash from Operations				
Net Income	1,704,238	1,217,939	1,965,333	1,245,441
Depreciation	2,652,716	2,548,121	2,575,315	2,542,831
Amortization of deferred revenue in other revenue	(56,282)	(56,840)	(55,418)	(56,840)
Unrealized loss on interest rate swap	281,564	840,798	—	840,798
Decrease/(Increase) in Receivables	(476,976)	(1,018,060)	—	(2,059,151)
Decrease/(Increase) in Inventory	(34,683)	(41,285)	—	(41,285)
Decrease/(Increase) in Prepaids	63,190	33,219	—	33,219
Decrease/(Increase) in Due from FHSI	(373,265)	(89,088)	483,144	(92,268)
Decrease/(Increase) in PILS	(215,237)	(70,190)	—	(38,648)
Decrease/(Increase) in Unbilled Revenues	(150,383)	1,266,905	—	1,515,927
Decrease/(Increase) in Future Tax (offsetting entry in payab)	411,495	202,116	—	—
Decrease/(Increase) in Regulatory Assets	222,122	(693,791)	—	(667,954)
Increase/(Decrease) in Payables	1,452,001	370,028	—	366,349
Increase/(Decrease) in Dividends Declared	—	(95,229)	—	—
Increase/(Decrease) in Deposits	295,350	(168,197)	—	(168,197)
Increase/(Decrease) in Employee Future Benefits	184,523	20,649	—	20,649
Contributed Capital	448,885	465,541	200,000	465,541
Net Cash Provided	6,409,258	4,732,635	5,168,374	3,906,412
Cash from Financing				
Loan Repayments	617,610	646,696	617,610	646,696
Cash Used - Capital Expenditures	3,605,992	3,224,478	3,605,992	3,219,208
Cash Used - TS expansion	—	—	—	—
TS Expansion Construction Loan Proceeds	—	—	—	—
Cash Used - Proposed dividend	—	—	—	—
Cash Used - Dividends paid current year	991,140	505,581	991,140	390,330
Cash Used - Dividends declared in prior year	40	—	40	210,480
Cash Used - Dividends declared, paid in future year	—	—	—	—
Net Cash Used	5,214,782	4,376,755	5,214,782	4,466,714
Increase (Decrease) in Cash Position	1,194,476	355,880	(46,408)	(560,302)
Bank Indebtedness, Beg of Period	(2,527,544)	(1,333,068)	(1,669,018)	(1,333,068)
Bank Indebtedness, End of Period	(1,333,068)	(977,188)	(1,715,426)	(1,893,370)
Line of Credit Analysis	2019	2020		
High balance (YTD)	4,869,312	2,452,459		
Low Balance (YTD)	(6,364,826)	(3,306,722)		
Overdraft interest (annualized)	52,719	49,025		
Interest rate (avg annual for period)	3.95%	2.45%		
Average overdraft balance	1,334,657	2,001,007		

Key Financial Ratios:	Actual Ratio	Required Ratio
RBC Compliance Ratio - Funded Debt to Total Capital	0.52	Less than 0.65
Infrastructure Ont Compliance - Debt to Equity Test	34:66	Less than 75:25
Infrastructure Ont Compliance - Debt Service Ratio	2.11	Not less than 1.30X

FESTIVAL HYDRO INC.

Statement of Capital For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Budget at Dec 31, 2020	Prelim at Dec 31, 2020	Cur to Pre YTD Var\$	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION							
Distribution Overhead	926,178	544,562	1,223,950	544,562	—	(679,388)	(56%)
Underground Conductor and Devices	865,162	1,088,175	611,000	1,085,538	2,638	477,175	78%
Distribution Transformers	433,248	532,526	527,500	532,526	—	5,026	1%
Services	209,405	229,210	—	229,210	—	229,210	—
Distribution Meters	492,665	263,601	263,000	263,601	—	601	0%
SCADA/Distribution Automation	27,123	33,569	55,000	33,569	—	(21,431)	(39%)
Tools and Miscellaneous Equipment	29,367	26,793	30,000	26,793	—	(3,207)	(11%)
TOTAL DISTRIBUTION	2,983,148	2,718,436	2,710,450	2,715,799	2,638	7,986	0%
OTHER CAPITAL							
Land and Buildings	225,097	156,731	400,000	156,731	—	(243,269)	(61%)
Transformer Station	35,855	72,697	—	72,697	—	72,697	—
Vehicles and Trailers	56,425	—	60,000	—	—	(60,000)	(100%)
Computer Hardware and Software	305,466	276,614	350,000	273,981	2,633	(73,386)	(21%)
TOTAL OTHER CAPITAL	622,843	506,042	810,000	503,409	2,633	(303,958)	(38%)
TOTAL CAPITAL	3,605,991	3,224,478	3,520,450	3,219,208	5,270	(295,972)	(8%)

Financial Statements of



Year ended December 31, 2020



KPMG LLP
 140 Fullarton Street, Suite 1400
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 Canada
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INDEPENDENT AUDITORS' REPORT

To the Shareholder of Festival Hydro Inc.

Opinion

We have audited the financial statements of Festival Hydro Inc. (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

April 29, 2021

Festival Hydro Inc.

Statement of Financial Position

December 31, 2020, with comparative information for December 31, 2019

	Notes	2020	2019
Assets			
Accounts receivable	6, 22	\$ 7,020,471	\$ 6,044,724
Unbilled revenue	22	6,371,221	7,638,126
Inventories	7	172,612	131,327
Prepaid expenses		389,847	423,069
Income tax receivable		177,937	107,746
Due from corporations under common control	20	627,071	537,982
Total current assets		14,759,159	14,882,974
Property, plant and equipment	8	55,447,062	54,738,043
Intangible assets and goodwill	9	1,955,244	2,027,793
Total non-current assets		57,402,306	56,765,836
Total assets		72,161,465	71,648,810
Regulatory balances	13	2,806,457	1,286,173

The accompanying notes are an integral part of these financial statements.

Festival Hydro Inc.

Statement of Financial Position

December 31, 2020, with comparative information for December 31, 2019

	Notes	2020	2019
Liabilities and Equity			
Bank indebtedness	5	\$ 977,189	\$1,333,068
Accounts payable and accrued liabilities		8,587,712	8,324,652
Deferred revenue		131,851	74,437
Income tax payable		-	-
Dividend payable	15, 21	115,211	210,440
Current portion of long-term debt	14, 22	16,264,985	16,246,694
Customer deposits	11	1,054,198	1,362,039
Due to the Corporation of the City of Stratford	20	631,937	607,173
Total current liabilities		27,763,083	28,158,503
Non-current liabilities			
Deferred revenue		2,095,412	1,744,124
Customer deposits	11	439,796	300,151
Deferred tax liabilities	10	696,766	548,210
Employee future benefits	12	1,492,917	1,472,268
Unrealized loss on interest rate swap	22	1,585,033	744,235
Long-term debt	14, 22	11,112,654	11,777,641
Total non-current liabilities		17,422,578	16,586,629
Total liabilities		45,185,661	44,745,132
Share capital	15	15,568,388	15,568,388
Accumulated other comprehensive loss		(438,343)	(358,444)
Retained earnings		12,861,747	12,069,491
Total equity		27,991,792	27,279,435
Total liabilities and equity		73,177,453	72,024,567
Regulatory balances	13	1,790,469	910,416
Total liabilities, equity and regulatory balances		74,967,922	72,934,983

Commitments and contingencies (note 23)


Impact of COVID-19 (note 24)

Guarantee (note 25)

The accompanying notes are an integral part of these financial statements.

On behalf of the Board:


Director


Director

Festival Hydro Inc.

Statement of Comprehensive Income

Year ended December 31, 2020, with comparative information for 2019

	Notes	2020	2019
Sale of energy	16	\$ 72,097,769	\$ 71,624,639
Distribution revenue	16	11,607,063	11,482,984
Other income	17	982,356	1,154,813
Cost of power purchased		72,593,372	70,986,505
Operating expenses	18	6,080,279	5,951,692
Depreciation and amortization	8,9	2,548,121	2,652,716
		81,221,772	79,590,913
Finance income	19	26,677	32,003
Finance costs	19	2,451,839	1,939,485
Income tax expense	10	403,821	572,745
Net income		636,433	2,191,296
Net movement in regulatory balances:			
Net movement in regulatory balances	13	491,675	(633,617)
Income tax	10,13	169,729	384,519
Other comprehensive income (loss)			
Items that will not be reclassified to profit and loss:			
Remeasurements of employee future benefits	12	(79,899)	(237,959)
Tax on remeasurements	10	21,173	63,059
Net movement in regulatory balances	13	(21,173)	(63,059)

The accompanying notes are an integral part of these financial statements.

Festival Hydro Inc.

Statement of Changes in Equity

Year ended December 31, 2020, with comparative information for December 31, 2019

	Share capital	Retained earnings	Accumulated other comprehensive loss	Total
Balance at January 1, 2019	\$15,568,388	\$11,118,393	\$ (120,485)	\$ 26,566,296
Net income after net movement in regulatory balances	–	1,942,198	–	1,942,198
Other comprehensive loss	–	–	(237,959)	(237,959)
Dividends, paid or payable	–	(991,100)	–	(991,100)
Balance at December 31, 2019	\$15,568,388	\$12,069,491	\$ (358,444)	\$ 27,279,435
Balance at January 1, 2020	\$15,568,388	\$12,069,491	\$ (358,444)	\$ 27,279,435
Net income after net movement in regulatory balances	–	1,297,837	–	1,266,295
Other comprehensive loss	–	–	(79,899)	(79,899)
Dividends, paid or payable	–	(505,581)	–	(505,581)
Balance at December 31, 2020	\$15,568,388	\$12,861,747	\$ (438,343)	\$ 27,960,250

The accompanying notes are an integral part of these financial statements.

Festival Hydro Inc.

Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

	Notes	2020	2019
Operating activities			
Net income after net movement in regulatory balances		\$1,297,837	\$ 1,942,198
Adjustments for			
Depreciation - property, plant and equipment	8	2,225,585	2,327,497
Amortization - intangible assets	9	322,536	325,219
Amortization of deferred revenue		(57,127)	(45,913)
Employee future benefits		(59,251)	(53,400)
Net finance costs	19	2,425,162	1,907,482
Income tax expense	10	403,820	572,745
		6,558,564	6,975,828
Changes in non-cash operating working capital			
Accounts receivable		(975,746)	(290,213)
Unbilled revenue		1,267,192	(155,538)
Inventories		(41,286)	(34,683)
Prepaid expenses		33,222	63,190
Accounts payable and accrued liabilities		263,061	1,386,873
Due from related parties		(89,089)	(373,265)
Due from the City of Stratford		24,765	(121,636)
Dividends Declared		(95,229)	-
Customer deposits		(168,196)	295,350
		218,694	770,078
Regulatory balances	13	(661,486)	249,098
Interest paid		(1,611,040)	(1,657,960)
Interest received		26,677	32,003
Income tax paid, net of refund		(304,204)	(403,462)
Net cash from operating activities		4,227,203	5,965,585
Investing activities			
Purchase of property, plant and equipment	8	(2,934,604)	(3,354,449)
Purchase of intangible assets	9	(249,987)	(256,796)
Net cash used in investing activities		(3,184,591)	(3,162,360)
Financing activities			
Contributions received from customers, net of repayments		465,542	448,885
Dividends	15	(505,581)	(991,140)
Repayment of long-term debt		(646,694)	(617,610)
Net cash used in financing activities		(686,733)	(1,608,750)
Decrease in bank indebtedness during the year		355,879	1,194,475
Bank indebtedness, beginning of the year		(1,333,068)	(2,527,543)
Bank indebtedness, end of the year		\$ (977,189)	\$ (1,333,068)

The accompanying notes are an integral part of these financial statements.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

1. Reporting entity:

Festival Hydro Inc. (the "Corporation") is a wholly-owned subsidiary of the City of Stratford. The Corporation was incorporated on July 11, 2000 under the Business Corporations Act (Ontario) pursuant to Section 142 of the Electricity Act Laws of the Province of Ontario, Canada. The address of the Corporation's registered office is 187 Erie Street, Stratford, Ontario, Canada.

The principal activity of the Corporation is to distribute electricity to the residents and businesses in the City of Stratford and the towns of Brussels, Dashwood, Hensall, Seaforth, St. Marys and Zurich, under a license issued by the Ontario Energy Board ("OEB"). The Corporation is regulated by the Ontario Energy Board and adjustments to the Corporation's distribution and power rates require OEB approval.

The financial statements are for the Corporation as at and for the year ended December 31, 2020.

2. Basis of preparation:

(a) Statement of compliance

The Corporation's financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"). These financial statements were approved by the Board of Directors on April 29, 2021.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis, unless otherwise stated.

(c) Functional and presentation currency

These financial statements are presented in Canadian dollars, which is the Corporation's functional currency.

(d) Use of estimates and judgements

Information about judgements made in applying accounting policies that have an effect on the amounts recognized in the financial statements is included in the following notes:

Note 3(l)	Determination of the performance obligation for contribution and the related amortization period
Note 3(m)	Whether an arrangement contains a lease
Note 6	Estimate for impairment for uncollected amounts, based on the lifetime expected credit losses
Note 8	Property, plant and equipment: useful lives and the identification of significant components of property, plant and equipment.
Note 9	Intangible assets: useful lives and goodwill impairment testing.
Note 12	Measurement of the defined benefit obligation – actuarial assumptions
Note 23	Recognition and measurement of commitments and contingencies.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

2. Basis of preparation (continued)

(e) Rate regulation

The Corporation is regulated by the Ontario Energy Board, under the authority granted by the Ontario Energy Board Act, 1998. Among other things, the OEB has the power and responsibility to approve or set rates for the transmission and distribution of electricity, providing continued rate protection for electricity consumers in Ontario, and ensuring that transmission and distribution companies fulfill obligations to connect and service customers. The OEB may also prescribe license requirements and conditions of service to local distribution companies ("LDCs"), such as the Corporation, which may include, amongst other things, record keeping, regulatory accounting principles, separation of accounts for distinct businesses, and filing and process requirements for rate setting purposes.

The Corporation is required to bill certain classes of customers for the debt retirement charges. The Corporation may file to recover uncollected debt retirement charges from Ontario Electricity Financial Corporation ("OEFC") once each year.

(f) Rate setting

Distribution revenue

For the distribution revenue included in sale of energy, the Corporation files a "Cost of Service" ("COS") rate application with the OEB where rates are determined through a review of the forecasted annual amount of operating and capital expenditures, debt and shareholder's equity required to support the Corporation's business. The Corporation estimates electricity usage and the costs to service each customer class to determine the appropriate rates to be charged to each class. The COS application is reviewed by the OEB and interveners on record. Rates are approved based upon this review, including any revisions resulting from that review.

In the intervening years, the Corporation has chosen to file a Price Cap Incentive Rate Mechanism ("IRM") application. An IRM application results in a formulaic adjustment to distribution rates that were set under the last COS application. The previous year's rates are adjusted for the annual change in the Gross Domestic Product Implicit Price Inflator for Final Domestic Demand ("GDP IPI-FDD") net of a productivity factor and a "stretch factor" determined by the relative efficiency of an electricity distributor.

As a licensed distributor, the Corporation is responsible for billing customers for electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties. The Corporation is required, pursuant to regulation, to remit such amounts to these third parties, irrespective of whether the Corporation ultimately collects these amounts from customers.

On May 27, 2014, the Corporation filed its 2015 Cost of Service application. The OEB issued its final Decision and Order dated June 5, 2015. The decision allows for a total service revenue requirement of \$11,210,828 based on a total rate base of \$61,778,759. The deemed debt portion of the rate base (60%) at \$27,067,256 earns a weighted average rate of 4.05%. The deemed equity portion of the rate base (40%) at \$24,711,504 earns a deemed return on equity of 9.30%. The rates were effective May 1, 2015 with an implementation date of June 1, 2015.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

2. Basis of preparation (continued)

(f) Rate setting (continued)

Distribution revenue (continued)

Festival filed its 2019 IRM application for distribution rates and was approved new rates by the OEB effective January 1, 2019. The Corporation's approved adjustment to distribution rates was 1.05%, as a result of an OEB approved inflation factor of 1.50%, less a stretch factor of 0.45% determined by the relative efficiency of the Corporation. The application included the approval of rate riders for the disposition of certain deferral and variance balances.

Festival filed its 2020 IRM application for distribution rates and was approved new rates by the OEB effective January 1, 2020. The Corporation's approved adjustment to distribution rates was 1.55%, as a result of an OEB approved inflation factor of 2.00%, less a stretch factor of 0.45% determined by the relative efficiency of the Corporation. The application included the approval of rate riders for the disposition of certain deferral and variance balances.

Electricity rates

The OEB sets electricity prices for low-volume consumers twice each year based on an estimate of how much it will cost to supply the province with electricity for the next year. All remaining consumers pay the market price for electricity and the global adjustment. The Corporation is billed for the cost of the electricity that its customers use and passes this cost on to the customer at cost without a mark-up.

3. Significant accounting policies:

The accounting policies set out below have been applied consistently for both years presented in these financial statements in accordance with IFRS.

(a) Regulatory balances

Regulatory deferral account debit balances represent costs incurred in excess of amounts billed to the customer at OEB approved rates. Regulatory deferral account credit balances represent amounts billed to the customer at OEB approved rates in excess of costs incurred by the Corporation.

Regulatory deferral account debit balances are recognized if it is probable that future billings in an amount at least equal to the deferred cost will result from inclusion of that cost in allowable costs for rate-making purposes. The offsetting amount is recognized in net movement in regulatory balances in profit or loss or other comprehensive income ("OCI"). When the customer is billed at rates approved by the OEB for the recovery of the deferred costs, the customer billings are recognized in revenue. The regulatory debit balance is reduced by the amount of these customer billings with the offset to net movement in regulatory balances in profit or loss or OCI.

The probability of recovery of the regulatory deferral account debit balances is assessed annually based upon the likelihood that the OEB will approve the change in rates to recover the balance. The assessment of likelihood of recovery is based upon previous decisions made by the OEB for similar circumstances, policies or guidelines issued by the OEB. Any resulting impairment loss is recognized in profit or loss in the year incurred.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continue):

(a) Regulatory balances (continued)

When the Corporation is required to refund amounts to ratepayers in the future, the Corporation recognizes a regulatory deferral account credit balance. The offsetting amount is recognized in net movement in regulatory balances in profit or loss or OCI. The amounts returned to the customers are recognized as a reduction of revenue. The credit balance is reduced by the amount of these customer repayments with the offset to net movement in regulatory balances in profit or loss or OCI.

(b) Cash and cash equivalents

Cash and cash equivalents include cash in bank accounts. On the statement of cash flows, cash and cash equivalents includes bank overdrafts (revolving credit facility) that are repayable on demand and form an integral part of the Corporation's cash management.

(c) Financial instruments

All financial assets are classified as loans and receivables, except for marketable securities which are classified as available for sale and derivatives which are measured as fair value through profit and loss. All financial liabilities are classified as other financial liabilities. These financial instruments are recognized initially at fair value adjusted for any directly attributable transaction costs.

Loans and receivables and other financial liabilities are subsequently measured at amortized cost using the effective interest method less any impairment for the financial assets.

Available for sale financial assets are subsequently measured at fair value, within the changes therein recognized in other comprehensive income until the assets are sold. Upon sale of an available for sale asset, the Corporation has elected to record the accumulated unrealized change in value of the asset as a transfer through other comprehensive income into profit and loss.

The Corporation holds derivative financial instruments to manage its interest rate risk exposures. Derivatives are initially measured at fair value; any directly attributable transaction costs are recognized in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein, are recognized in the statement of comprehensive income. Hedge accounting has not been used in the preparation of these financial statements.

(d) Inventories

Inventories are stated at lower of cost and net realizable value and consist of maintenance materials and supplies. Cost is determined on a weighted average basis, net of a provision for obsolescence, as applicable. The Corporation classifies all major construction related component of its electricity distribution infrastructure to property, plant and equipment.

(e) Property, plant and equipment ("PP&E")

Items of property, plant and equipment used in rate-regulated activities and acquired prior to January 1, 2014 are measured at deemed cost, or, where the item is transferred from customers, its fair value, less accumulated depreciation and accumulated impairment losses. All other items of PP&E are measured at cost, or, where the item is contributed by customers, its fair value, less accumulated depreciation.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(e) Property, plant and equipment ("PP&E")

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour and any other costs directly attributable to bringing the asset to a working condition for its intended use. Borrowing costs on qualifying assets are capitalized as part of the cost of the asset and are based on the Corporation's cost of borrowing. For construction projects of less than one year in length, borrowing costs are not capitalized unless specific identifiable loans are acquired for the express purpose of financing a specific construction activity.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The cost of replacing part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Corporation and its cost can be measured reliably. The carrying amount of the replaced part is derecognized.

The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred. Depreciation is recognized in profit or loss on a straight-line basis over the estimated useful life of each part or component of an item of property, plant and equipment. Land is not depreciated. Construction in progress assets are not amortized until the project is complete and in service.

Depreciation begins when an asset becomes available for use. Depreciation is provided on a straight-line basis over the estimated useful lives. Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate. The estimated useful lives for the current and comparative years are as follows:

Buildings	10 to 60 years
Distribution substation equipment	30 to 60 years
Distribution system equipment	30 to 60 years
Transformers	35 to 40 years
Meters	15 to 40 years
Other capital assets	4 to 20 years

Other capital assets include vehicles, office and computer equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognized within other income in the statement of comprehensive income.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(f) Intangible assets

Intangible assets include goodwill, computer software and capital contributions paid under capital cost recovery agreements ("CCRAs").

(i) Goodwill

Goodwill represents the excess of cost over fair value of net assets which arose upon amalgamation of the former electrical distribution entities. Goodwill is measured at cost less accumulated impairment losses.

(ii) Computer software

Computer software acquired prior to January 1, 2014, is measured at deemed cost less accumulated depreciation. All other software that is acquired or developed by the Corporation, including software that is not integral to the functionality of equipment purchased which has finite useful lives, is measured at cost less accumulated amortization and accumulated impairment losses.

(iii) Capital contributions paid under capital cost recovery agreements

Capital contributions paid under CCRAs are measured at cost less accumulated amortization and accumulated impairment losses.

(iv) Amortization

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use. The estimated useful lives for the current and comparative years are:

Computer software	5 years
CCRAs	15 to 25 years

Amortization methods and useful lives of all intangible assets are reviewed at each reporting date and adjusted if appropriate.

(g) Impairment

(i) Financial assets measured at amortized cost

A loss allowance for expected credit losses on financial assets measured at amortized cost is recognized at the reporting date. The loss allowance is measured at an amount equal to the lifetime expected credit losses for the asset.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(ii) Non-financial assets

The carrying amounts of the Corporation's non-financial assets, other than regulatory assets, inventories and deferred tax assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, the recoverable amount is estimated as at December 31 of each year.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit"). The Corporation has determined that it has one cash generating unit. The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to cash-generating units that are expected to benefit from the synergies of the combination.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. Impairment losses are recognized in profit or loss.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

(h) Provisions

A provision is recognized if, as a result of a past event, the Corporation has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

(i) Employee benefits

(i) Pension plan

The Corporation provides a pension plan for all its full-time employees through Ontario Municipal Employees Retirement System (OMERS). OMERS is a multi-employer pension plan which operates as the Ontario Municipal Employees Retirement Fund ("Fund"). The Fund is a contributory defined benefit pension plan which is financed by equal contributions from participating employers and employees, and by the investment earnings of the Fund.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(i) Pension plan (continued)

OMERS is a defined benefit plan, however, as the plan assets and pension obligations are not segregated in separate accounts for each member entity, sufficient information is not available to enable the Corporation to directly account for the plan. As such, the plan has been accounted for as a defined contribution plan. The contribution payable is recognized as an employee benefit expense in the statement of comprehensive income in the period in which the service was rendered by the employee, since it is not practicable to determine the Corporation's portion of person obligations of the fair value of plan assets.

(ii) Employee future benefits, other than pension

The Corporation has an unfunded benefit plan providing post-employment benefits (other than pension) to its employees. The Corporation provides its retired employees (20 years service; less than age 65) with life insurance and medical benefits beyond those provided by government sponsored plans. Life insurance is provided for current retirees including those over age 65.

The obligations for these post-employment benefit plans are actuarially determined by applying the projected unit credit method and reflect management's best estimate of certain underlying assumptions. Remeasurements of the net defined benefit obligations, including actuarial gains and losses, are recognized immediately in other comprehensive income. When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognized immediately in profit or loss.

(j) Deferred revenue and assets transferred from customers

Certain customers and developers are required to contribute towards the capital cost of construction in order to provide ongoing service. Cash contributions are initially recorded under current liabilities as customer deposits. Once the distribution system asset is completed or modified, as outlined in the terms of the contract, the contribution amount is transferred to deferred revenue.

When an asset is received as a capital contribution, the asset is initially recognized at its fair value, with the corresponding amount recognized as contributions in aid of construction. The contributions in aid of construction account, which represents the Corporation's obligation to continue to provide the customers access to the supply of electricity, is reported as deferred revenue, and is amortized to other income on a straight-line basis over the terms of the agreement with the customer or the economic useful life of the acquired or contributed asset, which represents the period of ongoing service to the customer.

(k) Customer deposits

Security deposits from electricity customers are cash collections to guarantee the payment of electricity bills. The electricity customer security deposits liability includes related interest amounts, calculated using OEB prescribed interest rates, and owed to the customers with a corresponding amount charged to finance costs. Deposits that are refundable upon demand are classified as a current liability. Annually, accrued interest is applied directly to the customers' accounts.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(k) Customer deposits (continued)

Security deposits on offers to connect are cash collections from specific customers to guarantee the payment of additional costs relating to expansion projects. This liability includes related interest amounts owed to the customers with a corresponding amount charged to finance costs. Deposits are classified as a current liability when the Corporation no longer has an unconditional right to defer payment of the liability for at least 12 months after the reporting period.

(l) Revenue Recognition

(i) Sale and distribution of electricity

The performance obligations for the sale and distribution of electricity are recognized over time using an output method to measure the satisfaction of the performance obligation. The value of the electricity services transferred to the customer is determined on the basis of cyclical meter readings plus estimated customer usage since the last meter reading date to the end of the year and represents the amount that the Corporation has the right to bill. Revenue includes the cost of electricity supplied, distribution, and any other regulatory charges. The related cost of power is recorded on the basis of power used.

For customer billings related to electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties, the Corporation has determined that it is acting as a principal for these electricity charges and, therefore, has presented electricity revenue on a gross basis.

Customer billings for debt retirement charges are recorded on a net basis as the Corporation is acting as an agent for this billing stream.

(ii) Capital contributions

Developers are required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. The developer is not a customer and therefore the contributions are scoped out of IFRS 15 *Revenue from Contracts with Customers*. Cash contributions, received from developers are recorded as deferred revenue. When an asset other than cash is received as a capital contribution, the asset is initially recognized at its fair value, with a corresponding amount recognized as deferred revenue. The deferred revenue, which represents the Corporation's obligation to continue to provide the customers access to the supply of electricity, is amortized to income on a straight-line basis over the useful life of the related asset.

Certain customers are also required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. These contributions fall within the scope of IFRS 15 *Revenue from Contracts with Customers*. The contributions are received to obtain a connection to the distribution system in order receive ongoing access to electricity. The Corporation has concluded that the performance obligation is the supply of electricity over the life of the relationship with the customer which is satisfied over time as the customer receives and consumes the electricity. Revenue is recognized on a straight-line basis over the useful life of the related asset.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(l) Revenue Recognition (continued)

(ii) *Other revenue*

Revenue earned from the provision of services is recognized as the service is rendered. Government grants and the related performance incentive payments under Conservation and Demand Management ("CDM") programs are recognized as revenue in the year when there is reasonable assurance that the program conditions have been satisfied and the payment will be received.

(m) Leased assets

At inception of a contract, the Corporation assess whether the contract is or contains a lease. A contract is determined to contain a lease if it provides the Corporation with the right to control the use of an identified asset for a period of time in exchange for consideration. Contracts determined to contain a lease are accounted for as leases. For leases and contracts that contain a lease, the Corporation recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. Subsequent to initial recognition, the right-of-use asset is recognized at cost less any accumulated depreciation and any accumulated impairment losses, adjusted for certain remeasurements of the corresponding lease liability.

The lease liability is initially measured at the present value of lease payments plus the present value of lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Corporation's incremental borrowing rate.

The lease liability is subsequently measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Corporation's estimate of the amount expected to be payable under a residual value guarantee, or if the Corporation changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Corporation has elected not to recognize right-of-use assets and lease liabilities for leases that have a lease term of 12 months or less or for leases of low value assets. The Corporation recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(n) Finance income and finance costs

Finance income is recognized as it accrues in profit or loss, using the effective interest method. Finance income comprises interest earned on cash and cash equivalents.

Finance costs comprise interest expense on customer deposits, the demand notes payable, revolving credit facility and long-term borrowings.

Changes in the fair value of interest rate swap agreements are recorded either in finance income, or costs, depending on whether an unrealized gain or loss is required.

(o) Income taxes

The Corporation is currently exempt from taxes under the Income Tax Act (Canada) and the Ontario Corporations Tax Act. Pursuant to the Electricity Act, 1998 (Ontario), the Corporation makes payments in lieu of corporate taxes to the Ontario Electricity Financial Corporation (OEFC). These payments are calculated in accordance with the rules for computing taxable income and taxable capital and other relevant amounts contained in the Income Tax Act (Canada) and the Corporations Tax Act (Ontario) as modified by the Electricity Act, 1998, and related regulations. Prior to October 1, 2001, the Corporation was not subject to income or capital taxes.

The income tax expense comprises current and deferred tax. Income tax expense is recognized in profit or loss except to the extent that it relates to other comprehensive income or items recognized directly in equity, in which case, it is recognized in accumulated comprehensive income or retained earnings, respectively.

Current tax is the tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized using the balance sheet method. Under this method, deferred income taxes reflect the net tax effects of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes, as well as for tax losses available to be carried forward to future years that are likely to be realized. Deferred tax assets and liabilities are measured using enacted or substantively enacted tax rates, at the reporting date, expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the year that includes the date of enactment or substantive enactment.

Rate-regulated accounting requires the recognition of regulatory balances and related deferred tax assets and liabilities for the amount of deferred taxes expected to be refunded to or recovered from customers through future electricity distribution rates. A gross up to reflect the income tax benefits associated with reduced revenues resulting from the realization of deferred tax assets is recorded within regulatory credit or debt balances. Deferred taxes that are not included in the rate-setting process are charged or credited to the statements of comprehensive income.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(o) Income taxes (continued)

The benefits of the refundable and non-refundable apprenticeship and other ITCs are credited against the related expense in the statements of comprehensive income.

4. Standards issued but not yet adopted:

There are new standards, amendments to standards and interpretations which have not been applied in preparing these financial statements. These standards or amendments relate to the measurement and disclosure of financial assets and liabilities. The extent of the impact on adoption of these standards and amendments has not yet been determined.

- i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- ii. Property, Plant and Equipment - Proceeds before Intended Use (Amendments to IAS 16)
- iii. Annual Improvements to IFRS Standards 2018-2020

i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1):

On January 23, 2020, the IASB issued amendments to IAS 1 Presentation of Financial Statements, to clarify the classification of liabilities as current or non-current. On July 15, 2020 the IASB issued an amendment to defer the effective date by one year. The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted.

For the purposes of non-current classification, the amendments removed the requirement for a right to defer settlement or roll over of a liability for at least twelve months to be unconditional. Instead, such a right must have substance and exist at the end of the reporting period. The amendments also clarify how a company classifies a liability that includes a counterparty conversion option.

The amendments state that settlement of a liability includes transferring a company's own equity instruments to the counterparty, and when classifying liabilities as current or non-current, a company can ignore only those conversion options that are recognized as equity.

The Corporation intends to adopt this standard in its financial statements for the annual period beginning January 1, 2023. The extent of the impact of adoption of the standard has not yet been determined

ii. Property, Plant and Equipment - Proceeds before Intended Use (Amendments to IAS 16):

On May 14, 2020, the IASB issued Property, Plant and Equipment - Proceeds before Intended Use (Amendments to IAS 16). The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

4. Standards issued but not yet adopted (continued):

The amendments provide guidance on the accounting for sale proceeds and the related production costs for items a company produces and sells in the process of making an item of property, plant and equipment available for its intended use. Specifically, proceeds from selling items before the related item of property, plant and equipment is available for use should be recognized in profit or loss, together with the costs of producing those items.

The Corporation intends to adopt this standard in its financial statements for the annual period beginning January 1, 2022. The extent of the impact of adoption of the standard has not yet been determined.

iii. Annual Improvements to IFRS Standards 2018-2020:

On May 14, 2020, the IASB issued Annual Improvements to IFRS Standards 2018-2020.

The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted. The amendments relate to the following:

- IFRS 9 Financial Instruments: Clarifies which fees are included for the purpose of performing the '10 per cent test' for derecognition of financial liabilities.
- IFRS 16 Leases: Removes the illustration of payments from the lessor relating to leasehold improvements in the Illustrative Example 13.
- IAS 41 Agriculture: Removes the requirement to exclude cash flows for taxation when measuring fair value.

The Corporation intends to adopt these standards in its financial statements for the annual period beginning January 1, 2022. The Corporation does not expect these standards to have a material impact on the financial statements.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

5. Bank indebtedness:

	2020	2019
Cash	\$ 1,660	\$ 1,660
Revolving credit facility	(978,849)	(1,334,728)
Bank indebtedness	\$ (977,189)	\$ (1,333,068)

6. Accounts receivable:

	2020	2019
Energy, water and sewer	\$ 5,496,498	\$ 5,624,481
Other	1,523,973	420,243
Total	\$ 7,020,471	\$ 6,044,724

Included in accounts receivable is \$1,430,381 (2019 - \$999,032) of customer receivables for water consumption and sewer ("water & sewer") that the Corporation bills and collects on behalf of the City of Stratford and the Town of St. Marys. As the Corporation does not assume liability for collection of these amounts, any amount related to City of Stratford and Town of St. Marys water & sewer charges that are determined to be uncollectible are charged to the City of Stratford and Town of St. Marys, respectively. At year end, there is nil (2019 - nil) included in the provision for impairment for uncollectable amounts relating to water and sewer.

7. Inventories:

The amount of inventories consumed by the Corporation and recognized as an expense during 2020 was \$126,663 (2019 - \$144,247). During 2020, an amount of nil (2019 - nil) was recorded as an expense for the write-down of obsolete or damaged inventory to net realizable value.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

8. Property, plant and equipment:

a) Cost or deemed cost

	Land and buildings	Distribution substation equipment	Other distribution system equipment	Transformer station	Total
Balance at January 1, 2019	\$2,282,608	\$44,461,190	\$2,997,691	\$13,940,458	\$63,681,947
Additions	223,823	2,926,658	162,856	35,855	3,349,192
Transfers	-	-	5,263	-	5,263
Disposals/retirements	-	(46,580)	(191,568)	-	(238,148)
Balance at December 31, 2019	\$2,506,431	\$47,341,268	\$2,974,242	\$13,976,313	\$66,798,254
Balance at January 1, 2020	\$2,506,431	\$47,341,268	\$2,974,242	\$13,976,313	\$66,798,254
Additions	156,731	2,658,073	86,987	72,697	2,974,488
Transfers	-	-	(39,884)	-	(39,884)
Disposals/retirements	-	(2,420,174)	(210,611)	-	(2,630,785)
Balance at December 31, 2020	\$2,663,162	\$ 47,579,167	\$ 2,810,734	\$ 14,049,010	\$ 67,102,073

b) Accumulated depreciation

	Land and buildings	Distribution substation equipment	Other distribution system equipment	Transformer station	Total
Balance at January 1, 2019	\$ 183,029	\$ 7,250,871	\$ 962,708	\$ 1,574,254	\$ 9,970,862
Depreciation	71,088	1,647,590	287,558	321,261	2,327,497
Disposals/retirements	-	(46,580)	(191,568)	-	(238,148)
Balance at December 31, 2019	\$ 254,117	\$ 8,851,881	\$ 1,058,698	\$ 1,895,515	\$ 12,060,211
Balance at January 1, 2020	\$ 254,117	\$ 8,851,881	\$ 1,058,698	\$ 1,895,515	\$ 12,060,211
Depreciation	83,263	1,546,018	271,753	324,551	2,225,585
Disposals/retirements	-	(2,420,173)	(210,612)	-	(2,630,785)
Balance at December 31, 2020	\$ 337,380	\$ 7,977,726	\$ 1,119,839	\$ 2,220,066	\$ 11,655,011

c) Carrying amounts

	Land and buildings	Distribution substation equipment	Other distribution system equipment	Transformer station	Total
December 31, 2019	2,252,314	38,489,387	1,915,544	12,080,798	54,738,043
December 31, 2020	2,325,782	39,601,441	1,690,895	11,828,944	55,447,062

d) Borrowing costs

During the year, no borrowing costs (2019 – nil) were capitalized as part of the cost of property, plant and equipment.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

9. Intangible assets and goodwill:

a) Cost or deemed cost

	Goodwill	Computer software	Land Rights	CCRA's	Total
Balance at January 1, 2019	\$ 515,359	\$ 1,580,686	\$ -	\$ 966,935	\$ 3,062,980
Additions	-	253,646	3,150	-	256,796
Disposals	-	(183,527)	-	-	(183,527)
Balance at December 31, 2019	\$ 515,359	\$ 1,650,805	\$ 3,150	\$ 966,935	\$ 3,136,249
Balance at January 1, 2020	\$ 515,359	\$ 1,650,805	\$ 3,150	\$ 966,935	\$ 3,136,249
Additions	-	249,987	-	-	249,987
Disposals	-	(306,877)	-	-	(306,877)
Balance at December 31, 2020	\$ 515,359	\$ 1,593,915	\$ 3,150	\$ 966,935	\$ 3,079,359

b) Accumulated amortization

	Goodwill	Computer software	Land Rights	CCRA's	Total
Balance at January 1, 2019	\$ -	\$ 701,691	\$ -	\$ 265,073	\$ 966,764
Amortization	-	270,746	-	54,473	325,219
Disposals	-	(183,527)	-	-	(183,527)
Balance at December 31, 2019	\$ -	\$ 788,910	\$ -	\$ 319,546	\$ 1,108,456
Balance at January 1, 2020	\$ -	\$ 788,910	\$ -	\$ 319,546	\$ 1,108,456
Amortization	-	268,063	-	54,473	322,536
Disposals	-	(306,877)	-	-	(306,877)
Balance at December 31, 2020	\$ -	\$ 750,096	\$ -	\$ 374,019	\$ 1,124,115

c) Carrying amounts

	Goodwill	Computer software	Land Rights	CCRA's	Total
December 31, 2019	515,359	861,895	3,150	647,389	2,027,793
December 31, 2020	515,359	843,819	3,150	592,916	1,955,244

d) Goodwill impairment

Management has determined that the Corporation's rate regulated operations are one cash generating unit. Therefore, the goodwill was allocated to the Corporation as a whole. The annual impairment test is based on the Corporation's value in use. Value in use was determined by discounting the future cash flows of the Corporation and was based on the following key assumptions:

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

9. Intangible assets and goodwill:

d) Goodwill impairment (continued)

A detailed valuation of the Corporation was undertaken during 2020 based on financial results of the Corporation as at December 31, 2020. Cash flows were projected based on actual operating results and the cost of capital and rate of return as approved in the 2015 Cost of Service application. A discounted cash flow model was utilized based on free cash flows for 20 years, followed by a terminal value calculated based on a steady-state cash flow, with the terminal value within range of market-based terminal multiples. The recoverable amount of the Corporation was determined to be greater than the carrying value of goodwill and no impairment was recorded as at December 31, 2020 or December 31, 2019.

10. Income taxes:

	2020	2019
Income tax expense		
Current tax expense:		
Current year	\$ 234,092	\$207,361
Prior year	-	(19,135)
Total current tax expense	234,092	188,226
Deferred tax expense:		
Change in recognized deductible temporary differences	169,729	384,519
Total current and deferred income tax in profit or loss, before movement of regulatory balance	403,821	572,745
Other comprehensive income:		
Employee future benefits	(21,173)	(63,059)
Total current and deferred tax, before movement in regulatory balances	382,648	509,686
Net movement in regulatory balances	(148,556)	(321,460)
Income tax expense recognized in statement of comprehensive Income	\$234,092	\$188,226
Reconciliation of effective tax rate		
	2020	2019
Income before taxes	\$1,452,030	\$1,892,464
Canada and Ontario statutory income tax rates	26.5%	26.5%
Expected tax provision on income tax at statutory rates	384,788	501,503
Increase (decrease) in income tax resulting from:		
Permanent differences	1,004	4,503
Recognized deductible temporary difference due from customers	(148,556)	(295,372)
Other	(3,144)	(22,408)
Income tax expense	234,092	\$188,226

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

10. Income taxes (continued):

	2020	2019
Deferred tax assets (liabilities):		
Property, plant, equipment and intangible assets	(\$1,554,949)	(\$1,176,811)
Employee future benefits	395,623	390,151
Other	462,560	238,450
	(\$696,766)	(\$548,210)

11. Customer deposits:

Customer deposits represent cash deposits from electricity distribution customers as well as construction deposits. These customer deposits bear interest at the OEB's prescribed interest rate, which is the Bank of Canada's prime business rate less 2%.

Deposits from electricity distribution customers are refundable to customers demonstrating an acceptable level of credit risk as determined by the Corporation in accordance with policies set out by the OEB or upon termination of their electricity distribution service. Due to the demand nature of these deposits, they are classified as current liabilities.

Construction deposits represent cash prepayments for the estimated cost of capital projects recoverable from customers and developers. Upon completion of the capital project, these deposits are transferred to deferred revenue.

Customer deposits comprise:

	2020	2019
Electricity deposits	\$ 979,437	\$ 1,168,056
Construction deposits	514,557	494,134
Total customer deposits	\$1,493,994	\$1,662,190
Consisting of:		
Short-term	\$ 1,054,198	\$1,362,039
Long-term	439,796	300,151

12. Employee future benefits:

(a) Employee future benefits, other than pension

The Corporation provides certain unfunded health, dental and life insurance benefits on behalf of its retired employees. These benefits are provided through a group defined benefit plan. The Corporation has reflected its share of the defined benefit costs and related liabilities, as calculated by the actuary, in these financial statements. The accrued benefit liability and the corresponding expense were based on results and assumptions determined by actuarial valuation as at December 31, 2020.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

12. Employee future benefits (continued):

Changes in the present value of the defined benefit unfunded obligation and the accrued benefit liability:

	2020	2019
Defined benefit obligation, beginning of year	\$ 1,472,268	\$ 1,287,745
Included in profit or loss:		
Current service cost	34,138	24,200
Interest cost	42,136	47,800
	76,274	72,000
Included in OCI:		
Actuarial (gains) losses arising from changes in financial assumptions	79,899	237,959
Benefits paid during the year	(135,524)	(125,436)
Defined benefit obligation, end of year	\$1,492,917	\$1,472,268

The significant actuarial assumptions used in the valuation are as follows:

	2020	2019
Discount rate	2.60%	3.00%
Rate of compensation increase	2.50%	2.50%
Initial health care cost trend rate	4.40%	5.50%
Initial dental cost trend rate	4.70%	4.50%
Year that rate reaches the rate it is assumed to be	2040	2025
Cost trend rate declines to	4.00%	4.50%

Significant actuarial assumptions for benefit obligation measurement purposes are the discount rate and assumed medical and dental cost trend rates. The sensitivity analysis below has been determined based on reasonably possible changes in the assumptions, in isolation of one another, occurring at the end of the reporting period. This analysis may not be representative of the actual change since it is unlikely these changes in assumptions would occur in isolation from each other. The approximate effect on the accrued benefit obligation of the entire plan and the estimated net benefit expense of the entire plan if the health care trend rate assumption was increased or decreased by 1%, and all other assumptions were held constant, is as follows:

	2020	2019
Benefit Obligation, end of year	\$1,492,917	\$1,472,268
1% increase in health care trend rate	46,183	38,300
1% decrease in health care trend rate	(41,417)	(34,700)
1% increase in discount rate	(185,717)	(169,500)
1% decrease in discount rate	241,083	218,100

(b) Pension plan

The Corporation provides a pension plan for its employees through the Ontario Municipal Employees Retirement System. The plan is a multi-employer, contributory defined benefit pension plan. In 2020, the Corporation made employer contributions of \$372,037 to OMERS (2019 - \$380,085). The Corporation's net benefit expense has been allocated as follows:

- \$141,374 (2019 - \$144,432) capitalized as part of PP&E
- \$189,739 (2019 - \$193,844) charged to operating expenses
- \$40,924 (2019 - \$41,809) charged to CDM and billable work

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

12. Employee future benefits (continued):

(b) Pension plan (continued)

As at December 31, 2020, OMERS states that their plan was 97% funded (2019 – 97%). OMERS has a strategy to return the plan to a fully funded position. The Corporation is not able to assess the implications, if any, of this strategy or of the withdrawal of other participating entities from the OMERS plan on its future contributions. The Corporation's contributions represent less than 1% of the total annual contributions to the OMERS plan.

13. Regulatory assets and liabilities:

The regulatory balances are recovered or settled through rates approved by the OEB which are determined using estimates of future consumption of electricity by its customers. Future consumption is impacted by various factors including the economy and weather. The Corporation has received approval from the OEB to establish its regulatory balances.

In the tables below, the "Additions" column consists of new additions to regulatory balances (for both debits and credits). The "Recovery/reversal" column consists of amounts collected through rate riders or transactions reversing an existing regulatory balance. The "Other movements" column consists of reclassification between the regulatory debit and credit balances. For the years ended December 31, 2020 and 2019, the Corporation did not record any impairments related to regulatory debit balances.

	January 1, 2020	Additions	Recovery/ reversal	Other Movements	December 31, 2020	Notes
Regulatory deferral account debit balances						
Settlement (Group 1) variances	\$ 301,257	\$ 129,486	\$ (153,653)	\$ 1,328,258	\$ 1,605,348	(1)
Stranded meters	2,271	15	-	-	2,286	(2)
LRAM	426,427	283,485	(215,863)	-	494,049	(1)
Deferred Taxes	548,210	148,556	-	-	696,766	(4)
Rate application costs	8,008	-	-	-	8,008	(3)
	\$ 1,286,173	\$561,542	\$ (369,516)	\$1,328,258	\$ 2,806,457	

	January 1, 2019	Additions	Recovery/ reversal	Other Movements	December 31, 2019	Notes
Regulatory deferral account debit balances						
Settlement (Group 1) variances	\$468,606	\$ (3,690)	\$ (517,713)	\$ 354,054	\$ 301,257	(1)
Stranded meters	2,247	24	-	-	2,271	(2)
LRAM	351,235	301,296	(226,104)	-	426,427	(1)
Deferred Taxes	226,750	321,460	-	-	548,210	(4)
Rate application costs	63,707	701	(56,400)	-	8,008	(3)
	\$ 1,112,545	\$619,791	\$ (800,217)	\$354,054	\$ 1,286,173	

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

13. Regulatory assets and liabilities (continued):

	January 1, 2020	Additions	Recovery/ reversal	Other Movements	December 31, 2020	Notes
Regulatory deferral account credit balances						
Settlement (Group 1) variances	\$ (759,239)	426,344	\$ 153,653	\$ (1,328,258)	(1,507,500)	(1)
IFRS transition adjustments	(10,783)	-	-	-	(10,783)	(5)
PILS	(140,394)	(131,792)	-	-	(272,186)	
	\$ (910,416)	\$ 294,552	\$ 153,653	\$ (1,328,258)	\$ (1,790,469)	

	January 1, 2019	Additions	Recovery/ reversal	Other Movements	December 31, 2019	Notes
Regulatory deferral account credit balances						
Settlement (Group 1) variances	\$ (413,848)	\$ (509,050)	\$ 517,713	\$ (354,054)	\$ (759,239)	(1)
IFRS transition adjustments	(10,783)	-	-	-	(10,783)	(5)
PILS	-	(140,394)	-	-	(140,394)	
	\$ (424,631)	\$ (649,444)	\$ 517,713	\$ (354,054)	\$ (910,416)	

- 1) The changes in settlement (Group 1) and LRAM balances outstanding from December 31, 2018 were approved for disposition as part of the 2020 IRM application with rates effective January 1, 2020 to be collected over a 12-month period.
- 2) As part of the 2015 COS application, the OEB approved the disposition of stranded meters through a rate rider effective May 1, 2015 (implemented June 1, 2015) with recovery over a 7-month period ending December 31, 2015. Since the residual balance is not material, it will remain in place until the next COS application.
- 3) The 2015 COS rate application costs were approved for recovery by the OEB and are being amortized over a forty-three-month period ending December 31, 2019.
- 4) Disposition is not requested for the deferred tax balance as it is being reversed through timing differences in the recognition of deferred tax assets. No carrying charges are calculated on this balance.
- 5) As part of the 2015 COS application, the OEB approved the disposition of the account 1575/76 IFRS transition account balance used to record the difference arising on adoption of new asset useful lives and overhead rates and write off of end-of-life assets. These account balances were included as a rate rider effective May 1, 2015 (implemented June 1, 2015) and were recovered over a 7-month period ended December 31, 2015. Since the residual balance is not material, it will remain in place until the next COS application.

Carrying charges are applied to all regulatory account balances at the OEB prescribed interest rates, with the exception of the deferred tax assets on which no carrying charges are applied.

As part of the Corporation's 2020 IRM application, the change in debit and credit balance settlement (Group 1) variance accounts occurring during fiscal 2018 were approved as part of 2020 distribution rates for recovery over a 12-month period commencing January 1, 2020. As such, the risk associated with the recovery of variance accounts is limited to the incremental value of non-settlement variances arising since 2018.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

14. Long-term debt:

Long-term debt consists of the following:

	2020	2019
Subordinate, secured loan advances from Infrastructure Ontario Projects Corporation (OIPC), bearing interest at 4.4% per annum, with payments of principal and interest of \$100,585 due semi-annually, maturing June 15, 2025, secured by a general security agreement.	\$813,214	\$976,600
Subordinate, secured loan advances from Infrastructure Ontario Projects Corporation (OIPC), bearing interest at 3.98% per annum, with payments of principal and interest of \$13,733 due semi-annually, maturing October 1, 2025, secured by a general security agreement.	123,425	145,735
Royal Bank revolving term loan, bearing interest at 2.93%, plus a stamping fee of 0.42%, payable in monthly principal instalments of approximately \$35,000 plus interest, increasing by \$1,000 yearly until maturity on May 31, 2038, secured by a general security agreement.	10,841,000	11,302,000
Notes payable to shareholder, bearing interest at 7.25% per annum, with interest payments only, due on demand, unsecured.	15,600,000	15,600,000
	27,377,639	28,024,335
Less: current portion	16,264,985	16,246,694
Long-term debt	\$11,112,654	\$11,777,641

Interest rate swap

The Corporation entered into an interest rate swap agreement on a notional principal of \$14,000,000 effective May 31, 2013, which matures May 31, 2038. The swap is a receive-variable, pay-fixed swap with the Royal Bank. This agreement has effectively converted variable interest rates to an effective fixed interest rate of 2.93% plus stamping fee of 0.42% on the Royal Bank revolving term loan. The stamping fee is subject to change every 10 years, with the first maturity being May 31, 2023.

The Corporation has determined this swap does not meet the standard to apply hedge accounting. Since the standard is not met, the interest rate swap contract has been recorded at its fair value at December 31, 2020 with the unrealized loss for the year of \$840,798 (2019 – \$281,564) recorded as finance cost in the statement of comprehensive income.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

14. Long-term debt continued:

Reconciliation of movements of liabilities to cash flows arising from financing activities:

	Current and long- term debt	Dividends payable	Retained earnings	Total (financing cash flows)
Balance at January 1, 2020	\$ 28,024,335	\$ 210,440	\$ 12,069,491	
Dividends paid	-	(210,440)	(390,370)	\$ (600,810)
Repayments of long-term debt	(646,696)	-	-	(646,696)
Total changes from financing cash flows	\$ (646,696)	\$ (210,440)	\$ (390,370)	\$ (1,247,506)
Dividend declared but not paid	-	115,211	(115,211)	-
Net income after net movements in regulatory balances	-	-	1,297,837	-
Balance at December 31, 2020	\$ 27,377,639	\$ 115,211	\$ 12,861,747	\$ -

15. Share capital:

	2020	2019
Authorized:		
Unlimited Class A special shares, non-cumulative, 5.0%		
Unlimited Class B special shares		
Unlimited Common shares		
Issued:		
6,100 Class A special shares	\$ 6,100,000	\$ 6,100,000
6,995 Common shares	9,468,388	9,468,388
	\$ 15,568,388	\$15,568,388

Dividends paid on the 6,100 class A special shares during the year totalled \$152,500 (2019 - \$305,000). Dividends paid on the 6,995 common shares during the year totalled \$448,310 (2019 - \$686,140). A common share dividend was declared on December 15, 2020 and is payable on all common shares on record at December 31, 2020, with the dividend to be paid in 2021. The dividend amount payable at December 31, 2020 is \$115,211 (2019- \$210,440).

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

16. Revenue from Contracts with Customer:

The Corporation generates revenue primarily from the sale and distribution of electricity to its customers. Sources of revenue are as documented in the table below.

	2020 Sale of Energy	2020 Distribution Revenue	2019 Sale of Energy	2019 Distribution Revenue
Residential	\$ 21,131,596	\$ 6,543,961	\$ 15,496,141	\$ 6,403,850
Commercial	47,992,316	4,711,664	52,965,279	4,754,965
Large Users	2,657,490	316,735	2,748,180	317,213
Other	316,367	34,703	415,039	6,956
	\$ 72,097,769	\$ 11,607,063	\$ 71,624,639	\$ 11,482,984

17. Other income:

	2020	2019
Collection, late payment and other service charges	\$ 133,886	\$ 194,234
Pole attachment and other rental income	148,673	179,766
Miscellaneous	674,322	754,507
Solar generation	25,475	26,306
	\$ 982,356	\$ 1,154,813

Collection, late payment and other service charges are based on service charge rates and retailer rates as approved by the OEB. Pole attachment and other rentals consist primarily of pole attachment charges and charges for office and service centre space.

Miscellaneous includes revenues from City of Stratford and Town of St. Marys water and sewage billing services, street lighting services, management fees charged to Festival Hydro Services Inc. and other revenue sources.

18. Operating expenses:

	2020	2019
Salaries and benefits	\$ 3,334,933	\$ 3,277,156
External services	1,479,756	1,382,354
Materials and supplies	633,419	635,691
Other support costs	632,171	656,491
	\$ 6,080,279	\$ 5,951,692

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

19. Finance income and costs:

	2020	2019
Interest income on loan to corporation under common control	\$ 20,833	\$ 12,978
Interest on bank account	4,774	12,463
Interest on written off trade receivables	1,070	6,662
Finance income	\$ 26,677	\$ 32,003
Interest expense on demand notes payable	\$1,131,000	\$1,131,000
Interest expense on long-term debt	418,654	440,346
Interest on revolving credit facility	52,112	67,840
Interest expense on deposits	9,274	18,474
Unrealized loss on interest rate swap	840,799	281,564
Other interest expense	-	261
Finance costs	\$2,451,839	\$1,939,485
Net finance costs	\$2,425,162	\$1,907,482

20. Related party transactions:

a) Parent and ultimate controlling party

The parent and sole shareholder of the Corporation is the Corporation of the City of Stratford (the "City"). The City of Stratford produces financial statements that are available for public use.

b) Key management personnel

The key management personnel of the Corporation has been defined as members of its Board of Directors and executive management team members. Total compensation of key management in 2020 was \$628,468 (2019 - \$679,152).

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

20. Related party transactions (continued):

(b) Transactions with parent

The following summarizes the Corporation's related party transactions, recorded at the exchange amounts, with the parent, the City of Stratford, for the years ended December 31:

	2020	2019
Revenues:		
Energy sales	\$ 1,807,165	\$ 1,874,232
Water and sewer administration fee	490,245	493,735
Street lighting services	36,327	34,705
Service centre space rental	29,942	36,058
Total revenues	\$ 2,363,679	\$ 2,438,730
Expenses:		
Interest on demand notes payable	\$ 1,131,000	\$ 1,131,000
Property taxes	126,361	106,781
Tree trimming	65,163	51,640
Total expenses	\$ 1,322,524	\$ 1,289,421
	December 31, 2020	December 31, 2019
Receivable balances:		
Accounts receivable	\$ 370,627	\$ 285,776
Payable balances:		
Accounts payable and accrued charges	\$ 1,002,564	\$ 892,949
Demand notes payable	15,600,000	15,600,000
Dividends payable	115,211	210,440
Total payables	\$16,717,775	\$16,703,389
The net amount owing to the Corporation of the City of Stratford for accounts receivable, accounts payable and accrued charges is \$631,937 (2019 - \$607,173).		
Dividends paid	\$ 600,810	\$ 991,100

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

20. Related party transactions (continued):

(c) Transactions with corporations under common control of the parent

The following summarizes the Corporation's related party transactions, recorded at the exchange amounts, with Festival Hydro Services Inc., a wholly-owned subsidiary of the City of Stratford, for the years ended December 31:

	2020	2019
Revenues:		
Operational services	\$ 36,333	\$ 39,812
Management fee	50,454	63,625
Office and fibre room rentals	7,304	43,199
Joint pole rentals	70,321	54,853
Interest earned	20,833	12,386
Energy sales	21,604	13,373
Water billing and collection services	71,980	71,064
Total revenues	\$278,829	\$299,312
Expenses:		
Fiber and WIFI services	\$154,148	\$178,148
Information technology and management services	174,047	302,463
Total expenses	\$328,195	\$480,611
Receivable balance:		
	December 31, 2019	December 31, 2019
	\$627,071	\$537,982

21. Capital management:

The Corporation's main objectives when managing capital is to:

- ensure ongoing access to funding to maintain, refurbish and expand the electricity distribution system;
- ensure sufficient liquidity is available (either through cash and cash equivalents or committed credit facilities) to meet the needs of the business;
- ensure compliance with covenants related to its credit facilities; and
- prudent management of its capital structure with regard to recoveries of financing charges permitted by the OEB on its regulated electricity distribution business, and to deliver the appropriate financial returns.

The Corporation monitors forecasted cash flows, capital expenditures, debt repayment and key credit ratios. The Corporation manages capital by preparing short-term and long-term cash flow forecasts, statements of financial position and comprehensive statements of income. In addition, the Corporation accesses its revolving credit facility to fund net periodic net cash outflows and to maintain available liquidity.

There have been no changes in the Corporation's approach to capital management during the year. As at December 31, 2020, the Corporation's definition of capital included borrowings under its revolving credit facility, long-term debt and obligations including the current portion thereof, and equity, and had remained unchanged from the definition as at December 31, 2019. As at December 31, 2020, equity amounted to \$27,991,792 (2019 - \$27,279,435), borrowings in the form of demand notes payable and long-term debt, including the current portion thereof, amounted to \$27,377,639 (2019 - \$28,024,335) and the revolving credit facility amounted to \$978,849 (2019 - \$1,334,728).

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

21. Capital management (continued):

The OEB regulates the amount of deemed interest on debt and rate of return that may be recovered by the Corporation, through its electricity distribution rates, in respect of its regulated electricity distribution business. The OEB permits such recoveries on the basis of a deemed capital structure represented by 60% debt and 40% equity. The actual capital structure and finance costs for the Corporation may differ from the OEB deemed structure.

The Corporation is subject to debt agreements that contain various covenants. The Corporation's credit agreement with Royal Bank provides a revolving demand facility, letter of guarantee which is posted with the IESO as prudential support, and a long-term loan facility. These combined facilities are subject to a funded indebtedness debt to equity ratio of no more than 65%. Long term lending arrangements with Infrastructure Ontario ("OICP") are subject to meeting a debt to equity test of no greater than 75:25 and debt servicing ratio of no less than 1.30 times.

The Corporation has customary covenants typically associated with long-term debt. As at December 31, 2020 and December 31, 2019, the Corporation was in compliance with all with all credit agreement covenants and limitations associated with its long-term debt.

22. Financial instruments and risk management:

Fair value disclosure

The carrying values of accounts receivable, unbilled revenue, and the revolving term facility, accounts payable and accrued liabilities approximate their fair values due to the short maturity of these instruments. The fair values of customer deposits approximate their carrying amounts taking into account interest accrued on the outstanding balance. Cash is measured at fair value.

The swap agreement is measured at fair value, which is provided by a third-party, banking institution and is based on market rates at the date of the valuation. The valuation of the interest rate swap resulted in an unrealized loss recorded on the statement of financial position at December 31, 2020 of \$1,585,033 (2019 - \$744,235).

The fair value of the long-term borrowings is calculated based on the present value of future principal and interest cash flows, discounted at the current rate of interest at the reporting date. The carrying amounts and fair values of the Corporation's long-term loans consist of the following:

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

22. Financial instruments and risk management (continued):

	2020	2019
Carrying amounts:		
Demand notes payable, 7.25%	\$15,600,000	\$15,600,000
OIPC 4.4% maturing June 15, 2025	813,214	976,600
OIPC 3.98% maturing October 1, 2025	123,425	145,735
Term Loan 2.93% maturing May 1, 2038 plus stamping fee of 0.42% maturing May 1, 2023	10,841,000	11,302,000
Total	\$27,377,639	\$28,024,335

	2020	2019
Fair values:		
Demand notes payable valued based on current revolving credit facility rate of 3.95%	\$16,886,583	\$17,332,932
OIPC 4.4% maturing June 15, 2025 using current OIPC 15-year rate of 3.20%	830,131	999,322
OIPC 3.98% maturing October 1, 2025, using current OIPC posted 15-year rate of 3.20%	125,074	147,810
Term Loan 2.93 % plus stamping fee of 0.42% maturing May 1, 2023, booked at market value	12,426,033	12,046,235
Total	\$30,267,821	\$30,526,299

Financial risks

The following is a discussion of financial risks and related mitigation strategies that have been identified by the Corporation for financial instruments. This is not an exhaustive list of all risks, nor will the mitigation strategies eliminate all risks listed. The Corporation's activities provide for a variety of financial risks, particularly credit risk, market risk and liquidity risk.

a) Credit risk

The Corporation is exposed to credit risk as a result of the risk of counterparties defaulting on their obligations. The Corporation's exposure to credit risk primarily relates to accounts receivable and unbilled revenue. The Corporation monitors and limits its exposure to credit risk on a continuous basis.

The Corporation's credit risk associated with accounts receivable and unbilled revenue is primarily related to electricity bill payments from electricity customers. The Corporation obtains security deposits from certain customers in accordance with direction provided by the OEB and as outlined in the Corporation's conditions of service. As of December 31, 2020, the Corporation held security deposits related to electricity receivables in the amount of \$979,437 (2019 - \$1,168,057).

As at December 31, 2020, there were no significant concentrations of credit risk with respect to any one customer. No single customer accounts for revenue in excess of 5% of total distribution revenue. The Corporation earns its

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

22. Financial instruments and risk management (continued):

(a) Credit risk (continued)

revenue from a broad base of approximately 21,000 customers (2019 - 21,000 customers) located throughout its service territory.

The credit risk and mitigation strategies with respect to unbilled revenue are the same as for accounts receivable. The credit risk related to cash is mitigated by the Corporation's treasury policies on assessing and monitoring the credit exposures of counterparties.

Credit risk associated with electricity accounts receivable and unbilled revenue (electricity only) is as follows:

	2020	2019
Not more than 30 days	\$4,602,942	\$4,281,426
More than 30 but less than 90 days	430,049	240,715
More than 90 days	101,286	83,206
Less allowance for impairment	(152,434)	(153,172)
Unbilled revenue	6,371,221	7,638,126
	\$11,353,064	\$12,090,301

As at December 31, 2020, the Corporation's accounts receivable and unbilled revenue which were not past due or impaired were assessed by management to have no significant collection risk and no additional allowance for impairment was required for these balances.

Reconciliation between the opening and closing allowance for impairment is as follows:

	2020	2019
Balance, beginning of year	\$ 153,172	\$ 129,878
Provision for impairment	39,720	19,366
Write offs	(55,346)	339
Recoveries	14,889	3,589
Balance, end of year	\$ 152,435	\$ 153,172

Unbilled revenue represents amounts for which the Corporation has a contractual right to receive cash through future billings and are unbilled at year end. Unbilled revenue is considered current and no provision for impairment was established as at December 31, 2020 (2019 – nil).

(b) Interest rate risk

The Corporation is exposed to fluctuations in interest rates for the valuation of its employee future benefit obligations (note 12). The Corporation is also exposed to short-term interest rate risk on the net of cash position and short-term borrowings under its Revolving Credit Facility and customer deposits. The Corporation manages interest rate risk by monitoring its mix of fixed and floating rate instruments and taking action as necessary to maintain an appropriate balance.

As at December 31, 2020, aside from the valuation of its employee future benefit obligations, the Corporation was exposed to interest rate risk predominately from short-term borrowings under its revolving credit facility and customer deposits, while most of its remaining obligations were either non-interest bearing or bear fixed interest rates, and its financial assets were predominately short-term in nature and mostly non-interest bearing. The

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

22. Financial instruments and risk management (continued):

(a) Interest rate risk (continued)

Corporation estimates that a 100 basis point increase in short-term interest rates, with all other variables held constant, would result in an increase of approximately \$36,424 (2019 - \$22,784) to annual finance costs. A decrease of 100 basis points would result in a reduction in financing costs of \$36,424 (2019 - \$22,784).

(b) Liquidity risk

The Corporation is exposed to liquidity risk related to its ability to fund its obligations as they become due. The Corporation monitors and manages its liquidity risk to ensure access to sufficient funds to meet operational and financial requirements. The Corporation has access to credit facilities and monitors cash balances daily. The Corporation's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing finance costs.

The Corporation has a revolving credit facility available of \$10,000,000 with a Canadian chartered bank. As at December 31, 2020, \$978,849 (2019 - \$1,334,728) was drawn on this facility.

As a purchaser of electricity through the Independent Electricity System Operator ("IESO"), the Corporation is required to provide security to minimize the risk of default based on its expected activity in the market. The IESO may draw on this security if the Corporation fails to make payment required by a default notice issued by the IESO. The Corporation has a \$3.6 million revolving term facility by way of a letter of guarantee with Royal Bank, of which \$3,095,139 (2019 - \$3,095,139) has been assigned to secure the prudential support required by the IESO.

The majority of accounts payable, as reported on the statement of financial position, is due within 30 days. Liquidity risks associated with financial commitments are as follows:

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

22. Financial instruments and risk management (continued):

December 31, 2020				
	Due within 1 year	Due within 1 to 5 years	Due> 5 years	Total
Revolving credit facility	\$ 978,849	\$ -	\$ -	\$ 978,849
Accounts payable and accrued liabilities	8,587,712	-	-	8,587,712
Due to City of Stratford	1,002,564	-	-	1,002,564
Demand notes payable	15,600,000	-	-	15,600,000
OIPC 4.4% maturing June 15, 2025	167,207	646,007	-	813,214
OIPC 3.98% maturing October 1, 2025	22,779	100,646	-	123,425
Term Loan 2.93 % plus stamping fee of 0.42% maturing May 1, 2038	475,000	2,058,000	8,308,000	10,841,000
	\$ 26,834,111	\$ 2,804,653	\$ 8,308,000	\$ 37,946,764
December 31, 2019				
	Due within 1 year	Due within 1 to 5 years	Due> 5 years	Total
Revolving credit facility	\$ 1,334,728	\$ -	\$ -	\$ 1,334,728
Accounts payable and accrued liabilities	8,324,652	-	-	8,324,652
Due to City of Stratford	892,949	-	-	892,949
Demand notes payable	15,600,000	-	-	15,600,000
OIPC 4.4% maturing June 15, 2025	163,386	714,795	98,419	976,600
OIPC 3.98% maturing October 1, 2025	22,310	96,757	26,668	145,735
Term Loan 2.93 % plus stamping fee of 0.42% maturing May 1, 2038	461,000	1,994,000	8,847,000	11,302,000
	\$ 26,799,025	\$ 2,805,552	\$ 8,972,087	\$ 38,576,664

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

23. Commitments and contingencies:

Operating leases

The Corporation entered into a non-cancellable operating lease for service centre space for a period of five years dated November 15, 2015. The contract is subject to an annual increase based on the Ontario Consumer Price Index. Minimum lease payments required are \$943 per month for 2020.

Connection and cost recovery agreement - St. Mary's transformer station

The Corporation and Hydro One Networks Inc. entered into a twenty-five-year capital cost recovery agreement ("CCRA") in September 2002 relating to Hydro One Networks Inc. building new feeder positions at the existing St. Mary's Transformer Station. Under the terms of the agreement, the Corporation has guaranteed new load growth which, if not met, would require the Corporation to provide a financial contribution toward the capital investment of the transformer station.

The CCRA has been trued-up effective July 5, 2013. Since load growth had fallen below a target amount, a cumulative contribution in the amount of \$550,200 has been paid to Hydro One Networks. This amount has been recorded as an intangible asset subject to 15-year amortization over the remaining life of the agreement. The agreement was subject to true up effective on the fifteenth year of the agreement in July 2018 however, this has not been completed by Hydro One Inc. It is possible that the Corporation may owe a further payment as a result of the agreement but an estimate of any amount owing is not possible at December 31, 2020 given the nature of the variables included in the calculation. The need for a contribution will be determined by Hydro One Networks Inc. based on actual new load growth.

Connection and cost recovery agreement-Stratford transformer station ("Festival Hydro MTS1")

The Corporation and Hydro One Networks Inc. entered into a twenty-five-year CCRA in November, 2012, relating to Hydro One Networks Inc. building a new 230kV line to connect Festival Hydro's MTS1 to Hydro One's 230kV circuit. Under the terms of the agreement, the Corporation has guaranteed new load growth which, if not met, would require the Corporation to provide a financial contribution toward the capital investment. The CCRA is trued-up (a) following the fifth and tenth anniversaries of the in-service date; and (b) following the fifteenth anniversary of the in-service date if the actual load is 20% higher or lower than the load forecast at the end of the tenth anniversary of the in-service date. The fifth anniversary of the in-service date was in November 2017. The need for a contribution will be determined by Hydro One Networks Inc. based on actual new load growth.

General

From time to time, the Corporation is involved in various litigation matters arising in the ordinary course of its business. The Corporation has no reason to believe that the disposition of any such current matter could reasonably be expected to have a materially adverse impact on the Corporation's financial position, results of operations or its ability to carry on any of its business activities.

General Liability Insurance

The Corporation is a member of the Municipal Electric Association Reciprocal Insurance Exchange ("MEARIE"). MEARIE is a pooling of public liability insurance risks of many of the electrical utilities in Ontario. All members of the pool are subjected to assessment for losses experienced by the pool for the years in which they were members on a pro-rata basis based on the total of their respective service revenues. It is anticipated that should such an assessment occur it would be funded over a period of up to 5 years. As at December 31, 2020, no assessments had been made.

Festival Hydro Inc.

Notes to the Financial Statements

Year ended December 31, 2020, with comparative information for 2019

24. Impact of COVID-19:

The COVID-19 outbreak was declared a pandemic by the World Health Organization on March 11, 2020. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. The Government of Ontario originally announced a state of emergency on March 17, 2020 which remained in effect until July 24, 2020 when the Reopening Ontario Act, 2020 was introduced provided for restrictive orders. A secondary state of emergency was declared effective January 14, 2021 until February 16, 2021 and third state of emergency was declared effective April 9, 2021 until May 6, 2021. These measures, which include the implementation of travel bans, self-imposed quarantine periods and physical distancing, have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable. The OEB has informed the Corporation that it is to track COVID-19 related expenses including bad debt expenses through a deferral account for potential future recovery. The current challenging economic climate may lead to adverse changes in cash flows, working capital levels and/or debt balances, which may also have a direct impact on the Corporation's operating results and financial position in the future. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and our business are not known at this time.

25. Guarantee:

The Corporation has guaranteed the bank loan of QR Fibre, a company related through common ownership, to the extent of \$4,500,000. In addition, the Corporation has entered into a Guarantee Indemnification Agreement to ensure compliance with the Affiliation Relationships code for Electricity Distributors and Transmitters and mitigate its risk exposure. No amount has been recorded in these financial statements as the Corporation does not expect to have to honour its guarantee.

To: Councillor Tom Clifford and the Finance and Labour Relations Committee

Date: May 18, 2021

From: Scott Knapman, CEO and Alyson Conrad, CFO

Re: Financial Statement Commentary for the period ended March 31, 2021

Net income for the period is \$493K, which is \$39K above the YTD budget. Detailed commentary on the balance sheet and statement of operations are noted below:

BALANCE SHEET COMMENTARY:

Accounts Receivable – The accounts receivable balance is \$490K less than it was in March of 2020. This variance is the result of the following:

- Electricity receivables are \$1M lower than March 2020, the majority of this being current balance i.e., not in arrears. However, arrears greater than 30 days has increased by \$71K since last year. This is likely due to the extended disconnect moratorium.

The offset to the receivable decreases is an increase in receivables for Ontario Energy Rebate (OER) recovery from the Independent Electricity System Operator (IESO).

Electricity receivables are being continuously monitored due to the disconnection moratorium. The Ontario Energy Board (OEB) has extended the disconnection moratorium until the end of the current stay-at-home order on May 19. The customer service team has been working diligently to attempt to collect arrears while being understanding and empathic to the customers who have been negatively impacted by the pandemic. Wherever possible, customer service representatives are working with customers and making payment arrangements. Arrears have also been mitigated by the Government of Ontario's COVID-19 Energy Assistance Program (CEAP) funds. This funding was made available to support residential, small business and charitable organization customers who have overdue amounts on their energy bills as a result of the Covid-19 emergency. The first allocation of funds totaled \$41,469. In late March, the OEB provided a second allocation of funds totaling \$13,911. FHI still has just over \$8.5K remaining of this funding. On April 21st, a further allocation of funding has been announced with FHI's share being \$9,478. These funds have helped local customers who are in need of support while reducing the collections risk for FHI.

Due from FHSI – This balance decreased 72K since December 2020. The difference is mainly due to the Q4 revenue received in the amount of \$46K. The remainder is due to timing differences of revenues and expenses.

Unbilled Revenue – This balance is \$1.23M lower than the balance in March of 2020 and \$492K higher than the balance at the end of 2020. The main difference from prior year is due to the OER credit being accrued in 2021. This process was started after Q1 of 2020.

Regulatory Assets – The regulatory asset balance has decreased by \$2.44M since December 2020 and is driven virtually all by the commodity accounts due to several pricing fluctuations in the first three months of the year.

A/P and Accrued Liabilities – This balance has increased \$113K from the March 2020 balance. The accrued IESO invoice payable was higher in 2021 than the March accrual for 2020 causing this variance year over year.

Consumer Deposits – The consumer deposit liability has decreased \$575K from the December 2020 balance. This is mainly as a result of moving deposit balances for miscellaneous AR accounts out of the consumer deposit line on the statements. We hold these balances as an offset to AR until an adjustment is made a year end to reclassify. This adjustment is reversed in January. There was also a net payout of deposits in 2021 of \$88K. The majority of this net payout is the result of subdivision deposit refunds.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q1 2021 is \$7K above budget. Residential revenues are ahead of budget by \$16K and GS<50kW are ahead of budget by \$22K. GS>50kW are below budget by \$29K. The remaining rate classes make up the remainder of the variance. Overall, these variances are positive considering the current government shutdown and business closures. FHI will continue to closely monitor budget to actual distribution revenues to mitigate losses if necessary.

Other Revenue – Other revenue is running \$44K below budget at the end of Q1 mainly due to lower rate of return revenue on billable work than budgeted. We generally expect to see this in the first quarter as much of the work is billed heavily in the third and fourth quarters of the year. There is also a reduction in Service Centre Rental Revenue from the City's Water Department because of reduced occupancy due to Covid. To offset a portion of these decreases, we are \$18K above budget on sale of scrap.

Controllable Costs - Total controllable costs are \$67K less than budget to the end of Q1.

Operating and Maintenance expenses are down overall by \$13K. Some variances are due to timing differences of actual spend versus the budget timing. Substantial decreases in expenses are due to two staffing delays. In addition, locates costs are over budget by \$23K due to significant external requests for underground cable locates. To put into context there were 290 locate requests in March 2020 and 676 in March 2021.

Administration expenses are down overall by \$54K. The majority of this decrease is due to two staffing vacancies. In addition, there were also decreases in OEB assessment fees, insurance and community safety programs due to Covid-19 limitations.

FESTIVAL HYDRO INC.

Balance Sheet

For the period ending March 31, 2021

	YTD as at Mar 31, 2020	YTD as at Dec 31, 2020	YTD as at Mar 31, 2021		YTD as at Mar 31, 2020	YTD as at Dec 31, 2020	YTD as at Mar 31, 2021
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Accounts Receivable	7,143,003	7,398,302	6,653,307	Bank Indebtedness	3,177,776	977,189	382,953
Inventory	199,330	172,612	312,113	Accounts Payable & Accrued Liabilities	8,569,287	9,597,481	7,922,210
Prepaid Expenses	423,371	389,850	386,382	Current Portion of Consumer Deposits	1,079,709	1,054,198	1,007,805
Due from FHSI	793,995	627,071	555,151	Current Portion of Long Term Loans	528,983	664,985	547,985
Corporate PILS Recoverable	216,747	177,937	161,437	Dividends Declared	210,440	115,211	—
Unbilled Revenue	7,986,729	6,371,221	6,863,550	Promissory Note	15,600,000	15,600,000	15,600,000
	16,763,175	15,136,994	14,931,940		29,166,195	28,009,063	25,460,952
Property, Plant & Equipment	54,480,953	55,447,062	55,392,979	Other Liabilities			
Other Assets				Unrealized loss on interest rate swap	744,234	1,585,033	1,585,033
Intangible Assets	1,998,637	1,955,244	1,923,222	Deferred Revenue	1,954,227	2,227,262	2,174,096
Future payments in lieu of income taxes	(745,865)	(947,981)	(947,981)	Employee Future Benefits	1,472,268	1,492,917	1,492,917
Regulatory Assets	106,076	1,267,203	(977,713)	Long Term Debt			
				Consumer Deposits over one year	—	439,796	(88,332)
				RBC Loan - LT Portion	10,841,000	10,366,000	10,366,000
				Infrastructure Ontario Loan - LT Portion	936,640	746,654	746,654
				TOTAL LIABILITIES	45,114,564	44,866,726	41,737,321
				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	12,278,469	12,861,751	13,455,081
				Accumulated Other Comprehensive Income	(358,444)	(438,343)	(438,343)
				TOTAL EQUITY	27,488,413	27,991,796	28,585,126
TOTAL ASSETS	72,602,977	72,858,522	70,322,447	TOTAL LIABILITIES AND EQUITY	72,602,977	72,858,522	70,322,447

FESTIVAL HYDRO INC.

Income Statement

For the period ending March 31, 2021

	YTD as at Mar 31, 2020	YTD as at Mar 31, 2021	YTD Budget at Mar 31, 2021	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	21,760,969	17,506,542	21,033,720	(3,527,178)	(17%)
Cost of Power	18,915,129	14,599,166	18,133,456	(3,534,291)	(19%)
GROSS MARGIN (DISTRIBUTION REVENUE)	2,845,840	2,907,376	2,900,264	7,112	0%
Other Operating Revenue	232,104	237,102	281,079	(43,977)	(16%)
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	33,527	42,448	31,145	11,303	36%
Distribution Lines & Services Overhead	452,122	387,813	397,865	(10,052)	(3%)
U/G Distribution Lines & Services	46,313	78,477	32,341	46,136	143%
Distribution Transformers	22,362	18,685	17,681	1,004	6%
Distribution Meters	99,278	48,751	135,810	(87,059)	(64%)
Customer Premises	27,632	40,116	14,311	25,806	180%
TOTAL OPERATING AND MAINTENANCE	681,235	616,290	629,153	(12,863)	(2%)
ADMINISTRATION					
Billing, Collecting & Meter Reading	301,963	334,257	339,334	(5,077)	(1%)
Administration	629,795	578,526	627,632	(49,106)	(8%)
TOTAL ADMINISTRATION	931,758	912,783	966,966	(54,183)	(6%)
Allocated Depreciation	(38,175)	(30,548)	(30,548)	—	—
TOTAL CONTROLLABLE COST	1,574,817	1,498,525	1,565,572	(67,047)	(4%)
NET INCOME BEFORE DEP'N, INTEREST & TAX	1,503,126	1,645,953	1,615,771	30,182	2%
Depreciation	642,661	597,721	597,721	(0)	(0%)
Interest Expense	423,635	394,406	408,454	(14,048)	(3%)
Interest Income	(13,308)	(7,004)	(12,040)	(5,036)	(42%)
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	450,139	660,830	621,636	39,194	6%
Current Tax	45,999	67,500	67,500	—	—
NET INCOME BEFORE SWAP & ICM	404,140	593,330	554,136	39,194	7%
Unrealized Gain/Loss on Swap	—	—	—	—	—
Marketable Security - recorded as OCI	—	—	—	—	—
NET INCOME	404,140	593,330	554,136	39,194	7%

FESTIVAL HYDRO INC.

Cash Flow Statement

For the period ending March 31, 2021

	YTD as at Dec 31, 2020	YTD as at Mar 31, 2021
Cash from Operations		
Net Income	1,217,939	593,330
Depreciation	2,548,121	597,721
Amortization of deferred revenue in other revenue	(56,840)	(53,166)
Unrealized loss on interest rate swap	840,798	—
Decrease/(Increase) in Receivables	(1,018,060)	744,994
Decrease/(Increase) in Inventory	(41,285)	(139,501)
Decrease/(Increase) in Prepays	33,219	3,468
Decrease/(Increase) in Due from FHSI	(89,088)	71,921
Decrease/(Increase) in PILS	(70,190)	16,500
Decrease/(Increase) in Unbilled Revenues	1,266,905	(492,329)
Decrease/(Increase) in Future Tax (offsetting entry in payab	202,116	—
Decrease/(Increase) in Regulatory Assets	(693,791)	2,244,916
Increase/(Decrease) in Payables	370,028	(1,675,271)
Increase/(Decrease) in Dividends Declared	(95,229)	(115,211)
Increase/(Decrease) in Deposits	(168,197)	(574,521)
Increase/(Decrease) in Employee Future Benefits	20,649	—
Contributed Capital	465,541	258,117
Net Cash Provided	4,732,635	1,480,967
Cash from Financing		
Loan Repayments	646,696	117,000
Cash Used - Capital Expenditures	3,224,478	769,732
Cash Used - TS expansion	—	—
TS Expansion Construction Loan Proceeds	—	—
Cash Used - Dividends paid current year	505,581	—
Cash Used - Dividends declared in prior year	—	—
Net Cash Used	4,376,755	886,732
Increase (Decrease) in Cash Position	355,880	594,235
Bank Indebtedness, Beg of Period	(1,333,068)	(977,188)
Bank Indebtedness, End of Period	(977,188)	(382,953)
Line of Credit Analysis	2020	2021
High balance (YTD)	2,452,459	2,956,302
Low Balance (YTD)	(3,306,722)	(3,720,000)
Overdraft interest (annualized)	49,025	36,735
Interest rate (avg annual for period)	2.45%	2.45%
Average overdraft balance	2,001,007	1,499,396

Key Financial Ratios:	Actual Ratio	Required Ratio
RBC Compliance Ratio - Funded Debt to Total Capital	0.50	Less than 0.65
Infrastructure Ont Compliance - Debt to Equity Test	31:69	Less than 75:25
Infrastructure Ont Compliance - Debt Service Ratio	2.11	Not less than 1.30X

FESTIVAL HYDRO INC.

Statement of Capital For the period ending March 31, 2021

	YTD as at Mar 31, 2020	YTD as at Mar 31, 2021	YTD Budget at Mar 31, 2021	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION					
Distribution Overhead	77,826	249,833	247,079	2,754	1%
Underground Conductor and Devices	35,539	94,652	214,139	(119,487)	(56%)
Distribution Transformers	20,276	108,310	81,572	26,738	33%
Services	27,629	67,546	—	67,546	(100%)
Distribution Meters	125,948	2,439	61,386	(58,947)	(96%)
SCADA/Distribution Automation	8,102	2,462	13,750	(11,288)	(82%)
Tools and Miscellaneous Equipment	3,551	8,292	7,500	792	11%
TOTAL DISTRIBUTION	298,871	533,533	625,426	(91,893)	(15%)
OTHER CAPITAL					
Land and Buildings	13,594	9,904	147,097	(137,193)	(93%)
Transformer Station	10,896	1,102	40,365	(39,263)	(97%)
Vehicles and Trailers	—	—	15,000	(15,000)	(100%)
Computer Hardware and Software	54,150	225,193	90,334	134,859	149%
TOTAL OTHER CAPITAL	78,640	236,199	292,796	(56,597)	(19%)
TOTAL CAPITAL	377,512	769,732	918,222	(148,490)	(16%)

**RESOLUTION OF THE SOLE SHAREHOLDER OF
FESTIVAL HYDRO INC.
(the “Corporation”)**

RESOLVED THAT:

1. The financial statements of the Corporation as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020 the notes to the financial statements; and; the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted.
2. KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration.
3. All acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

The foregoing resolution is signed by the sole Shareholder of the Corporation pursuant to the *Business Corporations Act* this _____ day of _____, _____.

The Corporation of the City of Stratford

Per: _____

Mayor: Dan Mathieson

Per: _____

Clerk: Tatiana Dafoe



MANAGEMENT REPORT

Date: May 25, 2021
To: Mayor and Council
From: Spencer Steckley, Manager of Financial Services
Report#: COU21-055
Attachments: Attachment 1 - Festival Hydro Services Inc. Rhyzome Financial Statements Dec 31 2020 and Mar 31 2021; Attachment 2 – Resolution of the Sole Shareholder of Festival Hydro Services Inc.

Title: Financial Statements and Commentary for Festival Hydro Services Inc. Rhyzome (FHSI) – Dec 31 2020 and Mar 31 2021

Objective: To consider the financial reports from FHSI for the year ended December 31, 2020, as well as the period ending March 31, 2021.

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

Analysis: FHSI representatives will attend the meeting to review the attached statements.

Financial Impact: Not applicable.

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 Festival Hydro Services Inc. 2020 audited financial statements and commentary for the year ended December 31, 2020, be approved by City Council;

THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2020, be received for information;

THAT the attached Resolution of the Sole Shareholder of Festival Hydro Services Inc. be adopted by City Council and authorization given for the Mayor and Clerk to sign the Resolution on behalf of The Corporation of the City of Stratford;

THAT the financial statements of Festival Hydro Services Inc. as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020, and the notes to the financial statements, and the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted;

THAT KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.



Spencer Steckley, Manager of Financial Services



Joan Thomson, Chief Administrative Officer



Festival Hydro Services Inc.

Financial Statements

Prepared For:

Tom Clifford and the Finance & Labour Relations

Committee May 2021

To: Councillor Tom Clifford and the Finance and Labour Relations Committee
Date: May 18, 2021
From: Scott Knapman, CEO and Alyson Conrad, CFO
Re: FHSI Commentary on Commentary on Preliminary Financial Results – for the Year Ended December 31, 2020

The net income for the period is \$141K which is \$62K above budget. Detailed commentary on the balance sheet and income statement activity are noted below:

Balance Sheet Commentary:

Capital asset additions: Additions to the end of 2020 are \$606K, 158% of budget. The computer hardware capital additions total includes unbudgeted Dedicated short-range communications (DSRC) equipment that was purchased in 2020 for \$517K, all of which will be recovered through capital contributions during 2020 and 2021. The contributions are not offset against the purchase in assets but are set up in deferred revenue as per IFRS standards. Additions without the DSRC equipment represent 23% of budget for 2020. Capital purchases for 2020 are less than budgeted as a result of not building a fibre ring as budgeted as well as deferrals of projects to 2021 based on cash flow uncertainties due to the COVID-19 pandemic. Details on the capital spend to date are as noted below:

Computer Hardware/Software: Total hardware/software spend for 2020 is \$548K - \$439K over budget. \$517K of this spend is the DSRC equipment purchased and other additions of \$31K relates to planned and budgeted upgrades. The \$70K variance of the approved 2020 budget is the result project deferrals due to COVID.

WIFI Capital: Total capital WIFI spend for 2020 is \$53K which is \$3K over budget. The \$3K in additions is attributed to the incremental spend supporting the implementation for the Stratford school's connectivity project.

Fibre Capital: Total spend on fibre capital for 2020 is \$6,500 which supported the upgrade of a temporary splice on Embro Road and the reconnection of fibre to the Tom Patterson Theatre. The total spend is \$220k less than the approved budget of \$226,500, \$160,000 of which is directly attributable to unspent costs associated with the fibre ring buildout which is no longer required. The remaining \$60K of budget was requested to commence a condition survey of current fibre to assess replacement needs and support additional build out of the fibre network as needed for customer connectivity.

Due to FHI: The balance due to FHI is \$630K as compared to the budget of \$891K. The \$260K under budget is a result of delaying capital spend budgeted in 2020 due to the COVID-19 pandemic as well as no spend on the fibre ring buildout as noted above.

Deferred Revenue: Deferred revenue is \$574K above budget and the balance has increased \$415K from the December 2019 balance as a result of the contributed capital amounts received for DSRC equipment.

Deferred Tax Liability: This amount is \$8K less than projected as a result of lower capital additions.

Income Statement Commentary:

Revenues: Revenues are \$106K below budget.

Consulting revenue: Much of the overall decrease in revenue is mainly a result of the shift in resources available for consulting than was included in the budget.

ISP revenue is lower than budget as a result of a slower pick-up rate in home connections than planned. This is directly due to the delay in construction and ability to connect fibre into people's homes during the pandemic.

Operating Expenses: Operating expenses are \$207K below budget. Wi-Fi expenses lower than budget as a result of less maintenance cost being incurred in 2020 than expected. Business Development costs are less than budget as a result of the two vacancies. Administration costs are below budget mainly as a result of lower marketing costs being incurred in 2020 than planned and lower management fee costs with the CEO vacancy. Outside service costs are less than budget due to contract fees and lease of the test track that did not occur in 2020.

Income tax: Current and future income taxes are higher than budget by \$35K due to the additional net income in the year compared to budget.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet

For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020		YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Cash	14,159	9,529	9,529	Accounts Payable	260,347	33,014	33,014
Accounts Receivable & Prepaids	176,141	60,474	60,474	Due to Festival Hydro Inc.	537,982	627,071	630,251
Income Tax Receivable/(Payable)	—	—	(2,000)	Current Portion of LTD	329,106	41,707	42,668
Other Assets	—	—	—	Promissory Note	372,000	372,000	372,000
Inventory	8,019	7,773	7,773				
Total Current Assets	198,320	77,776	75,776	Total Current Liabilities	1,499,436	1,073,792	1,077,933
Fixed Assets				Other Liabilities			
Gross Book Value	4,963,188	5,394,392	5,394,392	Deferred Revenue	272,224	687,600	687,600
Accumulated Depreciation	(1,837,457)	(2,008,348)	(2,008,348)	Deferred Tax Liabilities	202,000	238,000	240,000
Net Book Value	3,125,731	3,386,044	3,386,044				
Other Assets				Long Term Debt			
Investment in QR Fibre Co.	—	—	—	RBC Financing	1	1	1
Investment Tax Credit Receivable	21,000	6,000	—	POP Loan Long Term Portion	405,521	363,813	363,813
				TOTAL LIABILITIES	2,379,181	2,363,207	2,369,347
				EQUITY			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	716,634	857,378	843,237
				TOTAL EQUITY	965,869	1,106,613	1,092,473
TOTAL ASSETS	3,345,051	3,469,820	3,461,820	TOTAL LIABILITIES AND EQUITY	3,345,051	3,469,820	3,461,820

FESTIVAL HYDRO SERVICES INC.

Statement of Operations

For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Budget at Dec 31, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
TOTAL REVENUE	1,348,556	1,332,368	1,438,061	(105,693)	(7%)
TOTAL OPERATING EXPENSES	864,623	735,954	942,517	(206,563)	(22%)
NET INCOME BEFORE DEPRECIATION & INTEREST	483,933	596,414	495,544	100,870	20%
Depreciation	289,803	346,015	329,734	—	—
Interest Expense	51,429	59,670	71,056	(11,386)	(16%)
Interest Income	(1,716)	(1,015)	—	(1,015)	—
NET INCOME FOR THE PERIOD BEFORE TAXES	144,418	191,743	94,753	96,990	102%
Current Tax Provision	—	15,000	—	15,000	—
Future Tax Provision	47,000	36,000	16,000	20,000	125%
NET INCOME(LOSS) FOR THE PERIOD	97,418	140,743	78,753	61,990	79%

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending December 31, 2020

	YTD as at Dec 31, 2019	YTD as at Dec 31, 2020	YTD Bdgt. as at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020
Cash from Operations				
Net Income	97,417	140,744	78,754	126,603
Future tax provision	47,000	36,000	16,000	38,000
Current tax provision (ITC portion)	—	15,000	—	23,000
Depreciation	289,803	346,015	329,734	346,015
Amortization of contributed capital	(11,506)	(45,817)	—	(45,817)
Amortization of deferred revenue	(20,766)	(18,807)	—	(18,807)
Accretion of interest	11,020	—	—	—
Investment in QR Fibre Co.	—	—	(54,761)	—
Net Change in Receivables/Payables	67,871	(111,419)	—	(111,418)
Net Cash Provided	480,839	361,716	344,267	357,576
Cash from Financing				
Capital expenditures - Festival	(476,894)	(606,328)	(384,490)	(606,328)
Contributed capital received DSRC - AVIN	120,000	480,000	—	480,000
Loan - Wightman	(187,608)	(40,922)	(53,260)	(40,922)
Loan - RBC	(307,366)	(288,185)	(288,186)	(287,224)
Loan from/(repayment to) Festival	373,265	89,089	—	92,268
Net Cash Used	(478,603)	(366,346)	(725,936)	(362,206)
Increase (Decrease) in Cash Position	2,236	(4,630)	(381,669)	(4,630)
Cash Beg of Period	11,923	14,159	(499,416)	14,159
Cash End of Period	14,159	9,529	(881,085)	9,529

FESTIVAL HYDRO SERVICES INC.

Statement of Capital

For the period ending December 31, 2020

	YTD as at Dec 31, 2020	YTD Budget at Dec 31, 2020	YTD Prelim. as at Dec 31, 2020	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%	Cur to Proj. YTD Var\$
CAPITAL						
Office Furniture & Equipment	—	—	—	—	—	—
Computer Equipment - Hardware	542,742	67,000	542,742	475,742	710%	—
Computer Software	4,406	41,000	4,406	(36,594)	(89%)	—
Sentinel Lighting Rental Units	—	—	—	—	—	—
Buildings	—	—	—	—	—	—
Fibre Capital	6,299	226,490	6,299	(220,192)	(97%)	—
WiFi Capital	52,881	50,000	52,881	2,881	6%	—
TOTAL CAPITAL	606,328	384,490	606,328	221,838	58%	—

Financial Statements of

FESTIVAL HYDRO SERVICES INC.

And Independent Auditors' Report thereon

Year ended December 31, 2020



KPMG LLP
 140 Fullarton Street, Suite 1400
 London ON N6A 5P2
 Canada
 Tel 519 672-4880
 Fax 519 672-5684

INDEPENDENT AUDITORS' REPORT

To the Shareholder of Festival Hydro Services Inc.

Opinion

We have audited the accompanying financial statements of Festival Hydro Services Inc. (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of The Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



Page 3

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause The Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a single horizontal line.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

April 29, 2021

FESTIVAL HYDRO SERVICES INC.

Statements of Financial Position

December 31, 2020, with comparative information for December 31, 2019

	Note	2020	2019
Assets			
Current assets			
Cash		\$ 9,529	\$ 14,160
Accounts receivable		57,843	173,358
Inventory	5	7,773	8,020
Other assets		2,828	2,782
Income tax receivable		-	-
Total current assets		77,773	198,320
Non-current assets			
Plant and equipment	6	3,375,645	3,114,952
Intangible assets	7	10,401	10,780
Investment tax credit receivable		6,000	21,000
Total non-current assets		3,392,046	3,146,732
Total assets		\$ 3,469,819	\$ 3,345,052
Liabilities and Equity			
Current liabilities			
Accounts payable and accrued liabilities		\$ 33,015	\$ 260,348
Due to Festival Hydro Inc.	15	627,072	537,982
Current portion of long-term debt	9	413,707	701,107
Deferred revenue	9	110,362	28,274
Total current liabilities		1,184,156	1,527,711
Non-current liabilities			
Long-term debt	9	363,813	405,522
Deferred revenue	9	577,238	243,950
Deferred tax liabilities, net	8	238,000	202,000
Total non-current liabilities		1,179,051	851,472
Total liabilities		2,363,207	2,379,183
Equity			
Share capital	10	249,235	249,235
Retained earnings		857,377	716,634
Total equity		1,106,612	965,869
Total liabilities and equity		\$ 3,469,819	\$ 3,345,052

Impact of COVID-19 (note 17)

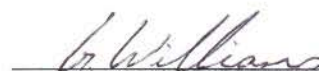
Guarantee (note 18)

See accompanying notes to the financial statements.

On behalf of the Board:



Director



Director

FESTIVAL HYDRO SERVICES INC.

Statement of Comprehensive Income

Year ended December 31, 2020, with comparative information for 2019

	Note	2020	2019
Revenue	11	\$ 1,332,368	\$ 1,337,536
Operating expenses			
Employee salaries and benefits	12	351,642	466,587
Operating expenses	13	384,313	398,038
Depreciation and amortization	6, 7	346,015	289,803
		1,081,970	1,154,428
Income from operating activities		250,398	183,108
Other Income	16	-	11,020
Finance income	14	1,015	1,716
Finance costs	14	59,670	51,429
Income before income taxes		191,743	144,415
Income tax expense	8	51,000	47,000
Net income and comprehensive income		\$ 140,743	\$ 97,415

See accompanying notes to financial statements.

FESTIVAL HYDRO SERVICES INC.

Statement of Changes in Equity

Year ended December 31, 2020, with comparative information for 2019

	Share capital	Retained earnings	Total
Balance at January 1, 2019	\$ 249,235	\$ 619,219	\$ 868,454
Net income and comprehensive income	-	97,415	97,415
Balance at December 31, 2019	\$ 249,235	\$ 716,634	\$ 965,869
Balance at January 1, 2020	\$ 249,235	\$ 716,634	\$ 965,869
Net income and comprehensive income	-	140,743	140,743
Balance at December 31, 2020	\$ 249,235	\$ 857,377	\$ 1,106,612

See accompanying notes to the financial statements.

FESTIVAL HYDRO SERVICES INC.

Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Operating activities:		
Net income and comprehensive income	\$ 140,743	\$ 97,415
Adjustments for:		
Depreciation and amortization	346,015	289,803
Amortization of deferred revenue	(64,624)	(32,268)
Net finance costs	58,655	49,713
Income tax expense	36,000	47,000
Remeasurement of debt	(8,572)	26,449
Changes in non-cash operating working capital		
Accounts receivable	115,715	(125,340)
Inventory	246	622
Other assets	(46)	1,881
Income tax receivable	-	1,763
Investment tax credit receivable	15,000	-
Accounts payable and accrued liabilities	(227,333)	188,342
Due to Festival Hydro Inc.	68,256	359,878
Interest paid	(30,263)	(37,438)
Interest received	1,014	1,716
	450,806	869,536
Financing activities:		
Repayment of long-term debt	(288,186)	(307,366)
Issuance of new debt	(40,923)	97,464
Deferred revenue received	480,000	137,876
	150,891	(72,026)
Investing activities:		
Purchase of plant and equipment	(601,922)	(795,274)
Intangible asset	(4,406)	-
	(606,328)	(795,274)
Increase (decrease) in cash	(4,631)	2,236
Cash, beginning of year	14,160	11,924
Cash, end of year	\$ 9,529	\$ 14,160

See accompanying notes to financial statements.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

1. Reporting entity:

Festival Hydro Services Inc. (the "Company") was incorporated under the Business Corporations Act (Ontario) pursuant to Section 142 of the Electricity Act 1998 on July 11, 2000. The Corporation of the City of Stratford (the "City") passed a bylaw pursuant to Section 145 of the Electricity Act 1998 transferring certain assets and liabilities used in connection with water heaters, sentinel lights, and other energy services and telecommunications from the Stratford Public Utility Commission – Electric Departments. In exchange for these assets the City received a promissory note and common shares. The Company also maintains a 45% ownership share in QR Fibre Inc. QR Fibre Inc., operates a telecommunications business under the regulation of the Canadian Radio-television and Telecommunications commission (CRTC). The investment in QR Fibre Inc is accounted for using the equity method. The Company is located in the City of Stratford. The address of the Company's registered office is 187 Erie Street, Stratford, Ontario N5A 2M6.

Festival Hydro Services Inc. is a telecommunications company that rents dark fibre and sentinel lights and is an internet service provider that focuses on lit fibre services as well as wireless services for its customers.

The financial statements are for the Company as at and for the year ended December 31, 2020.

2. Basis of presentation:

(a) Statement of compliance:

The Company's financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS").

(b) Approval of the financial statements:

The financial statements were approved by the Board of Directors on April 29, 2021.

(c) Basis of measurement:

The financial statements have been prepared on the historical cost basis except for the following:

(i) Where held, financial instruments at fair value through profit or loss, including those held for trading, are measured at fair value.

(ii) Contributed assets are measured at fair value upon initial recognition.

The methods used to measure fair values are discussed further in note 3 (c) and note 16.

(d) Functional and presentation currency:

These financial statements are presented in Canadian dollars, which is the Company's functional currency.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

2. Basis of presentation (continued):**(e) Use of estimates and judgements:**

The preparation of financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and liabilities. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future periods affected.

In particular, information about areas of estimation uncertainty and critical judgements in applying accounting policies that have an effect on the amounts recognized in these financial statements is included in the following notes:

- (i) Note 6 – Plant and equipment: useful lives and the identification of significant components of property, plant and equipment
- (ii) Note 7 – Intangible assets

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies:

The accounting policies set out below have been applied consistently to all years presented in these financial statements in accordance with IFRS.

(a) Financial instruments:

All financial assets are classified as loans and receivables. All financial liabilities are classified as other financial liabilities. These financial instruments are recognized initially at fair value adjusted for any directly attributable transaction costs.

Loans and receivables and other financial liabilities are subsequently measured at amortized cost using the effective interest method less any impairment for the financial assets.

The Company does not enter into derivative instruments. Hedge accounting has not been used in the preparation of these financial statements.

(b) Inventory:

Inventory is stated at lower of cost and net realizable value and consists of maintenance materials and supplies. Cost is determined on a weighted average basis. The cost of inventory includes expenditures incurred in acquiring the material and supplies and other costs incurred in bringing it to its existing location and condition.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(c) Plant and equipment:

Items of plant and equipment are measured at cost. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of twelve months to construct.

When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

The cost of replacing part of an item of plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of plant and equipment are recognized in profit or loss as incurred.

Depreciation is recognized in profit or loss on a straight-line basis over the estimated useful life of each part or component of an item of plant and equipment.

The estimated useful lives for the current and comparative years are as follows:

Fibre optics	25 years
WiFi assets	7 years
Computer hardware	5 years
Sentinel lights	10 years
Furniture and fixtures	10 years
Buildings	30 years

Gains and losses on disposal of an item of plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of plant and equipment and are recognized within other income or operating expenses in profit or loss.

Depreciation methods, useful lives and residual values are reviewed at each reporting date.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(d) Intangible asset:

Computer software that is acquired or developed by the Company, including software that is not integral to the functionality of equipment purchased which has finite useful lives, is measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. The estimated useful lives for the current and comparative years are:

Computer software	5 years
-------------------	---------

Amortization methods and useful lives of all intangible assets are reviewed at each reporting date.

(e) Impairment:

(i) Financial assets measured at amortized cost

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

An impairment loss is calculated as the difference between an asset's carrying amount and the present value of the estimated future cash flows discounted at the original effective interest rate. Interest on the impaired assets continues to be recognized through the unwinding of the discount. Losses are recognized in profit or loss. An impairment loss is reversed through profit or loss if the reversal can be related objectively to an event occurring after the impairment loss was recognized.

(ii) Non-financial assets

The carrying amounts of the Company's non-financial assets, other than inventory and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit" or "CGU"). The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(f) Provisions:

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

(g) Revenue:

Monthly fees in connection with fibre optic, sentinel light, WiFi services, rental revenue, and consulting revenue are recognized as the services are rendered to customers.

Deferred revenue relating to contributions under a cost share agreement is amortized to income on a straight-line basis over the term of the agreement with the customer which represents the period of ongoing service to the customer.

(h) Deferred revenue and assets transferred from customers:

Certain partners are required to contribute towards the capital cost of fibre connections as part of a revenue/cost sharing agreement. Cash contributions are recorded as current liabilities. When an asset is received as a capital contribution, the asset is initially recognized at its fair value, with the corresponding amount recognized as deferred revenue.

The deferred revenue amount represents the Company's obligation to continue to provide the customers access to the fibre services and is amortized to income on a straight-line basis over the term of the agreement with the customer.

(i) Finance income and finance costs:

Finance income is recognized as it accrues in profit or loss, using the effective interest method. Finance income comprises interest earned on cash. Finance costs comprise interest expense on borrowings.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(j) Income taxes:

The income tax expense comprises current and deferred tax. Income tax expense is recognized in profit or loss except to the extent that it relates to items recognized directly in equity, in which case, it is recognized in equity.

Under the Electricity Act, 1998, the Company makes payments in lieu of corporate taxes to the Ontario Electricity Financial Corporation (OEFC). These payments are calculated in accordance with the rules for computing taxable income and taxable capital and other relevant amounts contained in the Income Tax Act (Canada) and the Corporations Tax Act (Ontario) as modified by the Electricity Act, 1998, and related regulations. Prior to October 1, 2001, the Company was not subject to income or capital taxes. Payments in lieu of taxes ("PIL"s) are referred to as income taxes.

Current tax is the tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized using the balance sheet method. Under this method, deferred income taxes reflect the net tax effects of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes, as well as for tax losses available to be carried forward to future years that are likely to be realized. Deferred tax assets and liabilities are measured using enacted or substantively enacted tax rates, at the reporting date, expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the year that includes the date of enactment or substantive enactment.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

3. Significant accounting policies (continued):

(k) Investments measured using equity method:

The Company uses the equity method as a basis of accounting for investments in companies over which it exercises significant influence or joint control. Under the equity method, the Company records these investments initially at cost and the carrying values are adjusted thereafter to include the Company's pro rata share of post-acquisition earnings of the investees, computed by the consolidation method. The adjustments are included in the determination of net income by the Company, and the investment accounts of the Company are also increased or decreased to reflect the Company's share of capital transactions (including amounts recognized in other comprehensive income). Profit distributions received from investees reduce the carrying values of the investments. Unrealized intercompany gains or losses are eliminated.

The Company's determination of significant influence is based on consideration of voting interest in the investees along with other indicators such as representation on the board of directors, participation in policy-making processes, material intercompany transactions, interchange of managerial personnel or provision of technical information. The Company uses the equity method to account for its 45% interest in QR Fibre Inc.

4. Standards issued but not yet adopted:

There are new standards, amendments to standards and interpretations which have not been applied in preparing these financial statements. These standards or amendments relate to the measurement and disclosure of financial assets and liabilities. The extent of the impact on adoption of these standards and amendments has not yet been determined.

- i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- ii. Property, Plant and Equipment - Proceeds before Intended Use (Amendments to IAS 16)
- iii. Annual Improvements to IFRS Standards 2018-2020
- i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1):

On January 23, 2020, the IASB issued amendments to IAS 1 Presentation of Financial Statements, to clarify the classification of liabilities as current or non-current. On July 15, 2020 the IASB issued an amendment to defer the effective date by one year. The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

4. Standards issued but not yet adopted (continued):

For the purposes of non-current classification, the amendments removed the requirement for a right to defer settlement or roll over of a liability for at least twelve months to be unconditional. Instead, such a right must have substance and exist at the end of the reporting period. The amendments also clarify how a company classifies a liability that includes a counterparty conversion option.

The amendments state that settlement of a liability includes transferring a company's own equity instruments to the counterparty, and when classifying liabilities as current or non-current, a company can ignore only those conversion options that are recognized as equity.

The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2023. The extent of the impact of adoption of the standard has not yet been determined.

ii. Property, Plant and Equipment - Proceeds before Intended Use (Amendments to IAS 16):

On May 14, 2020, the IASB issued Property, Plant and Equipment - Proceeds before Intended Use (Amendments to IAS 16). The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted.

The amendments provide guidance on the accounting for sale proceeds and the related production costs for items a company produces and sells in the process of making an item of property, plant and equipment available for its intended use. Specifically, proceeds from selling items before the related item of property, plant and equipment is available for use should be recognized in profit or loss, together with the costs of producing those items.

The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2022. The extent of the impact of adoption of the standard has not yet been determined.

iii. Annual Improvements to IFRS Standards 2018-2020:

On May 14, 2020, the IASB issued Annual Improvements to IFRS Standards 2018-2020.

The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted. The amendments relate to the following:

- IFRS 9 Financial Instruments: Clarifies which fees are included for the purpose of performing the '10 per cent test' for derecognition of financial liabilities.
- IFRS 16 Leases: Removes the illustration of payments from the lessor relating to leasehold improvements in the Illustrative Example 13.
- IAS 41 Agriculture: Removes the requirement to exclude cash flows for taxation when measuring fair value.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

4. Standards issued but not yet adopted (continued):

The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2022. The Company does not expect these standards to have a material impact on the financial statements.

5. Inventory:

The amount of inventory consumed by the Company and recognized as an expense during 2020 was \$246 (2019 - \$622).

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

6. Plant and equipment:

Cost	Fibre optics	WiFi assets	Computer hardware	Sentinel lights	Buildings and office furniture	Total
Balance at January 1, 2019	\$2,890,727	\$799,021	\$82,391	\$19,639	\$366,447	\$4,158,225
Additions	161,654	94,746	382,150	-	156,724	795,274
Transfers	-	-	-	-	-	-
Disposals/retirements	-	(15,123)	(954)	-	-	(16,077)
Balance at December 31, 2019	\$3,052,381	\$878,644	\$463,587	\$19,639	\$523,171	\$4,937,422
Balance at January 1, 2020	\$3,052,381	\$878,644	\$463,587	\$19,639	\$523,171	\$4,937,422
Additions	6,299	52,881	542,742	-	-	601,922
Transfers	-	-	-	-	-	-
Disposals/retirements	-	(104,586)	(60,542)	(8,669)	-	(173,797)
Balance at December 31, 2020	\$3,058,680	\$826,939	\$945,787	\$10,970	\$523,171	\$5,365,547
Accumulated depreciation						
Balance at January 1, 2019	\$1,164,095	\$303,930	\$64,360	\$10,215	\$11,416	\$1,554,016
Depreciation	118,862	109,168	39,153	2,323	15,025	284,531
Transfers	-	-	-	-	-	-
Disposals/retirements	-	(15,123)	(954)	-	-	(16,077)
Balance at December 31, 2019	\$1,282,957	\$397,975	\$102,559	\$12,538	\$26,441	\$1,822,470
Balance at January 1, 2020	\$1,282,957	\$397,975	\$102,559	\$12,538	\$26,441	\$1,822,470
Depreciation	122,221	111,162	88,319	1,890	17,637	341,229
Transfers	-	-	-	-	-	-
Disposals/retirements	-	(104,586)	(60,542)	(8,669)	-	(173,797)
Balance at December 31, 2020	\$1,405,178	\$404,551	\$130,336	\$5,759	\$44,078	\$1,989,902
Carrying amounts						
December 31, 2019	1,769,424	480,669	361,028	7,101	496,730	3,114,952
December 31, 2020	1,653,502	422,388	815,451	5,211	479,093	3,375,645

Borrowing costs:

During the year there were no borrowing costs capitalized as part of the cost of plant and equipment (2019 – nil).

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

7. Intangible assets:

	Computer software
Cost	
Balance at January 1, 2019	\$33,704
Additions	-
Transfers	-
Disposals/retirements	(7,935)
Balance at December 31, 2019	<u>\$25,769</u>
Balance at January 1, 2020	\$25,769
Additions	4,406
Transfers	-
Disposals/retirements	(1,327)
Balance at December 31, 2020	<u>\$28,848</u>
Accumulated amortization	
Balance at January 1, 2019	\$17,652
Amortization	5,272
Transfers	-
Disposals/retirements	(7,935)
Balance at December 31, 2019	<u>\$14,989</u>
Balance at January 1, 2020	\$14,989
Amortization	4,786
Transfers	-
Disposals/retirements	(1,328)
Balance at December 31, 2020	<u>\$18,447</u>
Carrying amounts	
December 31, 2019	\$ 10,780
December 31, 2020	<u>10,401</u>

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

8. Income taxes:

	2020	2019
Current Tax Expense	\$ 15,000	\$ -
Deferred tax expense:		
Origination and reversal of temporary differences	36,000	47,000
	<hr/>	<hr/>
Total income tax expense	\$51,000	\$47,000
	<hr/>	<hr/>
	2020	2019
Basic rate applied to profit before income tax 26.5% (2019 - 26.5%)	\$51,000	\$43,000
Increase in income tax resulting from:		
Permanent differences	-	2,000
Other	-	2,000
	<hr/>	<hr/>
	\$51,000	\$47,000
	<hr/>	<hr/>

Significant components of the Company's deferred tax balances are as follows:

	2020	2019
Deferred tax assets		
SR&ED pool, ITC & CMT credit carry forwards	\$ 4,000	\$ 18,000
Other	(8,000)	5,000
Deferred tax liabilities		
Plant and equipment	(234,000)	(225,000)
	<hr/>	<hr/>
Deferred tax liability, net	(\$238,000)	(\$202,000)
	<hr/>	<hr/>

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

9. Long-term debt:

	2020	2019
Fixed rate loan bearing interest at 2.3% per annum, payable in blended monthly payments of \$26,486, maturing on November 22, 2020, secured by a general security agreement	\$ -	\$288,186
Demand note payable to shareholder, bearing interest at 7.5% per annum with interest payments only, due on demand, unsecured	372,000	372,000
Non-interest bearing loan, annual installments of 1/10 th of loan balance, term ending December 31, 2028	405,520	446,443
	<hr/> \$777,520	<hr/> \$1,106,629
Less: current portion	<hr/> 413,707	<hr/> 701,107
Long-term debt	<hr/> \$363,813	<hr/> \$405,522

The Company incurred interest expense in respect of these lending arrangements of \$31,227 (2019 – \$38,040).

Reconciliation of movements of liabilities to cash flows arising from financing activities:

	Current and long-term debt	Current and long-term deferred revenue	Total (financing cash flows)
Balance at January 1, 2020	\$1,106,629	\$272,224	\$1,378,853
Deferred revenue received	-	480,000	480,000
Repayments of long-term debt	(288,186)	-	(288,186)
Debt acquired	(40,923)	-	(40,923)
Total changes from financing cash flows	\$(329,109)	\$480,000	\$150,891
Amortization of deferred revenue	-	(64,624)	(64,624)
Balance at December 31, 2020	\$777,520	\$687,600	\$1,465,120

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

10. Share capital:

	2020	2019
Authorized:		
Unlimited Class A special shares		
Unlimited Class B special shares		
Unlimited common shares		
Issued:		
3,382 common shares (2019 - 3,382)	\$249,235	\$249,235

11. Revenue:

	2020	2019
Fibre optics	\$ 715,583	\$ 719,346
Consulting revenue	213,664	341,009
WiFi revenues	269,410	248,941
Fibre room rental service	122,865	17,112
Sentinel light fixture rentals	10,846	11,128
	<u>\$ 1,332,368</u>	<u>\$ 1,337,536</u>

12. Employee salaries and benefits:

	2020	2019
Salaries, wages and benefits	\$ 325,938	\$ 429,820
CPP and EI remittances	17,593	25,404
Group RRSP contributions	8,111	11,363
	<u>\$ 351,642</u>	<u>\$ 466,587</u>

13. Operating expenses:

	2020	2019
Administrative expenses	\$ 86,500	\$ 150,022
WiFi maintenance	146,490	137,843
Fibre optics maintenance	143,494	105,106
Sentinel lights maintenance	7,829	5,067
	<u>\$ 384,313</u>	<u>\$ 398,038</u>

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

14. Finance income and expense:

	2020	2019
Finance income		
Interest income on bank deposits	\$ 1,015	\$ 1,716
Finance costs		
Interest expense on long-term debt	\$ 48,733	\$ 41,289
Interest expense on other financial liabilities	10,937	10,140
	<u>\$ 59,670</u>	<u>\$ 51,429</u>
Net finance costs recognized in profit or loss	<u>\$ 58,655</u>	<u>\$ 49,713</u>

15. Related party transactions:

(a) Parent and ultimate controlling party

The sole shareholder and ultimate parent of the Company is the City of Stratford ("City"). The City produces financial statements that are available for public use.

(b) Key management personnel

The key management personnel of the Company have been defined as members of its Board of Directors and executive management team members. Executive management are paid under an administrative services agreement with Festival Hydro Inc., a company under common control by the City.

	2020	2019
Directors fees	\$ 8,768	\$ 3,434
Management fee	50,454	63,626
	<u>\$ 59,222</u>	<u>\$ 67,060</u>

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

15. Related party transactions (continued):

(c) Transactions with parent

The table below summarizes the Company's related party transactions, recorded at the exchange amounts, with the parent, the City of Stratford, for the year ended December 31. The transactions include the sale of fibre and WiFi services to the City as well as payment of joint pole charges for attachments on City owned poles as well as interest expense on amounts owed to the City.

	2020	2019
Revenue		
Fibre services	\$ 51,616	\$ 56,856
WiFi services	3,576	3,576
	<u>\$ 55,192</u>	<u>\$ 60,432</u>
Expenses		
Joint pole attachments on streetlights	\$ 818	\$ 2,248
Interest	27,900	27,900
	<u>\$ 28,718</u>	<u>\$ 30,148</u>

At December 31, 2020, the balance outstanding from the City was \$4,964 which has been recorded net of the intercompany loan from Festival Hydro Inc. who collects these receivables on the Company's behalf (2019 – \$5,009).

(d) Transactions with subsidiaries of the City

Festival Hydro Inc. performs all of the administrative functions for the Company. Most expenses are paid and revenue received through Festival Hydro Inc. according to a service level agreement, effective September 1, 2012. At December 31, 2020, the balance owing to Festival Hydro Inc. was \$627,072 (2019 - \$537,982), net of the \$4,964 (2019 - \$5,009) owed to the Company by the City of Stratford.

Festival Hydro Inc. charges interest on the balance owing from the Company at an interest rate equivalent to the Bank of Canada prime rate of 2.45% at December 31, 2020 (2019 – 3.95%) as per the revised loan agreement, effective September 1, 2012. The loan is repayable on demand and no later than September 1, 2022.

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

15. Related party transactions (continued):

(d) Transactions with subsidiaries of the City (continued):

The Company had the following transactions with subsidiaries of the City:

	2020	2019
Revenue		
Consulting services	\$ 174,047	\$ 302,463
WiFi services	124,000	148,000
Fibre services	30,148	30,148
	<u>\$ 328,195</u>	<u>\$ 480,611</u>
Expenses		
Water operations	\$ 71,980	\$ 71,064
Management fee	50,454	63,625
Joint pole attachments on hydro poles	69,502	54,853
Office and room rental	7,304	43,199
Operational services	36,334	39,812
Interest	20,833	13,386
Electricity charges	21,604	13,373
	<u>\$ 278,011</u>	<u>\$ 299,312</u>

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

16. Financial instruments and risk management:

Fair value disclosure

The carrying values of cash, accounts receivable, due to Festival Hydro Inc. and accounts payable and accrued liabilities approximate fair value because of the short maturity of these instruments.

The fair value of the City demand note at December 31, 2020 is \$516,992 (2019 - \$438,169). The fair value is calculated based on the present value of future interest cash flows, discounted at the current rate of interest at the reporting date. The interest rate used to calculate fair value at December 31, 2020 was 2.45% on the City demand note (2019 – 3.95%)

The fair value of the non-interest-bearing loan debt agreement with Wightman at December 31, 2020 is calculated based on the present value of future principal and interest cash flows, discounted at the Bank of Canada 10-year rate at the reporting date. The interest rate used to calculate fair value at December 31, 2020 was 1.67% (2019 – 1.92%). The difference between the amount lent and the fair value of the debt of \$ (8,571) (2019 - \$11,020) is recognized in interest expense in 2020 and other income in 2019.

Financial risks

The Company understands the risks inherent in its business and defines them broadly as anything that could impact its ability to achieve its strategic objectives. The Company's exposures to a variety of risks such as credit risk, interest rate risk and liquidity risk as well as related mitigation strategies are discussed.

(a) Credit risk

Financial assets carry credit risk that counter-party will fail to discharge and obligation which would result in a financial loss. Financial assets held by the Company, such as accounts receivable, expose it to credit risk. The Company earns its revenue from a broad base of customers.

The carrying amount of accounts receivable is reduced through the use of an allowance for impairment, which management estimates based on lifetime expected credit losses, and the amount of the related impairment loss is recognized in profit or loss. Subsequent recoveries of receivables previously provisioned are credited to profit or loss. The balance of the allowance for impairment at December 31, 2020 is nil as the Company does not have a history of collection losses (2019 - nil).

The Company's credit risk associated with accounts receivable is primarily related to payments from fibre or wireless customers. At December 31, 2020 there was \$2,340 of 60 days past due (2019 – \$3,387).

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

16. Financial instruments and risk management (continued):**(b) Market risk**

The Company is minimally exposed to fluctuations in interest rates based on its need for external financing.

A 1% increase in the interest rate at December 31, 20120 would have increased interest expense on the long-term debt by an immaterial amount.

(c) Liquidity risk

The Company monitors its liquidity risk to ensure access to sufficient funds to meet operational and investing requirements. The Company's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing interest exposure.

The Company has access to operating funds from an affiliate through an ongoing borrowing agreement and monitors cash balances to ensure that sufficient levels of liquidity are on hand to meet financial commitments as they come due..

The majority of accounts payable, as reported on the balance sheet are due within 30 days.

(d) Capital disclosures

The main objective of the Company when managing capital is to ensure ongoing access to funding to maintain and improve the fibre and wireless infrastructure. The Company's definition of capital includes shareholder's equity and long-term debt. As at December 31, 2020, shareholder's equity amounts to \$1,106,612 (2019 - \$965,869) and long-term debt, including current portion thereof, amounts to \$777,520 (2019 - \$1,106,629).

FESTIVAL HYDRO SERVICES INC.

Notes to Financial Statements

Year ended December 31, 2020, with comparative information for 2019

17. Impact of COVID-19:

The COVID-19 outbreak was declared a pandemic by the World Health Organization on March 11, 2020. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. The Government of Ontario originally announced a state of emergency on March 17, 2020 which remained in effect until July 24, 2020 when the Reopening Ontario Act, 2020 was introduced provided for restrictive orders. A secondary state of emergency was declared effective January 14, 2021 until February 16, 2021 and third state of emergency was declared effective April 9, 2021 until May 6, 2021. These measures, which include the implementation of travel bans, self-imposed quarantine periods and physical distancing, have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable. The current challenging economic climate may lead to adverse changes in cash flows, working capital levels and/or debt balances, which may also have a direct impact on the Company's operating results and financial position in the future. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and our business are not known at this time.

18. Guarantee:

The Company has guaranteed the bank loan of QR Fibre, a company in which the Company has a 45% ownership interest to the extent of \$4,500,000. No amount has been recorded in these financial statements as the Company does not expect to have to honour its guarantee.

19. Equity Investment:

On August 28, 2019 QR Fibre Inc. as incorporated with the Company acquiring 45% of the issued and outstanding common shares for an investment of nil.

December 31, 2019	\$	-
Equity in 2020 earnings		-
December 31, 2020	\$	-

To: Councillor Tom Clifford and the Finance and Labour Relations Committee
Date: May 18, 2021
From: Scott Knapman, CEO and Alyson Conrad, CFO
Re: FHSI Commentary on Financial Results – For the period ended March 31, 2021

The net income for the period was \$48K which is right on budget and \$26K higher than this point last year. Detailed commentary on the balance sheet and income statement activity are noted below:

Balance Sheet Commentary:

A/R & Prepaids – This balance is lower than the Q1 balance for 2020 as a result of prepaid joint pole attachment expenses being billed by FHI in April this year versus March in 2020 and therefore not paid as of March 31st.

Capital Asset Additions – Additions to the end of March 2021 are \$26K, 33% of budget. This includes \$15K additions on computer software, \$6K on Fibre and \$5K on WIFI related projects. Details on the capital spend to date are as noted below:

Computer Hardware/Software – Total spend for FHSI on hardware/software YTD is \$15K which was spent on the internal network assessment.

WIFI Capital – Total YTD spend on WIFI related activity is \$5K, the majority was spent on labour to complete the update of Stratford clusters of AP's to complete the WIFI mesh.

Fibre Capital – Total spend on fibre capital YTD is \$6K which was spent on capital costs of connecting a new customer service and relocating the connection for Invest-Stratford, repairing a span of fibre impacted by an issue in Waterloo street vault and re-connecting a customer in St Mary's.

Due to Festival Hydro Inc. – The balance in this account decreased from the December 2020 balance by \$72K. The difference is mainly due to Q4 revenue being paid in the amount of \$46K. The remainder is due to timing differences of revenues and expenses.

Deferred Revenue – This balance has decreased slightly from the December 2020 balance as a portion of the balance has been recognized into revenue for Q1 2021. No new contributions have been received in the year.

Income Statement Commentary:

Revenues – Revenues are \$27K lower than budget in Q1 partially due as a result of consulting revenue being under budget. This is due to a vacant position not being filled in the first quarter and lower than anticipated growth in co-location revenue and Wi-Fi contracts results. This lower than anticipated growth is likely due to the Covid-19 pandemic. Lastly there is timing difference between budget and actuals.

Operating Expenses – Operating expenses are below budget by \$28K at the end of Q1. As noted above there was a position budgeted to start in January 2021. This position was not filled in Q1 but has been hired subsequently and will start at the beginning of May. The reduction in labour and related costs accounts for approximately \$21K of the variance. The additional decreases are mainly due to timing differences and lower expenses caused by Covid-19 limitations such as a training, conferences, and travel.

Cash Flow Commentary:

The cash balance has increased to \$22K from the \$9.5K December 2020 balance. As discussed above net income is at budget and ahead of the prior year. The variances in cash from year end are due to loan repayments, capital purchases and working capital items.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet

For the period ending March 31, 2021

	YTD as at Mar 31, 2020	YTD as at Dec 31, 2020	YTD as at Mar 31, 2021		YTD as at Mar 31, 2020	YTD as at Dec 31, 2020	YTD as at Mar 31, 2021
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Cash	39,273	9,529	22,050	Accounts Payable	17,586	33,014	28,361
Accounts Receivable & Prepaids	129,127	60,474	51,828	Due to Festival Hydro Inc.	793,995	627,071	555,151
Income Tax Receivable/(Payable)	—	—	—	Current Portion of LTD	240,925	41,707	31,280
Other Assets	—	—	—	Promissory Note	372,000	372,000	372,000
Inventory	8,019	7,773	7,773				
Total Current Assets	176,420	77,776	81,651	Total Current Liabilities	1,424,505	1,073,792	986,791
Fixed Assets				Other Liabilities			
Gross Book Value	5,002,275	5,394,392	5,420,104	Deferred Revenue	259,850	687,600	664,293
Accumulated Depreciation	(1,919,890)	(2,008,348)	(2,099,952)	Deferred Tax Liabilities	202,000	238,000	238,000
Net Book Value	3,082,385	3,386,044	3,320,152				
Other Assets				Long Term Debt			
Investment in QR Fibre Co.	—	—	—	RBC Financing	1	1	1
Investment Tax Credit Receivable	21,000	6,000	6,000	POP Loan Long Term Portion	405,521	363,813	363,813
				TOTAL LIABILITIES	2,291,877	2,363,207	2,252,899
				EQUITY			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	738,692	857,378	905,668
				TOTAL EQUITY	987,928	1,106,613	1,154,903
TOTAL ASSETS	3,279,805	3,469,820	3,407,803	TOTAL LIABILITIES AND EQUITY	3,279,805	3,469,820	3,407,803

FESTIVAL HYDRO SERVICES INC.

Statement of Operations For the period ending March 31, 2021

	YTD as at Mar 31, 2020	YTD as at Mar 31, 2021	YTD Budget at Mar 31, 2021	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
TOTAL REVENUE	330,636	314,966	359,901	(44,935)	(12%)
TOTAL OPERATING EXPENSES	210,793	179,577	207,868	(28,292)	(14%)
NET INCOME BEFORE DEPRECIATION & INTEREST	119,844	135,390	152,033	(16,643)	(11%)
Depreciation	82,434	91,604	91,604	—	—
Interest Expense	15,659	13,177	12,007	1,169	10%
Interest Income	(308)	(35)	—	(35)	—
NET INCOME FOR THE PERIOD BEFORE TAXES	22,058	30,644	48,421	(17,777)	(37%)
Current Tax Provision	—	—	—	—	—
Future Tax Provision	—	—	—	—	—
NET INCOME(LOSS) FOR THE PERIOD	22,058	30,644	48,421	(17,777)	(37%)

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending March 31, 2021

	YTD as at Dec 31, 2020	YTD as at Mar 31, 2021
Cash from Operations		
Net Income	140,744	48,290
Future tax provision	36,000	—
Current tax provision (ITC portion)	15,000	—
Depreciation	346,015	91,604
Amortization of contributed capital	(45,817)	(18,667)
Amortization of deferred revenue	(18,807)	(4,639)
Accretion of interest	—	—
Investment in QR Fibre Co.	—	—
Net Change in Receivables/Payables	(111,419)	3,993
Net Cash Provided	361,716	120,580
Cash from Financing		
Capital expenditures - Festival	(606,328)	(25,712)
Contributed capital received DSRC - AVIN	480,000	—
Loan - Wightman	(40,922)	(10,427)
Loan - RBC	(288,185)	—
Loan from/(repayment to) Festival	89,089	(71,921)
Net Cash Used	(366,346)	(108,059)
Increase (Decrease) in Cash Position	(4,630)	12,521
Cash Beg of Period	14,159	9,529
Cash End of Period	9,529	22,050

FESTIVAL HYDRO SERVICES INC.

Statement of Capital

For the period ending March 31, 2021

	YTD as at Mar 31, 2021	YTD Budget at Mar 31, 2021	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Office Furniture & Equipment	—	—	—	—
Computer Equipment - Hardware	—	1,500	(1,500)	(100%)
Computer Software	15,012	12,619	2,394	19%
Sentinel Lighting Rental Units	—	—	—	—
Buildings	—	—	—	—
Fibre Capital	5,824	12,250	(6,426)	(52%)
WiFi Capital	4,876	11,750	(6,874)	(59%)
TOTAL CAPITAL	25,712	38,119	(12,407)	(33%)

**RESOLUTION OF THE SOLE SHAREHOLDER OF
FESTIVAL HYDRO SERVICES INC.
(the “Corporation”)**

RESOLVED THAT:

1. The financial statements of the Corporation as of December 31, 2020 consisting of the Balance Sheet as at December 31, 2020, the Statement of Income for the year ended December 31, 2020 and the Statement of Retained Earnings for the year ended December 31, 2020 the notes to the financial statements; and; the report of the auditors thereon dated April 29, 2021 be and the same are hereby approved and adopted.
2. KPMG LLP be and they are hereby appointed auditors of the Corporation until the next annual meeting at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration.
3. All acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

The foregoing resolution is signed by the sole Shareholder of the Corporation pursuant to the *Business Corporations Act* this _____ day of _____, _____.

The Corporation of the City of Stratford

Per: _____

Mayor: Dan Mathieson

Per: _____

Clerk: Tatiana Dafoe



MANAGEMENT REPORT

Date: May 25, 2021
To: Mayor and Council
From: Kim McElroy, Director of Social Services
 Greg Skinner, Chief of Police, Stratford Police Services
Report#: COU21-057
Attachments: Final Community Safety and Well-being Plan 2021-2024;
 Final Implementation Plan;
 Presentation.

Title: Consideration of adoption of the Community Safety and Well-being Plan 2021-2024 and Implementation Plan

Objective: After extensive consultation and engagement with the residents of the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South, it is requested that the Community Safety and Well-being Plan 2021-2024, along with the accompanying Implementation Plan be adopted by the City of Stratford Council, and forwarded to the Ministry of the Solicitor General, as required by the Police Services Act, 1990. The above-mentioned municipalities will request the same of their councils so that the plan is adopted by all municipalities, and the County of Perth.

Background: In March 2021, City staff brought forward an interim report (**Report #COU21-033**) updating Council on the progress of the Community Safety and Well-being Plan (CSWB). Although the original deadline was January 1, 2021, the Ministry of the Solicitor General extended it until July 1, 2021 due to the COVID-19 pandemic. The CSWB Plan was developed collaboratively with our community partners and the result is a sustainable, long-term plan for our residents that provides a roadmap for an inclusive, connected, and coordinated approach to community safety and well-being planning.

Analysis: The CSWB Plan provides a roadmap for collaboration for the participating municipalities. It ensures a proactive and integrated approach to addressing local crime and complex social issues on a sustainable basis. The CSWB Plan outlines key priorities for safety and well-being that have been identified by our communities' residents.

- Systems Planning and Integration
- Adequate, Affordable and Attainable Housing
- Affordable and Accessible Health, Social and Recreation Services
- Social Inclusion

The Implementation Plan focuses on next steps for the Partnership Council that will help clarify specific actions that can be taken in each of the priority areas. As part of the implementation phase a logic model will be developed to provide a framework that identifies key performance indicators. This in turn will enable the Partnership Council to collect evidence-based data that will show progress over time. Staff support and resources for implementation are key considerations as CSWB partners begin implementation activities. With the CSWB Plan approval, a communications strategy to support awareness will also be initiated.

Financial Impact: The City of Stratford and the participating municipalities within Perth County (Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South) have a legislative responsibility to coordinate the development, implementation, and ongoing review of the CSWB Plan. As such, continued resources will be required to support the long-term sustainability of this plan. Although they are not legislatively required, Perth County wishes to be included in the implementation of this plan. At this time, it is recommended that a part-time (0.5) coordinator position be proposed for the 2022 budget. This position would be cost-shared amongst the participating partners with an estimated total cost of \$51,000 per annum for salary and benefits. The Partnership Council will continue to pursue any provincial grants that may be offered by the Ministry in the future.

In addition, each municipality will need to consider budgeting for operating funds beyond salary and benefits of the part time coordinator position, to implement and sustain their individual municipal plans, as necessary.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

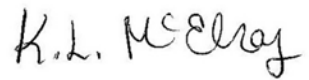
Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Staff Recommendation: THAT the Community Safety and Well-being Plan 2021-2024 be adopted by Stratford City Council, and forwarded to the Ministry of the Solicitor General, as required by the Police Services Act, 1990;

AND THAT additional resources to implement and sustain the Community Safety and Well-being Plan as outlined in this report (COU21-057) be referred to the 2022 budget process.

G A Skinner

Greg Skinner, Chief of Police, Stratford Police Services

A handwritten signature in cursive script, reading "K.L. McElroy".

Kim McElroy, Director of Social Services

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

Joan Thomson, Chief Administrative Officer

Community Safety and Well-being Plan

Roadmap For Collaboration: 2021-2024







Messages from the Mayors



The City of Stratford is proud to partner with our neighbouring municipalities

to develop a joint Community Safety and Well-being Plan that reflects the diverse needs of our citizens. The plan is guided by the principles of respect, equity, collaboration, inclusion, commitment and compassion, and those things are important to everyone, whether you live in an urban area or a rural one.

Only by working together can we address some of the key priorities and challenges that we all have in common — the need to build communities that are safe, healthy, accessible, affordable, supportive and welcoming.

Mayor Dan Mathieson, City of Stratford

Now, more than ever, it is important that we work with our municipal partners to

acknowledge the social problems facing our communities. It is time to develop a collaborative approach that improves the wellbeing of our communities. The Community Safety and Well-being Plan is designed to coordinate efforts with our social agency partners while managing the growing challenges we all face in our communities. The Plan intends to enhance partnerships and dedicate resources efficiently when and where they are needed most.

The Town of St. Marys looks forward to the next step we can take together to improve the safety and well-being of our community.

Mayor Al Stratthdee, Town of St. Marys



The Municipality of North Perth is a diverse place where rural and urban

characteristics combine to make the community that our residents are proud to call home. In North Perth, we are passionate about the safety and well-being of our community and our residents. We are eager to move forward initiatives on access to health care services, community security and safety, adequate and affordable housing, food security, and recreational opportunities.

We are committed to working together with our neighbouring municipalities to make sure our community is protected and healthy through the Community Safety and Well-being Plan. The events of 2020 have proven that we care about our most vulnerable residents and are stronger when we act together.

Mayor Todd Kasenberg, Municipality of North Perth



West Perth is a municipality that balances rural and urban. We celebrate our agricultural heritage, our abundant outdoor spaces and our strong sense of community.

The Community Safety and Well-being Plan (CSWB) was developed to allow us to outline strategies and actions required to meet the needs of everyone in West Perth.

Many thanks to the many community partners that have come together to develop this Plan and who continue to make West Perth a safe, clean and comfortable community where parents are comfortable raising their children and allowing them to thrive.

Mayor Walter McKenzie, Municipality of West Perth

The CSWP will allow us to work with our partners and respond to the needs of our residents to ensure their safety and wellbeing. Our number one priority is ensuring our residents feel safe where they live. There are a number of collaborative initiatives that are already underway and we need to continue to build and strengthen those partnerships.

This plan will help us better coordinate our efforts for the future and we look forward to continue working together with the community to ensure our residents are safe, thriving and to improve their quality of life.

Mayor Rhonda Ehgoetz, Township of Perth East



The Township of Perth South is a mostly rural community that provides a home for a variety of people and occupations. We look after our neighbours and are proud of the area we live in. Perth South is a producer of many agricultural products and is proud of our agricultural heritage. The Township promotes and fosters a collaborative approach to working with our residents as well as our municipal neighbours.

We are happy to see this same approach being used in the Community Safety and Well-being Plan. The Township feels that this Plan will help to continue to keep Perth South and all of Perth County a safe environment and a place where all residents can find the support they need to achieve the security we all deserve.

Mayor Robert Wilhelm, Township of Perth South





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Creating the Roadmap



Background

In January 2019, new requirements for Community Safety and Well-being (CSWB) planning came into force. The *Police Services Act, 1990* (PSA) was amended, and municipalities across Ontario were given time to develop and adopt a plan. As part of the legislation, municipalities were required to develop and adopt a community safety and well-being plan in partnership with many stakeholders and groups.

This multi-sectoral approach to community safety and well-being recognizes that complex social problems cannot be addressed by the police alone, that local service providers working in areas such as health/mental health, education, community/social services and children/youth services play an integral role. The CSWB Plan provides a guide for partners to communicate, collaborate and coordinate interventions and initiatives aimed at reducing risks and improving safety and well-being for residents.

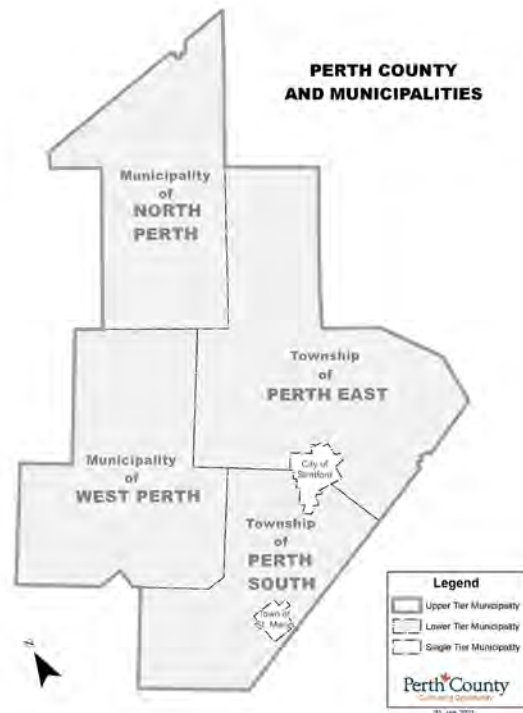
The CSWB Plan is a tool to address key social priorities for safety and well-being ranging from mental health to poverty, to safe movement around the city, to employment, to social isolation and much more. It is a way to work together through multi-sectoral partnerships towards sustainable communities where everyone feels safe, has a sense of belonging and opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South. Given their close proximity within the centre of Southwestern Ontario and their shared services and supports, the six partner municipalities have opted to create a joint Plan, that will help them respond to the unique needs of the area.

The Plan reflects the areas of concern and vulnerable populations identified during the engagement activities and further corroborated by published

CSWB Plan Partnership

This CSWB Plan represents a partnership between the City of Stratford, Town of St. Marys,



community research reports and data. It also proposes an approach to community safety and well-being that was identified and discussed frequently in focus group sessions and individual interviews — one that supports diverse individuals and agencies working together in a coordinated manner to improve outcomes and maximize impacts for residents.

Impact of COVID-19

The global COVID-19 pandemic and the provincial state of emergency declared in March 2020 significantly affected communities in Stratford, St. Marys, and Perth County through program and service closures, job losses, increased isolation and anxiety, loss of life, and uncertainty about what the future holds. Many residents have indicated their physical and mental health has worsened since the start of the pandemic.

The pandemic has altered how we live our lives. What hasn't changed, is the commitment of residents, service providers and organizations to take action to support the health and safety of our most vulnerable members. By coming together, we have been able to respond to critical challenges and needs and contribute to the public good.

When we began to prepare for the development of this Plan, COVID-19 was not on our radar. But as we began to plan the engagements necessary to inform the direction of the Plan, the pandemic became a central feature of everyday life. The contents of this Plan reflect the impacts of COVID-19 both personally and professionally.

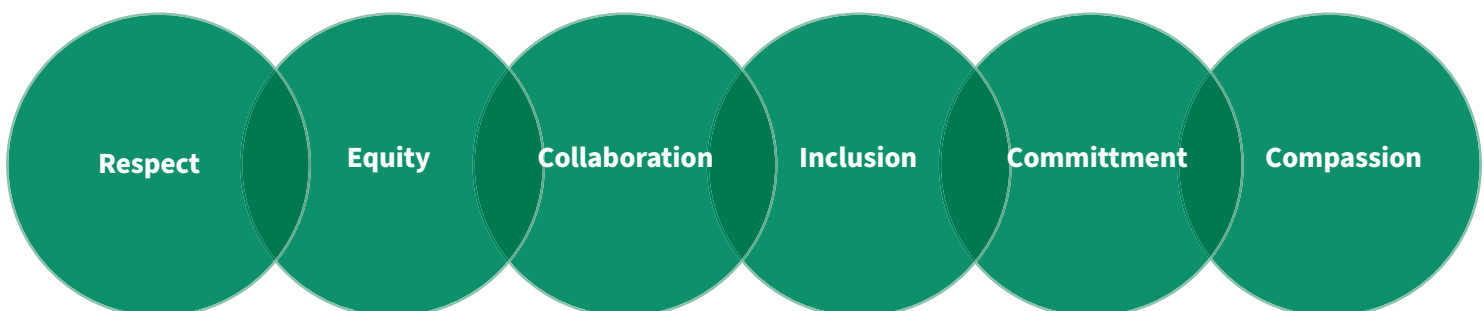
It is also important to note, that as a result of COVID-19, many extra supports were put in place (e.g., additional temporary accommodations, enhanced mental health supports) to address the need for physical distancing and to respond to the negatives outcomes (e.g., increase in domestic violence, decrease in mental wellness) associated with the pandemic. These supports often addressed a need identified by those who took part in the engagement process. The Plan builds on those additional programs and services.

CSWB Roadmap

The CSWB Plan provides a roadmap for the six partner municipalities to work together to support a more inclusive, connected and coordinated approach to safety and well-being. It presents a model for collaboration, planning and action that helps determine how we respond to current and emerging issues in our communities. The Plan builds on existing successful initiatives by leveraging and maximizing existing community assets while at the same time working to address gaps in the system in order to strengthen the responsiveness and supportiveness of services network. The Plan and its implementation are guided by a set of values that support fair-mindedness, diversity, kindness and belonging.

Guiding Principles

The Plan is guided by the following set of principles:



The CSWB Planning Approach

The Ministry of the Solicitor General created a CSWB Framework to help support the development of the Plan. The Framework identifies the four levels of intervention that must be included in each plan to ensure it is as efficient and effective as possible in making communities safer and healthier.

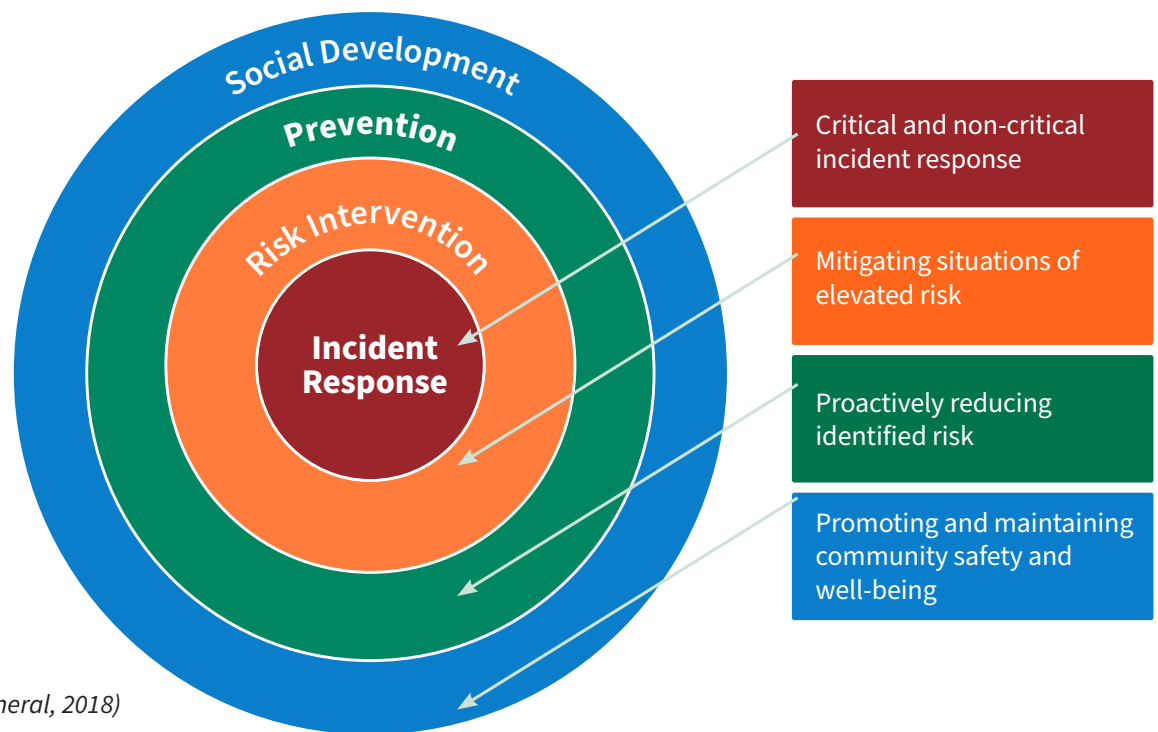
Social development: Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness.

Prevention: Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.

Risk intervention: Identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required.

Incident response: Requires intervention by first responders such as police, paramedics, and other emergency-driven services.

Community Safety and Well-being Planning Framework



(Ministry of the Solicitor General, 2018)

While this CSWB Plan details all four levels, it recognizes that maximizing social development strategies will help to mitigate risks before they need to be addressed through prevention, risk intervention and incident response. By working together to ensure

community members are aware of easily accessible programs and services, and timely supports offered closer to home, municipalities will be more responsive to local needs.

Identifying Our Priority Areas

The Community Safety and Well-being Plan was developed based on a combination of research, a review of existing data and reports, and input from community members and service providers. This included:

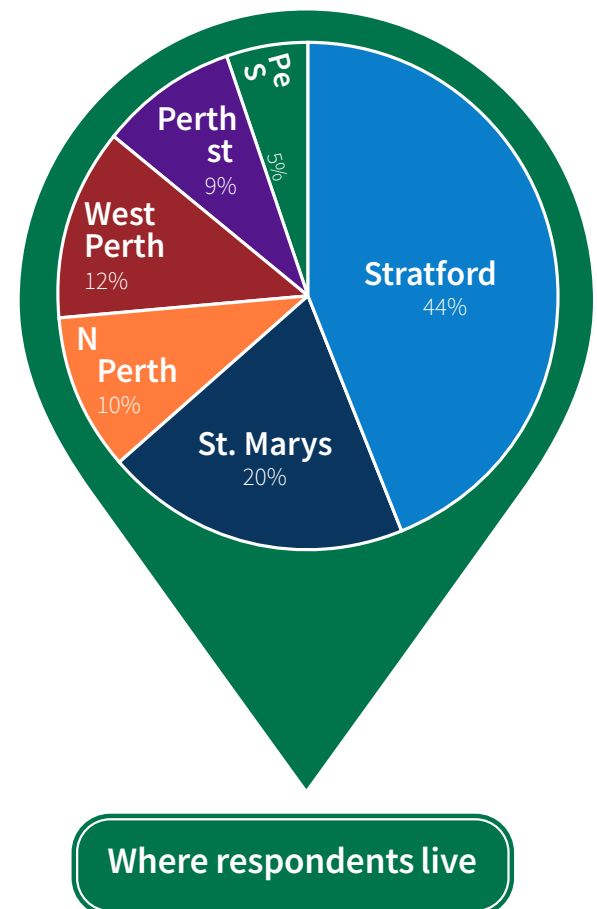
- Reviewing existing CSWB plans in Ontario,
- Participating in Ontario Municipal Social Services Association calls addressing the planning and preparation of municipal CSWB plans,
- Examining community-based data and documents,
- Reviewing existing Stratford, St. Marys, and Perth County strategic plans and initiatives as they relate to safety and well-being,
- Reviewing media releases, and
- Conducting engagement activities with a wide range of stakeholders living and working in the six partner municipalities.

survey was launched at the end of July and remained open until mid-September 2020. Hard copies of the survey were also made available for individuals without computer access. Residents from all partner municipalities participated in the survey, with the majority of respondents (63.6%) residing in Stratford and St. Marys. The survey consisted of 55 items and included questions on the demographic information of respondents, as well as open- and closed-ended questions concerning respondents' perceptions of community safety and well-being issues, and the priorities that they would like to see addressed. A total of 1078 respondents took part.

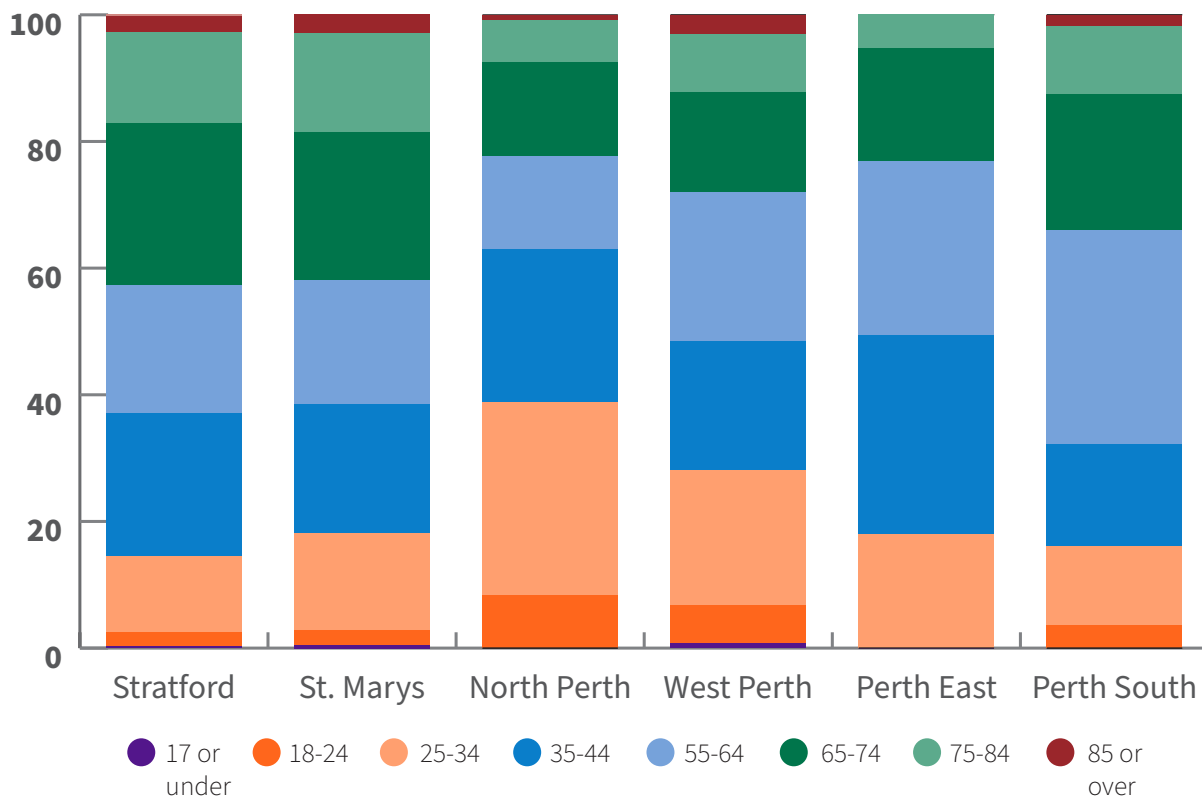
Engagement Activities

The objective of the stakeholder engagement was to gather feedback from a wide range of stakeholder groups across Stratford, St. Marys, and Perth County. The engagements sought to explore community strengths, assets, protective factors, partnerships, risks, gaps in services and supports, as well as new ideas for enhancing community safety and well-being and reducing risks. The engagements helped ensure multiple voices and diverse perspectives, opinions and experiences were considered in the development of the Plan.

An online CSWB survey was developed to gather public input on the CSWB Plan from the residents of the six partner municipalities. The survey was advertised to the public through media releases (with a link to the survey) posted on the websites and social media accounts of the partner municipalities. The



Age of Respondents (%)



Facilitated sessions and one-on-one interviews were conducted via teleconference or the Zoom video-conferencing platform due to COVID-19 physical distancing restrictions. An Advisory Committee supported the identification of session participants. The sessions and interviews were organized in the following areas:

- Police Services Boards
- Police Advisory Committees
- Ontario Provincial Police (OPP)
- Victim Services and Supports
- Housing and Homelessness
- Health Care
- Mental Health
- Education
- Fire Departments
- Income and Employment
- Business Improvement
- Leisure and Recreation
- General Community Support
- Disability Services
- Family/Child Social Services
- Child Care/Programming
- LGBTQ2+
- Food Security
- Seniors Services
- Community Justice
- Rotary Clubs

- Libraries
- Mobility Services
- Agriculture
- Transportation

Sessions involved broad discussions on participants' views of the safety and well-being needs and risk factors in their communities, as well as strategies and actions that participants would like to see included in CSWB Plan. A total of 27 sessions and nine (9) interviews took place between September and December 2020, with a total of 91 participants. Additional sessions were planned by identified participants who were not available to take part.

Community members with lived experience took part in focus groups or completed a brief survey to share their stories about feelings of safety and well-being in Stratford, St. Marys, and Perth County. A total of 28 individuals took part.

COVID-19 impacted our engagement activities. Due to competing personal and professional demands, not all interested stakeholders from the six partner municipalities were able to take part. As such, there was less representation from some municipalities than others. That being said, many of the service agency stakeholders who participated spoke about the safety and well-being concerns from the perspective of all municipalities as opposed to just one.

The development of the Plan was guided by the Advisory Committee. Membership included 24 representatives from:



- Partner municipalities (6)
- Stratford Police Services (2)
- Ontario Provincial Police (OPP) (4)
- City of Stratford Social Services (1)
- Huron Perth Children's Aid Society (1)
- United Way of Perth-Huron/Social Research and Planning Council (SRPC) (2)
- Avon Maitland District School Board (1)
- Huron-Perth Catholic District School Board (3)
- Huron Perth Healthcare Alliance (2)
- Huron Perth Public Health (2)



Where We Are

20.2%
of households spend
30%
of pre tax income on shelter expenses

Housing

An individual accessing Ontario Works would need to spend

85% of their monthly income on shelter



Rental vacancy rates have steadily decreased in the last 5 years in Stratford, St. Marys, and Perth County



Education and Employment

84.2%

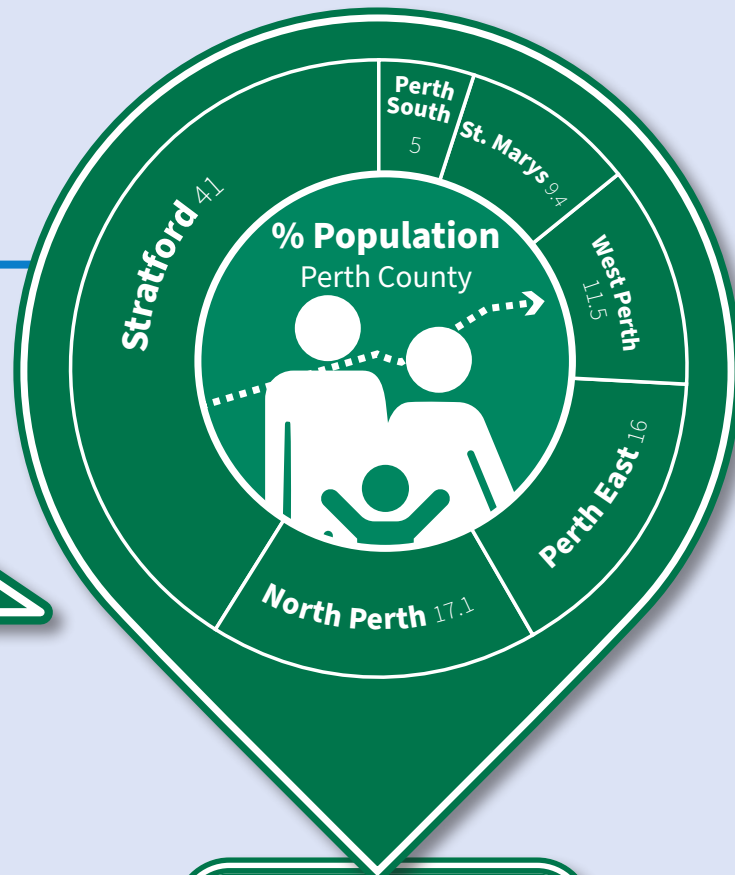
age 25 to 29 have graduated high school

67.0%

Employment rate

4.0%

Unemployment rate



Population Age

42.4

Median age

18%

under 15

40.9%

50 and older

Income and Poverty

\$76,364

Median income after taxes

11.1%

Living on low income based on the Low-Income Measure (after tax)

Low income

Lowest - Perth East Highest - Perth South

\$17.55

Hourly wage needed to cover family's basic expenses (e.g., food, housing, utilities, childcare, and transportation) in Stratford, Perth County and St. Marys



Ethnic Diversity



8.9%

Foreign born

~7.0%

Anabaptist Communities
North Perth and Perth East

1.4%

Indigenous
51% in Stratford

Homelessness*

103

Local households
experiencing
homelessness

84%

Experiencing chronic homelessness



74% 48% 46% 11%

Single
adults

Women

Men

Indigenous

*As of December 31, 2020

Community Safety

34.5

2020 Crime Severity
Index (Ontario 60.0)

90.2%

Feel safe walking
alone after dark



Community Belonging

79.5%

reported a somewhat strong or strong feeling of belonging



Health (Pre COVID-19)

58.2%

12 and older rate their overall health as very good or excellent

71.1%

12 and older rate their mental health as very good or excellent

94.8%

12 and older with a regular health care provider

Well-being (During COVID-19)

Decreases in:



- self-assessed indicators including mental health, employment satisfaction, personal safety, physical health, and personal finances
- mental health across age groups but most significant in those under 40 and specifically 18-29

Sources:

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What We've Learned



This section reflects the perceptions and lived experiences of residents living and working in the City of Stratford, the Town of St. Marys and Perth County prior to, and during, the COVID-19 pandemic.

We heard:

- that for all residents to feel safe and physically, mentally, and spiritually healthy, their basic needs must be met.
- that safety and well-being means residents feel they belong, they are welcome, they are respected, and they are connected to others in the community.
- there are a number of vulnerable individuals and families in our communities who need additional help to enhance the quality of their lives.
- there are many excellent social, health and recreational/leisure programs and services available to residents in and across the six partner municipalities.
- that not all residents are able to access the services and supports they need, when they need them, and where they need them.

Key Priorities

The key priorities are based on survey responses, engagement with service providers, and people with lived experience.

Key Priority	Stratford	St. Marys	North Perth	West Perth	Perth East	Perth South
Access to health care services	1	1	1	1	1	1
Adequate and affordable housing	2	2	3	4	5	3
Food security and access	3	4	4	5	4	4
Overall community security and safety	4	3	2	2	3	2
Protection from discrimination	5					
Recreational activity opportunities		5	5	3	2	
Employment and employment skills						5

Survey participants identified the five most important safety and well-being priorities in their communities. They are presented above in ranked order. There is a very high level of consistency in the priorities identified by residents from each of the six partner municipalities.

The key priorities identified by service providers and those with lived experience are listed below by level of importance beginning with the most important. While stakeholders from all six partner municipalities participated in focus groups, interviews and a brief survey, the majority tended to speak about safety and well-being concerns from the perspective of all municipalities as opposed to just one.

1. Adequate, affordable, and attainable housing
2. Mental health and addictions supports
3. Poverty
4. Systems planning and integration
5. Access to health, social/community and recreational services

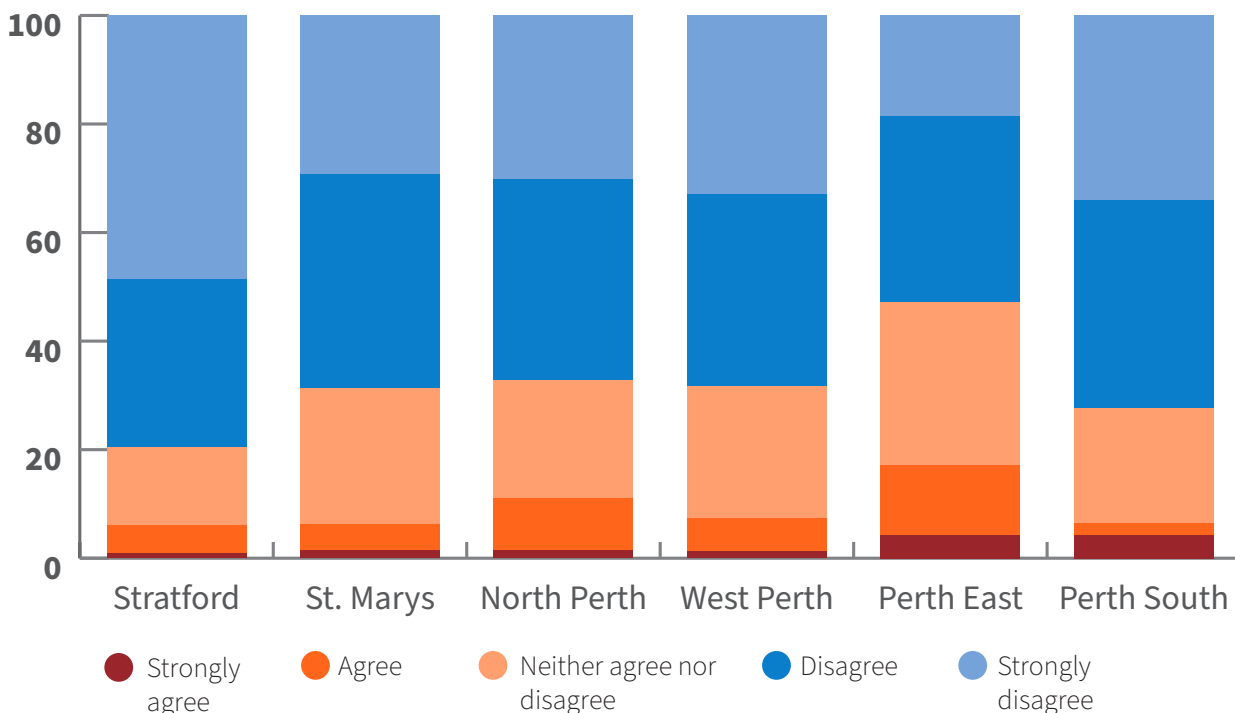
6. Affordable and accessible transportation
7. Social isolation
8. Community belonging
9. Community safety

The section below describes in more detail what we heard about the priority areas.

Adequate, Affordable and Attainable Housing

Many of the individuals we spoke with commented on the considerable challenges some residents face in finding adequate, affordable, and accessible housing. They noted that over time, housing has become less accessible and less affordable for low income individuals and families. They also mentioned that the demand for subsidized housing has increased and that the availability of supportive housing is insufficient to meet demand. It was noted that some individuals are forced to live in housing that is unsuitable (major

I believe there is sufficient availability of affordable housing in my community (%)



repairs are required), inadequate (e.g., too few bedrooms) or unaffordable.

Just over 100 households in our communities are experiencing homelessness in any of the following ways:

- Unsheltered, or absolutely homeless and living on the streets or in places not intended for human habitation,
- Emergency sheltered, including those staying in overnight shelters for people who are experiencing homelessness, as well as shelters for those impacted by family violence, or
- Provisionally accommodated, referring to those whose accommodation is temporary or lacks security of tenure. This includes individuals who are staying temporarily with family or friends (e.g. “couch surfing”), living in temporary rental accommodations (e.g. motels), or those who are currently in an institution (e.g. jail, hospital, rehabilitation centre) and have no place to live upon their release.

Many of these individuals and families may also be dealing with traumatic experiences, personal crisis, violent situations, or issues related to mental health and addictions. Those we spoke with noted that without a proper place to call home, many often feel unsafe and disconnected from others in the community.

“ Homelessness describes the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful and distressing. ”

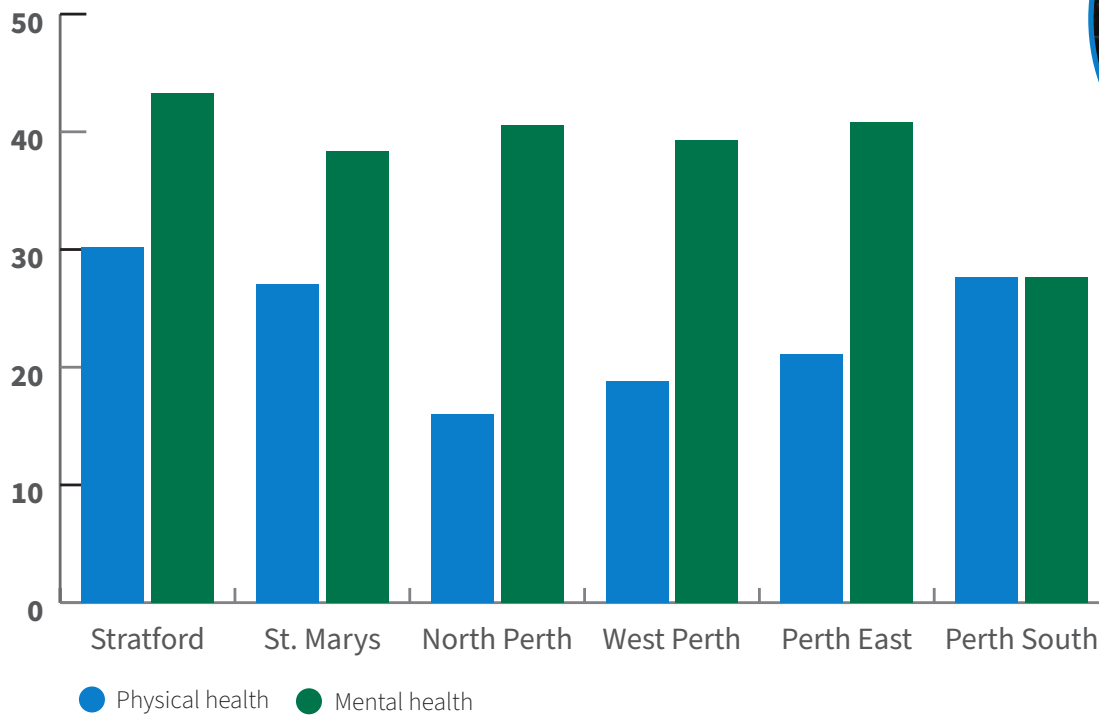
(Gaetz, et al., 2012)

Mental Health and Addictions Supports

A number of consultation participants spoke about the growing number of individuals in our communities who experience mental health and addictions issues. Many individuals spoke about the need for more mental health and addictions specialists, group supports, targeted programming (e.g., youth, seniors), and counselling options in our communities. They also spoke about the need to address the stigma associated with mental health since it often isolates people and stops them from reaching out for help.

People pointed out services and resources such as Choices for Change, Huron-Perth Centre for Children and Youth, Phoenix Survivors, school-based services, and the mental health toolbox for farmers that was launched in Listowel which were making a difference for those experiencing mental health and addictions issues. While the pandemic has had a negative impact on the mental health of our residents, it has also resulted in increased funding which will help improve mental health services in our communities and support our residents living with mental health and addictions challenges (Huron Perth Child and Youth Mental Health Leadership Team, 2020).

My physical and mental health have worsened since the start of the COVID-19 pandemic (%)



Poverty Response

Financial vulnerability affects a growing segment of our communities and includes women, children, youth and seniors. Some of the people we spoke with mentioned the impacts of not earning enough, including food insecurity, poorer physical and mental health, limited transportation options, lack of stable housing, and lack of access to programming (e.g., childcare). Individuals mentioned that the pandemic has created increased financial stress due to job loss/layoffs or job uncertainty.

Access to Health, Social (Community Support) and Recreation Services

While most community members feel they can access adequate health care close to home, there are others who are unable to access the physical or mental health supports they need. Residents identified the following factors as impacting their ability to receive proper care:

- Cost/affordability
- Program/clinic location
- Program/clinic accessibility
- Program/clinic hours of operation
- Feelings of being unwelcome or judged in a program or clinic
- Lack of transportation to a program or clinic

Residents also spoke about the shortage of family doctors, long waitlists/wait times, and lack of walk-in clinics (in Stratford).

Residents in the rural communities were identified as most significantly impacted by a lack of accessible healthcare. It was mentioned that improving access through virtual engagement is a key focus of the Huron Perth and Area Ontario Health Team and that the pandemic has actually fast-tracked its roll out. While virtual care is important, in-person care was

also considered essential. The Huron Perth Ontario Telemedicine Network (OTN) Primary Care Nurse Practitioners Program, which provides primary care services to individuals with mental health issues or addictions and complex frail elderly individuals, was identified as providing both in-person and virtual services.

While there are numerous social and community services available across the communities, it was noted there are gaps in programming for seniors, transitional aged youth, families, newcomers and Black/ People of Colour/Indigenous populations (e.g., child care, culturally specific and sensitive programming). Additionally, not all residents are aware of the existence of these services or how to access the services they need.

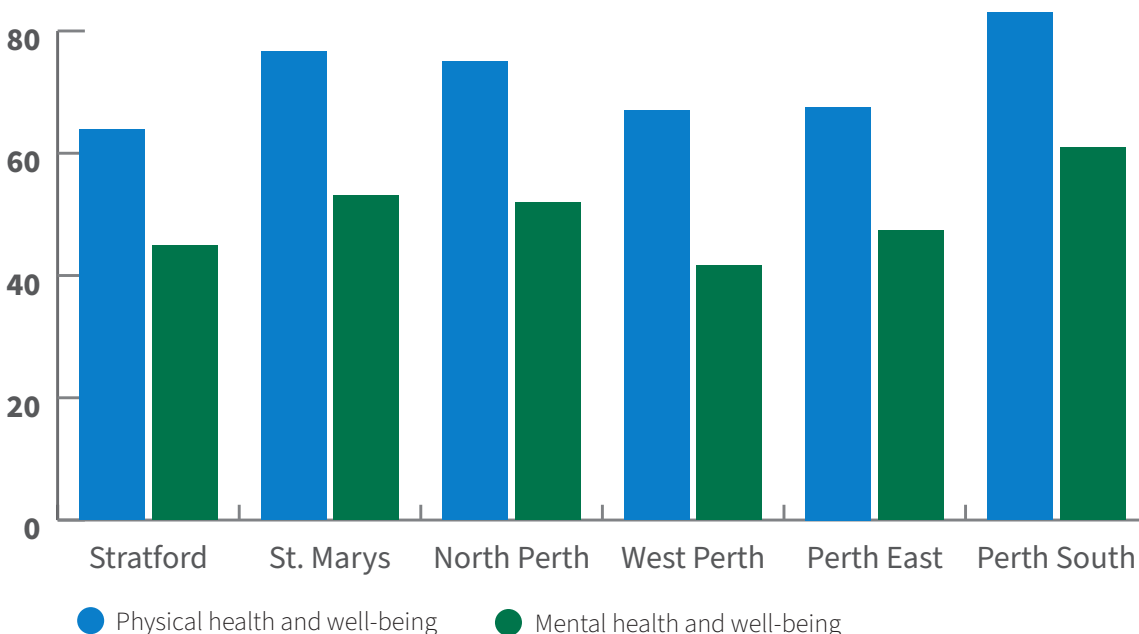
Residents recognized the importance of recreation for positive health and wellness. They stated that their ability to participate in recreation and leisure activities was affected by factors including:

- Cost
- Lack of awareness of activities
- Facility or activity hours of operation
- Facility or activity location
- Facility or activity accessibility
- Feelings of being unwelcome
- Lack of transportation
- Concerns about safety

Residents expressed a need for more outdoor activity areas (due to COVID-19), in well-lit areas, especially for youth. They also spoke about a need for free or affordable opportunities for low income individuals and families to exercise and take part in both formal and informal social activities.



I feel I can access supports in my community for... (%)



Affordable and Accessible Transportation

Even if the necessary services, supports and activities are in place, they can be inaccessible to those in our communities who lack the transportation to get there. Transportation in rural communities and for those living on less than a living wage, is a major social and health issue. Services available in large centres, such as Stratford, may be inaccessible to someone who lives only a few miles outside town, has no means of transport, or someone who does not have enough money to afford to own a vehicle or pay for transportation services (e.g., taxis).

To help address transportation barriers, initiatives such as the following are available:

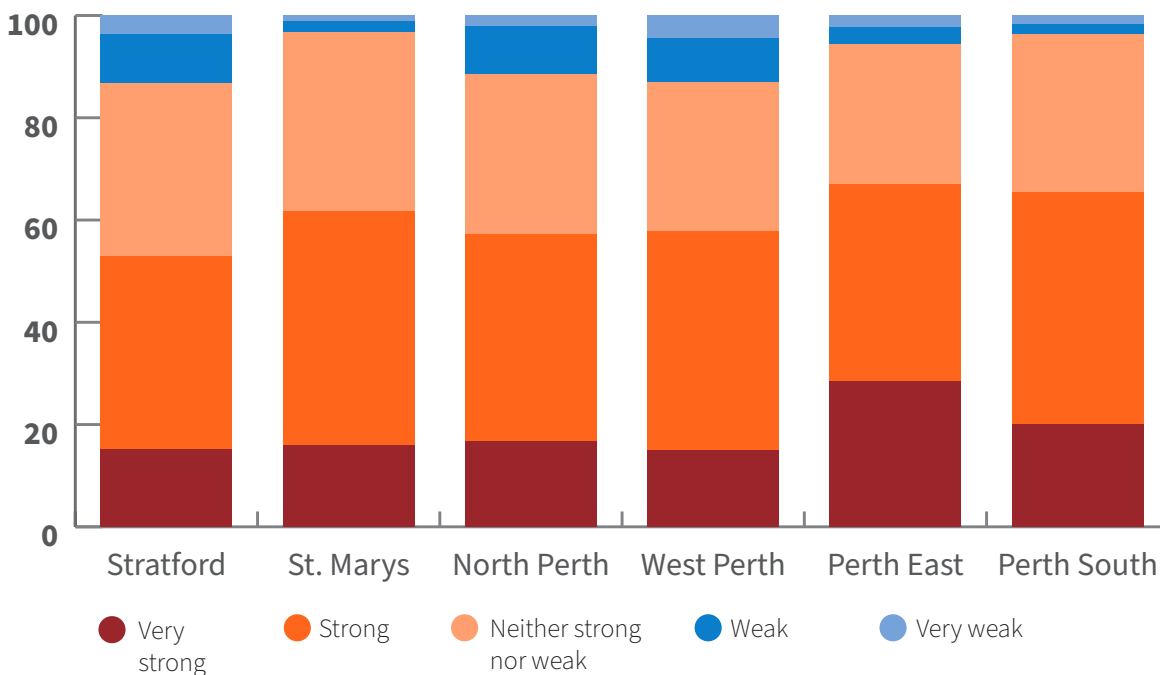
- Perth County Connect is a new bus service designed to provide residents with affordable transportation options within Perth County and surrounding areas,

- Support agencies providing services at satellite offices, and
- Transportation provided by health and social service agencies.

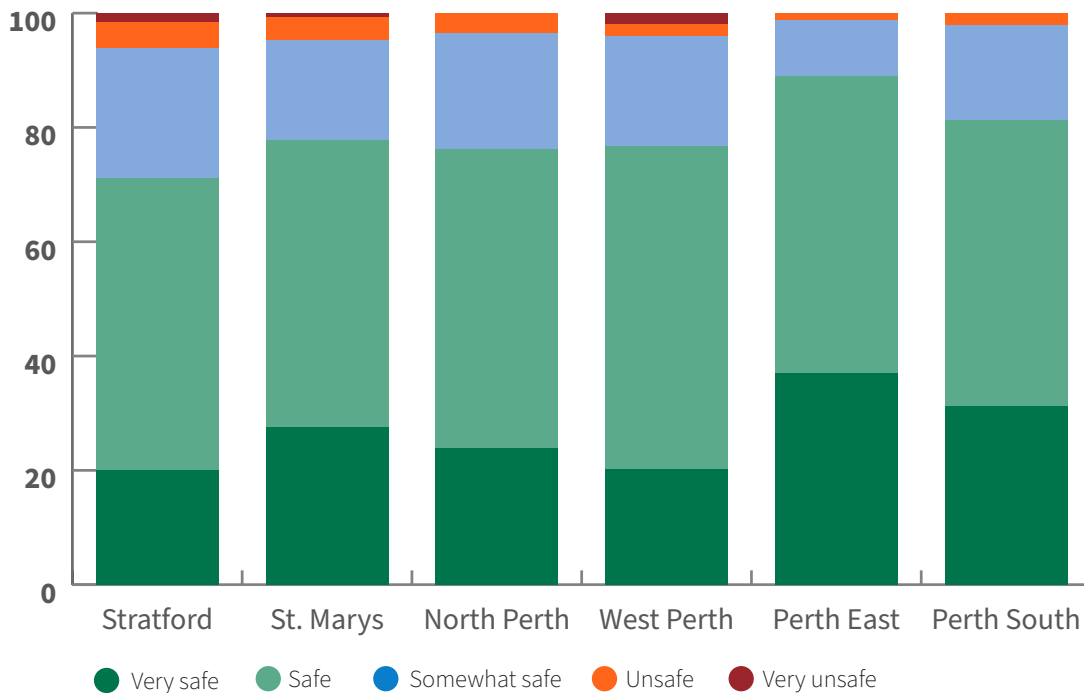


The pandemic has also resulted in expanded virtual and telephone-based services so that individuals are not required to travel for supports.

How would you describe your feeling of belonging to your local community? (%)



How do you feel about your personal safety in your community? (%)



Social Isolation

Social isolation has serious physical, mental and emotional consequences. It was noted that residents of our communities who are socially isolated are at a higher risk of developing health problems, experiencing poverty, facing mental health challenges and having a poorer quality of life. Groups such as seniors, newcomers, people with disabilities, individuals experiencing mental health and addiction issues, and those who are homeless or precariously housed, were identified as more likely to become socially isolated. COVID-19 was said to have intensified the sense of social isolation for some groups (e.g., seniors and single mothers).

Community Belonging

Most of the people who responded to the survey said they had a very strong or strong sense of community belonging. However, people we spoke with men-

tioned that groups such as youth, those experiencing homelessness, and members of the LGBTQ2T+ community often feel they do not belong. Feeling a sense of connectedness and belonging was identified as integral to community safety and well-being.

Community Safety

While most residents who took part in the engagement indicated that they feel safe in their community, there are some who do not. Reasons why they feel unsafe include: increasing prevalence of drug use and addiction/fear of those experiencing mental health and addictions issues (due to their actions and behaviours); inadequate presence of police officers in the community and on the streets; discrimination (e.g., age, gender, sexual orientation, race, disability, geographic location) by public organizations and the police; domestic violence; and presence of human traffickers.

Residents noted they feel more unsafe walking alone after dark because of: youth congregating at night; lack of lighting in public spaces; harassment and assault; presence of homeless individuals in public spaces; presence of drug use and intoxicated individuals in public spaces; and theft, particularly in rural areas. Residents also expressed concern that crime in our communities has increased over the last three years.

Systems Planning and Integration

Stratford, St. Marys, and Perth County have a large number of provincially and municipally funded agencies and not-for-profit and private organizations that currently provide a broad range of social, health and justice programs and services to their residents. While there are some wonderful examples of representatives from different groups partnering to provide more integrated services and supports (refer to the section on Where We've Already Been), there are instances in which agencies and organizations are working in isolation from one another. This tends to result in a duplication of services, lack of communication between providers, and increased costs. It is also challenging for the vulnerable members of our communities who are often left navigating their way within and between agencies and organizations.



Priority Populations

Community safety and well-being is important to all residents of Stratford, St. Marys, and Perth County. There are some individuals and groups however, who are more vulnerable due to social, economic or health related risk factors. These include:

- low income individuals and families,
- individuals who are homeless or precariously housed,
- individuals experiencing mental health or addictions challenges,
- transitional-aged youth (16-24 years),
- seniors,
- women and children in abusive situations,
- newcomers (immigrants and refugee),
- Black, Indigenous and People of Colour (BIPOC),
- Anabaptist communities,
- children and adults with disabilities,
- LGBTQ2+ community, and
- those without strong social networks.

For vulnerable members of our communities, there is often a gap between the challenges they face and the resources they can access when they face those challenges. This vulnerability is by no means a reflection of the characteristics of these individuals, but rather it speaks to their lack of ability to connect with the services and supports they need to feel safe and well.

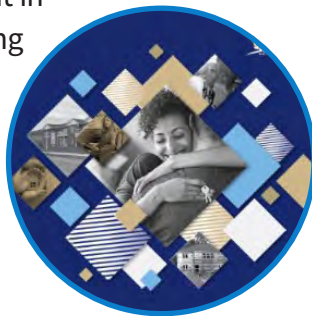


Where We've Already Been

There are a number of collaborative initiatives already underway that are helping to enhance safety and well-being in Stratford, St. Marys, and Perth County. A few examples that highlight some of the key priority areas are listed below. This list is by no means exhaustive.

Coordinated Access System Leadership Group (CASLG) for Stratford-Perth-St. Marys

Tasked with developing an integrated system of care with a Coordinated Access System at its centre, the group is a community-wide strategy to help prevent homelessness and match individuals and families experiencing homelessness to housing and support services. The CASLG supports a community approach to co-ordination and care that includes mapping and leveraging all the existing resources and expertise to achieve optimal housing placements and supports for those experiencing homelessness in Perth County. The CASLG membership is represented by organizations providing services directly to individuals experiencing homelessness in Perth County.



Supported Housing of Perth Program (SHOPP)

This highly collaborative Housing First program serves the City of Stratford, Perth County, and St. Marys. The program intends to provide housing assistance and support services to people who are experiencing homelessness from the following priority areas: chronic homelessness (including Indigenous Peoples), youth, families with depen-

dent-aged children and individuals transitioning from provincially-funded institutions and services systems (e.g. hospitals and prisons). The Supported Housing of Perth Program (SHOPP) model of service is based on the cooperation and collaboration of the partnering agencies as well as strong engagement from other sectors and local housing providers with specific leadership provided by the City of Stratford – Social Services Department.



The Huron Perth Addiction & Mental Health Alliance

Established in 2012, this collaborative service model serves the addiction and mental health population in Huron and Perth Counties. The objectives of the Alliance are to: provide easier access to mental health and addiction services in Huron Perth; ensure optimal use of resources; and create stronger working relationships to improve client experience. Members of the Alliance include: Alexandra Marine and General Hospital; Canadian Mental Health Association Huron Perth; Canadian Mental Health Association Elgin Middlesex; Choices for Change: Alcohol, Drug & Gambling Counselling Centre; Huron Perth Centre for Children and Youth; and, Huron Perth Healthcare Alliance — Mental Health Services.



Huron Perth and Area Ontario Health Team

This is one of the provincial teams implementing a new model of organizing and delivering health care that better connects patients and providers in their communities to improve patient outcomes. With approximately 60 partners, the team will integrate a full suite of health care services across Huron Perth and the surrounding area. Through the Ontario Health Team (OHT), patients will experience easier transitions from one provider to another, including, for example, between hospitals and home care providers, with one patient story, one patient record and one care plan.



Mobile Crisis Rapid Response Team (MCRRT)

The Stratford Police Services, the Perth and Huron County OPP and the Huron Perth Healthcare Alliance collaborate to provide this enhanced service for people who may be experiencing mental health issues. This proactive initiative involves the pairing of a police or OPP Officer with a Mental Health Crisis Case Worker who is a mental health specialist. Recipients of MCRRT service include individuals presenting with symptoms of mental illness, addiction, behavioural disorders, or people in acute crisis situations.



STOP Violence Against Women (V.A.W.) Coordinating Committee of Perth County

The committee works collaboratively to educate and provide information about services available to the community, and works towards ending violence against women in Perth County. Partners include: Emily Murphy Centre, Family Services Perth-Huron, Huron Perth Children's Aid Society, Ontario Provincial Police Perth County, Optimism Place, Probation & Parole, Huron Perth Public Health, Regional HIV/AIDS Connection, Stratford Police Service, Supervised Access Program Huron-Perth, Victim Services Bruce Grey Perth, Victim Witness Assistance Program, Huron-Perth Catholic School Board, Stratford General Hospital Sexual Abuse Treatment Program, and City of Stratford Social Services.



Social Research and Planning Council (SRPC)

The Council is operated by United Way Perth-Huron and is comprised of community representatives who are dedicated to the collection, analysis and distribution of information relating to social trends and issues in Perth and Huron County. Research enables United Way to discover and understand the root causes of issues affecting Perth-Huron and in turn mobilize the community. SRPC, United Way Perth-Huron and Computer Systems Group at the University of Waterloo also partner to operate MyPerthHuron, an online resource to help track the



United Way
Perth-Huron



well-being of our communities, where we are doing well, and where our communities may be facing challenges.

Frail Seniors Strategy

This strategy is focused on individuals, typically over the age of 65, experiencing increased vulnerability resulting from a combination of physical, cognitive, social and emotional factors that influence their ability to withstand life stressors. Working together across sectors, and with delivery partners and communities in the South West Region, the goal of the strategy is to build the capacity, infrastructure, and relationships necessary to provide coordinated care to this population.



Huron Perth Situation Table

This is a proactive tool used to mitigate risks of individuals and families through the collaboration of multiple agencies. The table is hosted by the Ontario Provincial Police and Stratford Police. Membership of the Table consists of representatives from a variety of health, mental health, social service and justice agencies that work together to create a rapid response that prevents the occurrence of crisis and promotes stability for vulnerable individuals and families.



STRATFORD
POLICE SERVICES



The Table is used when all other resources have been exhausted and still nothing is working to reduce the risks for the individual or family. Two working groups have been established — Homelessness and Wraparound Services and Supports — comprised of multisector service providers and community members.

Perth County (PC) Connect

Perth County, its member municipalities of North Perth, West Perth, Perth East and Perth South, along with the City of Stratford and the Town of St. Marys, worked in partnership to secure funds to establish a new public transit system for a pilot period of five years. The pilot, which began operations on November 16, 2020, was designed to provide residents with affordable transportation options within Perth County, and surrounding areas, including Stratford, St. Marys, Kitchener/Waterloo, and London.





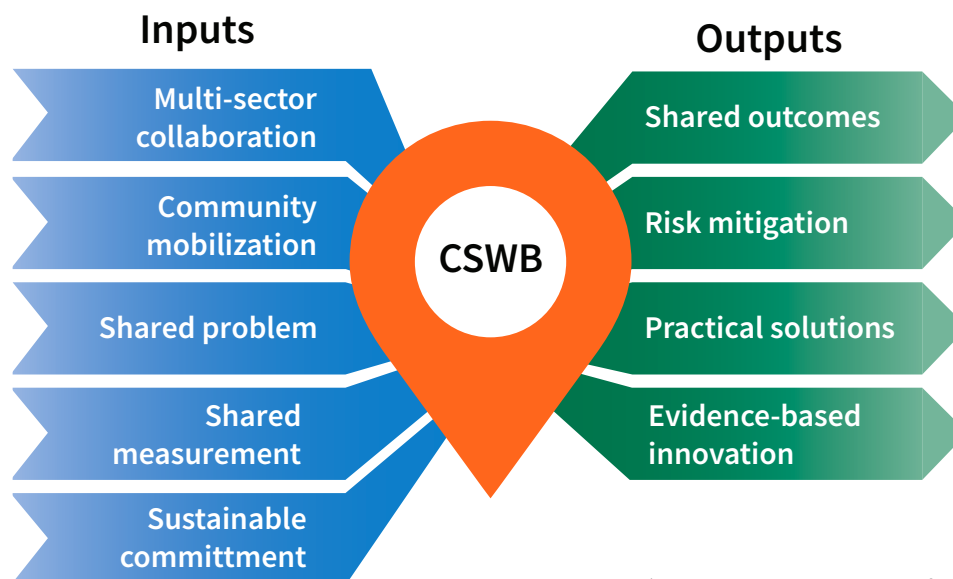
Where We're Going

The CSWB Plan provides an approach to strengthen the effectiveness of coordinated municipal and community services to improve safety and well-being for vulnerable individuals and the communities they live in.

The fact that significant resources are in place, and yet reportedly strained and disconnected, points to the need for a more effective community-based response system and thus more collaborative efforts like the ones identified above. The Plan provides a framework for more efficiently mobilizing appropriate resources to address complex situations. The Plan supports more equitable outcomes for residents living in Stratford, St. Marys, and Perth County by paving the way forward to addressing common priorities, collectively.

This approach retains what works well – recognizing the strengths that already exist within and across municipalities and organizations – while enhancing effectiveness by creating more strategically aligned and formalized alliances. These relationships provide opportunities for individual agencies to collectively tackle challenges and achieve meaningful results that they could not do alone or do as effectively alone. This approach helps to improve integration, enhance capacity, reduce duplication, and promote coordination and collaboration.

Inputs and Outputs of Community Safety and Well-being



(Nilson, C., *Community Safety Knowledge Alliance*, 2018)

The CSWB Plan, through strategic inputs—multi-sector collaboration, community mobilization, shared problem ownership, shared measurement, and sustainable commitment—sets the stage for meaningful outputs. Shared outcomes, risk mitigation, practical solutions, and evidence-based innovation help reduce vulnerability and build resilience.

There are many benefits to taking a coordinated and collaborative approach to community safety and well-being that ultimately result in increased individual and family success. These include better coordination, more timely response to need, less service duplication, increased knowledge and awareness of available services, more integrated approaches to care, and greater ability to share information.

Benefits of Collaboration



Model for Collaboration, Planning and Action

To ensure an integrated approach to community safety and well-being promotion, proactive risk prevention, risk intervention and incident response occurrences, the implementation of the CSWB Plan will be led by a Partnership Council.

The Council represents an alliance among people and organizations from multiple sectors for a common purpose. It provides an opportunity for partners to share their opinions and experiences and to influence the direction of prevention, intervention and capacity building activities. The Council helps coordinate and mobilize key community groups, agencies and initiatives through effective communication channels and undertakes a problem solving approach that identifies risk factors and gaps that, left unchecked, have the potential to compromise the safety and well-being of vulnerable community members.

The goals of the Partnership Council are to:

- Implement the Community Safety and Well-being Plan,
- Build supportive systems that identify effective linkages to relevant programs and services, and
- Enhance coordination across municipalities and service providers.

Functioning as an overarching governing body, the Partnership Council will support the formation of a fully integrated safety net, with mechanisms in place to bring key decision-makers and funders to the table in an ongoing process to ensure efforts are effectively aligned and mutually reinforcing.

To help ensure collective impact, the following components will be in place:

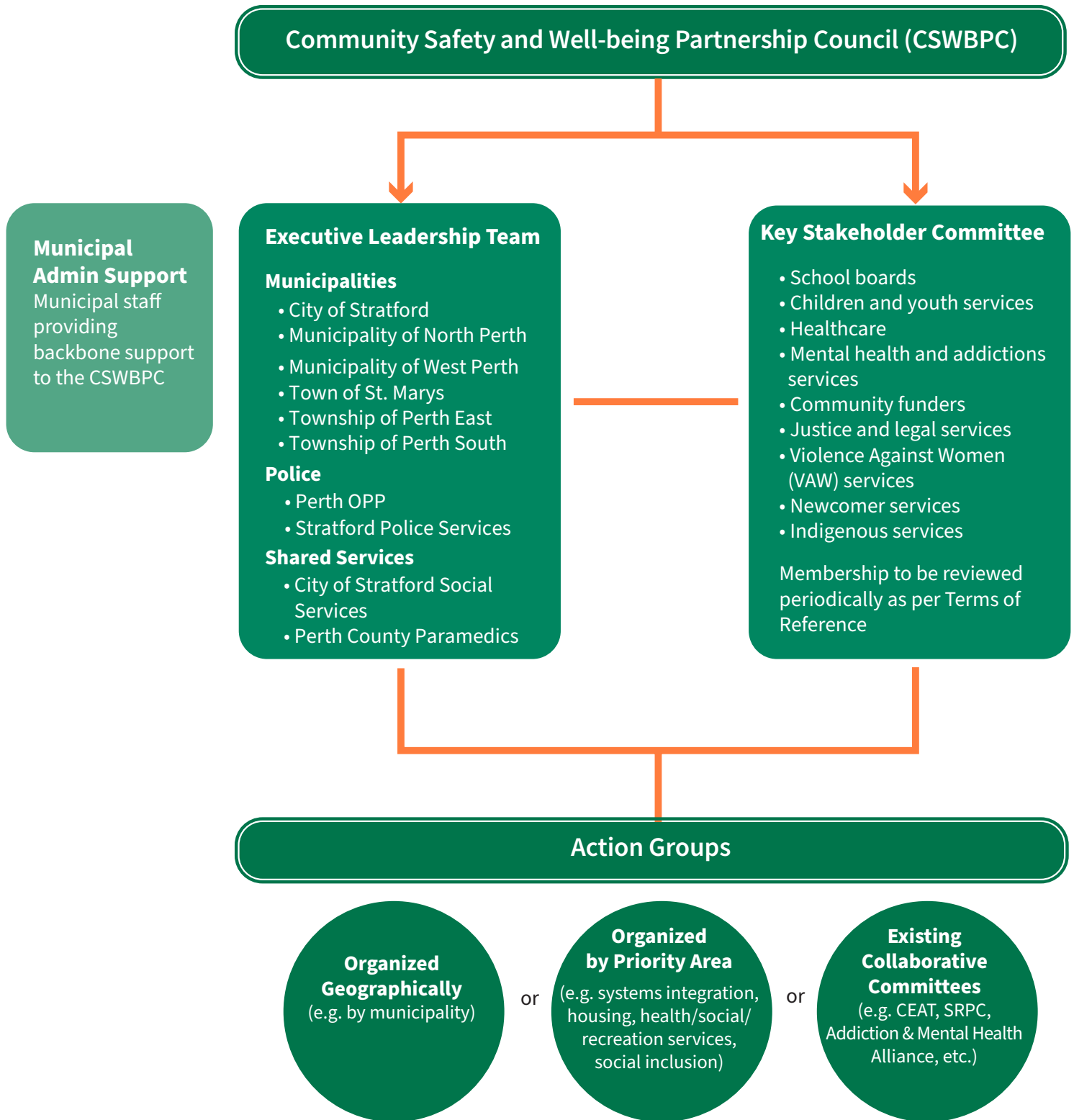
- Common agenda among partners,
- Shared measurement to assess impact,

- Mutually reinforcing activities aligned with priority objectives,
- Continuous communications among stakeholders to maintain trust and alignment,
- Clearly articulated roles, responsibilities and timelines, and
- Backbone organization that provides supports required to coordinate and convene partners.

Similar to the Advisory Committee composition, the membership of the Partnership Council will include multi-stakeholder and multisectoral representation (see Figure 4).

As needed the Partnership Council will call on Action Groups for direction, support or communication to help implement the Plan activities. These Action Groups may already exist (e.g., CASLG, StopVAW Committee) or may need to be created to address priority area gaps and better meet the needs of vulnerable populations. A Memorandum of Collaboration (MoC), created by the Partnership Council using a cooperative process, will provide a framework for collaboration, outlining who will be involved in the collaboration and how partners will work together on actions and mechanisms to improve the safety and well-being of residents. It will identify specific interrelated roles and responsibilities within and across Action Group members.

Governance Structure and Membership of the Partnership Council





CSWB Priorities



Based on the key areas of concern and the vulnerable populations, the following 4 priority areas and their associated goals and objectives have been identified for the CSWB Plan. The implementation of the actions will take place with guidance from the Partnership Council and support from municipal staff as well as existing and new Action Groups.

Priority Area #1: Systems Planning and Integration

Goal 1.1: Improved access to programs, services, supports, and resources by simplifying pathways and coordinating efforts.

- Objective 1.1.1: To increase resident knowledge and awareness of existing programs, services, and supports through improved communications.
- Objective 1.1.2: To establish collaborative pathways between programs, services, and supports, so that service providers can work together more effectively and are better equipped to guide individuals and families to the social, health, economic, and education supports they need.

Goal 1.2: Enhanced prevention and protection for safer communities.

- Objective 1.2.1: To increase police presence through proactive community-oriented interventions.
- Objective 1.2.2: To work with municipal partners to support pandemic planning and preparedness for the City of Stratford, Town of St. Marys, and Perth County.

Priority Area #2: Adequate, Affordable and Attainable Housing

Goal 2.1: Increased availability and accessibility of affordable, safe, and suitable housing.

- Objective 2.1.1: To work with the Coordinated Access System Leadership Group (CASLG) as well as other government and private sector partners to support the strategic objectives identified in the updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)*:
 - Ending homelessness,
 - Creating attainable housing options,
 - Sustaining community housing, and
 - Addressing a diversity of needs.

(City of Stratford Social Services Department, 2020)



Priority Area #3: Affordable and Accessible Health, Social, and Recreation Services

Goal 3.1: Improved availability and accessibility to healthcare services and supports.

- Objective 3.1.1: To work with partners such as the Huron Perth Addiction and Mental Health Alliance and the Huron Perth and Area Ontario Health Team to support planning and implementation of mental health and addictions services and supports for residents in Stratford, St. Marys, and Perth County.
- Objective 3.1.2: To provide more opportunities for residents, especially those in rural communities with limited physical and mental health services, to access care in-person and through virtual healthcare technology.

Goal 3.2: Improved knowledge and awareness of crisis response triage options.

- Objective 3.2.1: To work with municipal and service agency partners to increase residents' knowledge and awareness of crisis response options (e.g., Huron Perth Helpline, 911 and 211) and when it is most appropriate to use each option.

Goal 3.3: Increased availability of affordable transportation options.

- Objective 3.3.1: To implement new cost-effective transportation initiatives for low-income and rural residents to support improved access to healthcare, social services, and recreational activities.
- Objective 3.3.2: To determine the effectiveness of the Perth County Connect public transit pilot in providing residents with affordable and accessible transportation options within Perth County, and surrounding areas, including Stratford, St. Marys, Kitchener/Waterloo, and London. Focus on ridership of rural community members and low-income residents.

Priority Area #4: Social Inclusion

Goal 4.1: Increased application of equity, diversity, and inclusion practices across all partner agencies.

- Objective 4.1.1: To continue to build partner agencies' understanding of equity, diversity, and inclusion principles and practices through education and training.

Goal 4.2: Promote understanding of diverse groups.

- Objective 4.2.1: To develop, promote, and organize innovative community engagement and public strategies/campaigns aimed at reducing stigma and promoting understanding regarding mental health, addiction, racism, and discrimination.
- Objective 4.2.2: To support efforts of the Stratford Police Services' Community Equity Action Team (CEAT) and the OPP's Equity, Diversity, and Inclusion Unit to provide the community with a forum to discuss their interactions with police, critically examine local policing policies and procedures, and make recommendations for changes that will address potential issues related to systemic racism within police services and the broader community.

Goal 4.3: Enhanced sense of community belonging.

- Objective 4.3.1: To create and maintain safe, welcoming, and inclusive public spaces that promote opportunities for use by individuals of all identities, backgrounds, and experiences.
- Objective 4.3.2: To increase inclusion and access to activities and community events for populations that face constraints to participation (e.g., youth, people with disabilities, newcomers, BIPOC, LGBTQ2+ persons, and low-income families and individuals).



Moving Forward



The CSWB Plan represents the interest and commitment that municipal stakeholders and community members have in making the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of East Perth, and Township of Perth South places where residents feel safe, connected, and physically and mentally healthy.

The CSWB Plan lays the groundwork for the six partner municipalities to work together in a coordinated and collaborative way to promote the safety and well-being of all residents in our communities. The Plan builds on existing municipal and community strengths and assets, while also addressing gaps and challenges that particularly affect the more vulnerable members of our population. While the Plan identifies specific goals and objectives we hope to achieve or make progress on over the next three years, it is also adaptable, allowing us to respond to emerging needs in our communities in a more proactive manner.

The next steps are to:

1. Develop an Implementation Plan that identifies the parties responsible for supporting the execution of the CSWB Plan goals and objectives.
2. Prepare an Evaluation Plan that helps assess the success of the Plan goals and objectives and identifies priority areas requiring additional attention.

With leadership from the Partnership Council, support from new and existing Action Groups, and ongoing engagement with community partners and residents, implementation of the Plan will provide the opportunity to promote individual and community safety and well-being, proactively prevent harms and mitigate risks, and when necessary, respond effectively to crisis situations.





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Acknowledgements

We would like to thank the many local organizations and agencies that contributed to developing our Community Safety and Well-being Plan.

We extend special thanks to all the residents who participated in the survey and engagement sessions. Their shared opinions and experiences were invaluable to the development of the Plan.

Advisory Committee

This committee included representation from the following municipalities and organizations:

- 📍 City of Stratford
- 📍 Town of St. Marys
- 📍 Municipality of North Perth
- 📍 Municipality of West Perth
- 📍 Township of Perth East
- 📍 Township of Perth South
- 📍 Stratford Police Service
- 📍 Ontario Provincial Police
- 📍 United Way of Perth-Huron
- 📍 Huron Perth Healthcare Alliance
- 📍 Huron-Perth Children's Aid Society
- 📍 Huron Perth Public Health
- 📍 Huron Perth Catholic District School Board
- 📍 Avon Maitland District School Board



Community Safety and Well-being Plan

Implementation Plan: 2021-2024







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Moving Ahead

Introduction

The Community Safety and Well-Being Plan Partnership Council is responsible for overseeing the implementation of the *Community Safety and Well-being Plan: Roadmap to Collaboration (CSWB) for Stratford, St. Marys, North Perth, West Perth, Perth East, and Perth South (2021-2024)*. As needed, the Partnership Council will call on Action Groups for direction, support or communication to help implement the Plan activities.

The present document accompanies the Community Safety and Well-being Plan (CSWB Plan), providing a package of tools for the Partnership Council and Action Groups to guide and facilitate implementation of the Plan. This package contains:

- An overview of the **Collective Impact Approach to Implementation** that will be adopted by the Partnership Council and its collaborators.
- A **Model for Implementation** which delineates the relationship between the Partnership Council and Action Groups that will be put in place to achieve the key outcomes of the CSWB Plan.
- A set of **Implementation Steps** that will guide the Partnership Council to develop a structure and mechanisms for implementation planning, action, and accountability.
- A **Performance Management Matrix Template** which will support the Partnership Council and Action Groups to measure and monitor their performance against expected outcomes.



- An **Evaluation Framework Template** which will support the Partnership Council in determining the most appropriate manner to evaluate the extent to which it is making progress toward achieving the goals and objectives of the CSWB Plan.



Collective Impact Approach to Implementation

The **Collective Impact Approach to Implementation** describes the foundational elements that will be adopted by the Partnership Council, guiding all of its activities and relationships with collaborators.

The CSWB Plan will be implemented using a collective impact approach that brings people together in a structured way towards a common vision and plan of action to address a complex social problem. The approach requires the five elements illustrated here.





Staff support

Dedicated staff provide support and key functions for the sustained implementation of the Community Safety and Well-being (CSWB) Plan.



Common agenda

All participants share a common understanding of the complex social issues and a joint approach to addressing the issues through agreed upon actions.



Continuous communication

All players are engaged in frequent, structured communication to build trust, assure mutual objectives and create common motivation.



Shared measurement

All participants agree on how to measure and report on progress, with an established list of common indicators to assess progress, measure success and drive improvement.



Mutually reinforcing activities

A diverse set of Action Groups (stakeholders/partners), across geographic areas and priority areas, are coordinated to collaborate on mutually reinforcing activities.

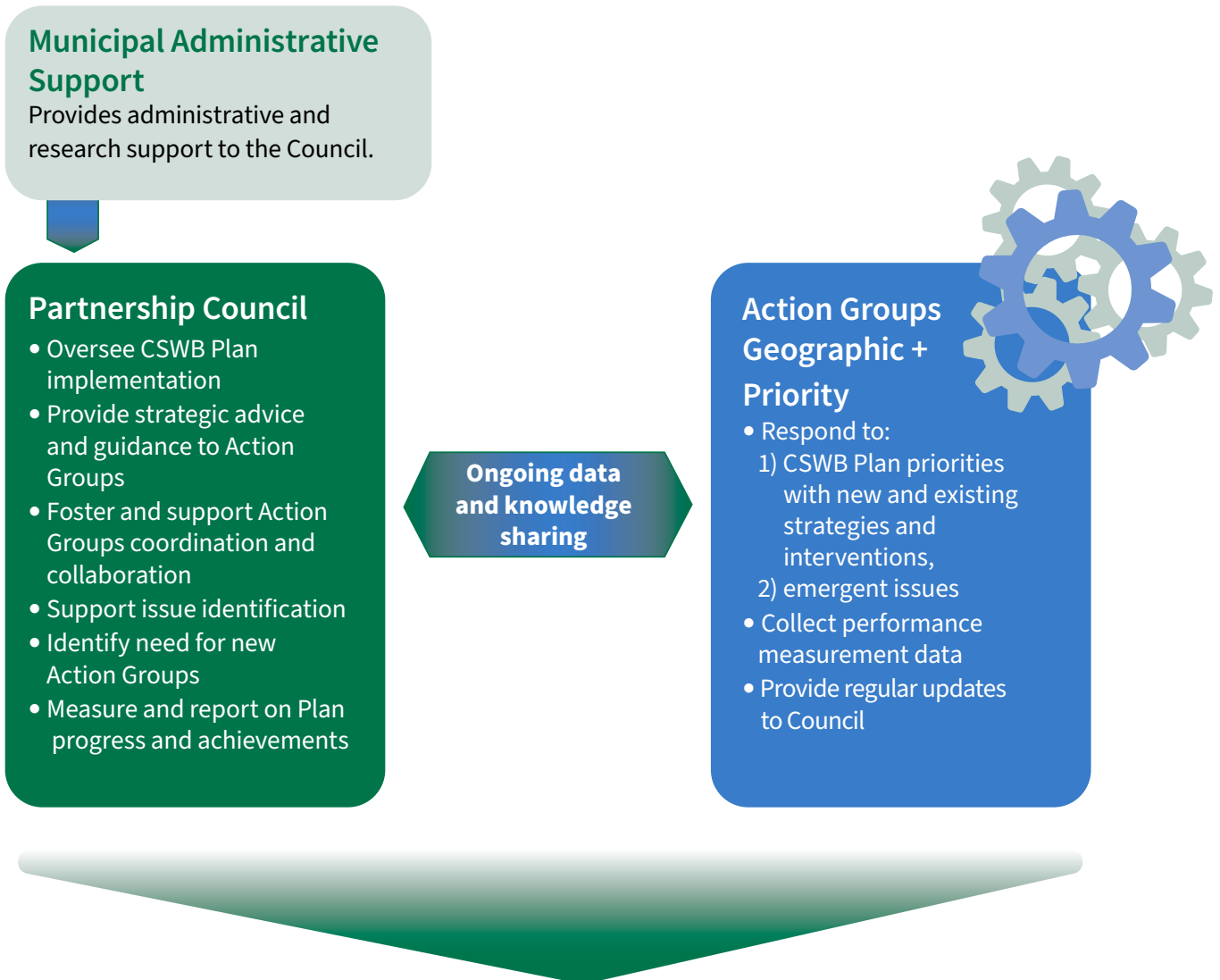


Source: www.peelregion.ca/community-safety-and-wellbeing-plan/

Model for Implementation

The **Model for Implementation** highlights the respective key responsibilities of the Partnership Council, the Action Groups (which will be organized based on geographic or priority areas) and

Municipal Administrative Support necessary to successfully achieve the five key outcomes of the CSWB Plan.



Key Outcomes

1. Increased coordination and collaboration between services
2. Improved access to services
3. Greater alignment on key safety and well-being issues
4. Reduced demand on emergency and crisis services
5. Enhanced systems planning



Implementation Steps

The **Implementation Steps** represent high-level actions to be taken by the Partnership Council, Action Groups, Municipal Administrative Support and others in support of successful execution of the CSWB Plan.

For each implementation step the following components are identified:

Tasks: Concrete actions taken in support of the implementation step.

Responsibility: The parties responsible for completing a given task.

Timeline: The dates and duration for responsible parties to complete the various tasks. All timelines are currently to be determined (TBD).

STEP	TASKS	RESPONSIBILITY	TIMELINE TO BE DETERMINED
CSWB Advisory Committee transitions to CSWB Partnership Council	<ul style="list-style-type: none"> • Draft Terms of Reference (TOR) • Review and approval of TOR (including confirmation of Partnership Council membership). • Formal invitation to members. • Establish Partnership Council. 	DPRA and Municipal Administrative Support Advisory Council Co-chairs Advisory Council Co-chairs	
Partnership Council establishes ongoing operating budget	<ul style="list-style-type: none"> • Determine annual operating budget <ul style="list-style-type: none"> ▶ City of Stratford, Town of St. Marys, North Perth, West Perth, Perth East, and Perth South will each contribute proportionally to the operating budget on an annual basis. ▶ Contributions to the operating budget are to be approved by the respective Municipal Councils on an annual basis. 	Partnership Council	
Partnership Council creates tools necessary to support effective implementation	<ul style="list-style-type: none"> • Develop policies, processes and protocols (e.g., information and data sharing agreements, data collection processes, decision making protocols, dispute resolution, collaboration agreement, monitoring and evaluation processes, partnership building, MOUs, etc.). 	Partnership Council	
Municipal Councils communicate to residents about the CSWB Plan	<ul style="list-style-type: none"> • Municipal Council members prepare and release communications materials regarding the CSWB Plan. 	Municipal Councils	



STEP	TASKS	RESPONSIBILITY
Identification of Action Groups	<ul style="list-style-type: none"> • Conduct inventory of collaborative groups and committees to: <ul style="list-style-type: none"> ▶ Review existing relevant strategies, frameworks, work plans (e.g., housing and homelessness, MH&A) ▶ Identify existing Action Groups and assess mandate, intended activities, target audiences relative to CSWB Plan; ▶ Identify existing data sources and performance measures that align with the CSWB Plan objectives; and ▶ Identify gaps where new Action Groups (or new strategies) may need to be established. 	Partnership Council and Municipal Administrative Support
Partnership Council reaches out to existing Action Groups (with the goal of achieving buy-in and mobilizing groups)	<ul style="list-style-type: none"> • Partnership Council meets with Action Group members to: <ul style="list-style-type: none"> ▶ Review the CSWB Plan and build a common understanding of its goals and objectives; ▶ Communicate the role of the Partnership Council in relation to the Plan and the Action Groups; ▶ Discuss the anticipated functions of the Action Groups including the need to share data; ▶ Review and discuss the Action Groups' current areas of focus and activities as they relate to the goals and objectives outlined in the CSWB Plan; ▶ Review current performance measures; and ▶ Identify additional supports required by the Action Groups to support enhanced coordination and collaboration across agencies and systems. 	Partnership Council and Action Groups
Partnership Council prioritizes CSWB Plan objectives (based on Action Group discussions)	<ul style="list-style-type: none"> • Based on discussions with Action Groups (and other criteria), Partnership Council prioritizes the CSWB Plan objectives, deciding where to focus resources and attention. 	Partnership Council
Partnership Council implements performance measures to track success	<ul style="list-style-type: none"> • Adopt a set of performance indicators to measure progress and achievement of CSWB Plan objectives. • Develop a plan for monitoring performance over time. 	Partnership Council and Municipal Administrative Support
Partnership Council reaches out to new stakeholders (with the goal of establishing new Action Groups to address gaps and emerging needs)	<ul style="list-style-type: none"> • Identification of municipal staff and services providers responsible for addressing gaps and emerging issues. • Partnership Council members contact individuals and organizations to: <ul style="list-style-type: none"> ▶ Review the CSWB Plan and build a common understanding of its goals and objectives; ▶ Communicate the role of the PC in relation to the Plan and the Action Groups; 	

TIMELINE TO BE DETERMINED



STEP	TASKS	RESPONSIBILITY
	<ul style="list-style-type: none"> ▶ Discuss the anticipated functions of the Action Groups including the need to share data; and ▶ Discuss interest in being part of a new Action Group that aligns with the goals and objectives outlined in the CSWB Plan and will collaborate with existing Action Groups. • Partnership Council supports the formation of new Action Groups and supports: <ul style="list-style-type: none"> ▶ Development of action plans and strategies aligned with the CSWB Plan; ▶ Identification of performance measures; ▶ Implementation of action plans; and ▶ Coordination and collaboration of actions across agencies and systems. 	Partnership Council and Municipal Administrative Support
Partnership Council conducts monitoring and evaluation of CSWB Plan to determine progress, achievements, impacts of intended goals and objectives	<ul style="list-style-type: none"> • Action Groups share performance data with the Partnership Council. • Action Groups provide Partnership Council with regular reports outlining progress and achievement of planned actions. • Partnership Council meets regularly with Action Groups members to discuss progress on actions, extent of coordination and collaboration across agencies/systems, and need for additional supports from the Partnership Council to fulfill objectives. • Partnership Council reviews data and reports in relation to CSWB Plan priorities, goals and objectives. 	Action Groups Action Groups Partnership Council and Action Groups Partnership Council and Municipal Administrative Support
Partnership Council communicates progress (with the goal of transparency and accountability)	<ul style="list-style-type: none"> • Partnership Council prepares an annual report detailing progress toward and achievement of CSWB Plan goals and objectives. • Partnership Council determines and implements appropriate tools for ongoing communication and information sharing (e.g. social media, online presence). 	Partnership Council and Municipal Administrative Support
Partnership Council conducts research	<ul style="list-style-type: none"> • Partnership Council carries out research as required to support its ability to effectively oversee and guide the implementation of the CSWB Plan and to inform evidence-based decision making. 	Partnership Council and Municipal Administrative Support

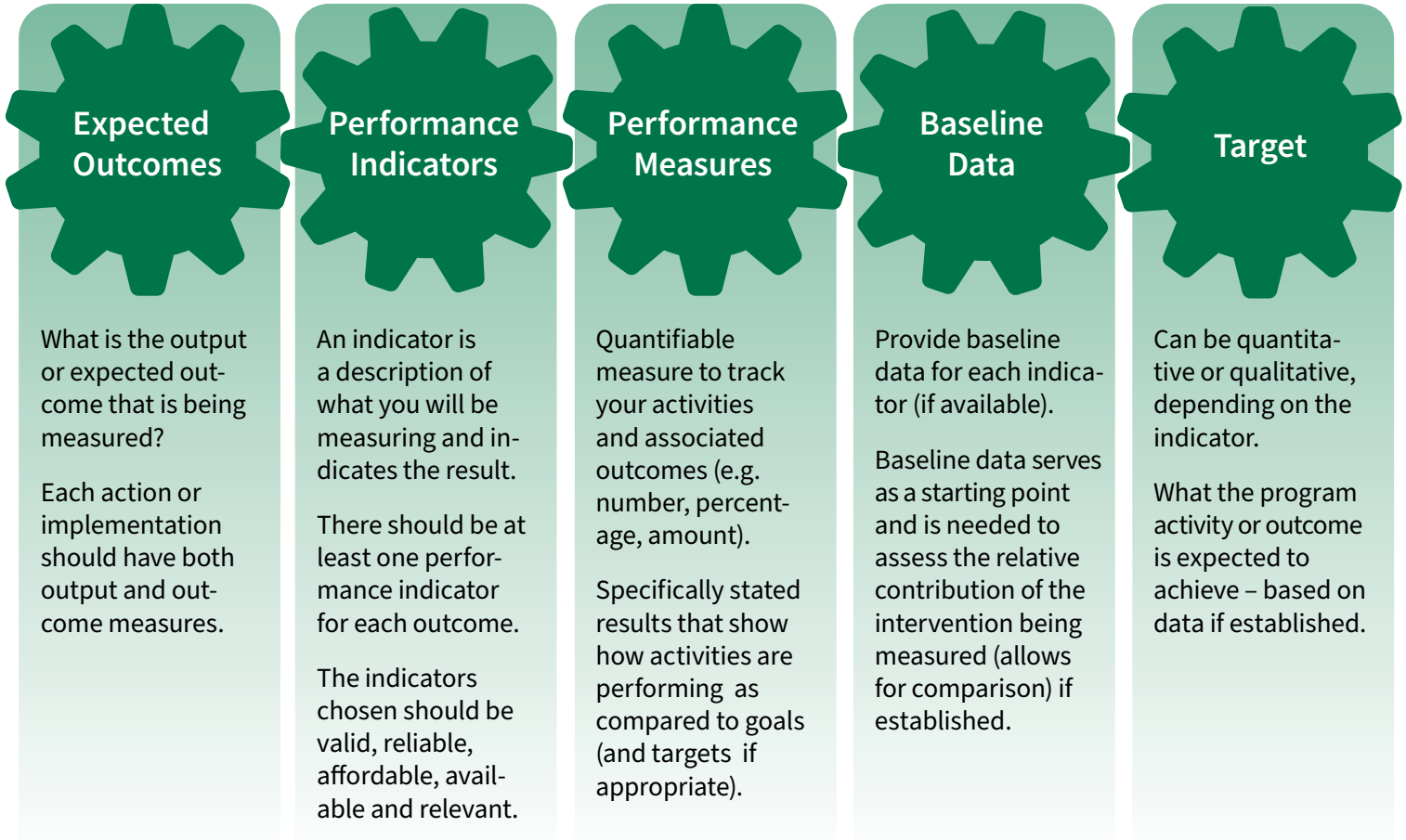
TIMELINE TO BE DETERMINED



Performance Measurement Framework Template

A **Performance Measurement Framework** (PMF) will help the Council monitor its progress on implementation of the CSWB Plan. Performance measurement indicators should be established for all outputs and

outcomes. The PMF template can be modified as required (e.g., fields added or deleted) to meet the needs of the Council.



DATA			
Source	Responsibility	Frequency	Reporting
Where will the data come from – existing sources; how will you collect the data; what kind of data will it be (primary, secondary)?	Who is responsible for collecting the data, reviewing the results, and how they will be acted upon.	Indicate the date when the data will be collected and how often and where results will be reported.	Who is responsible for reporting the data?

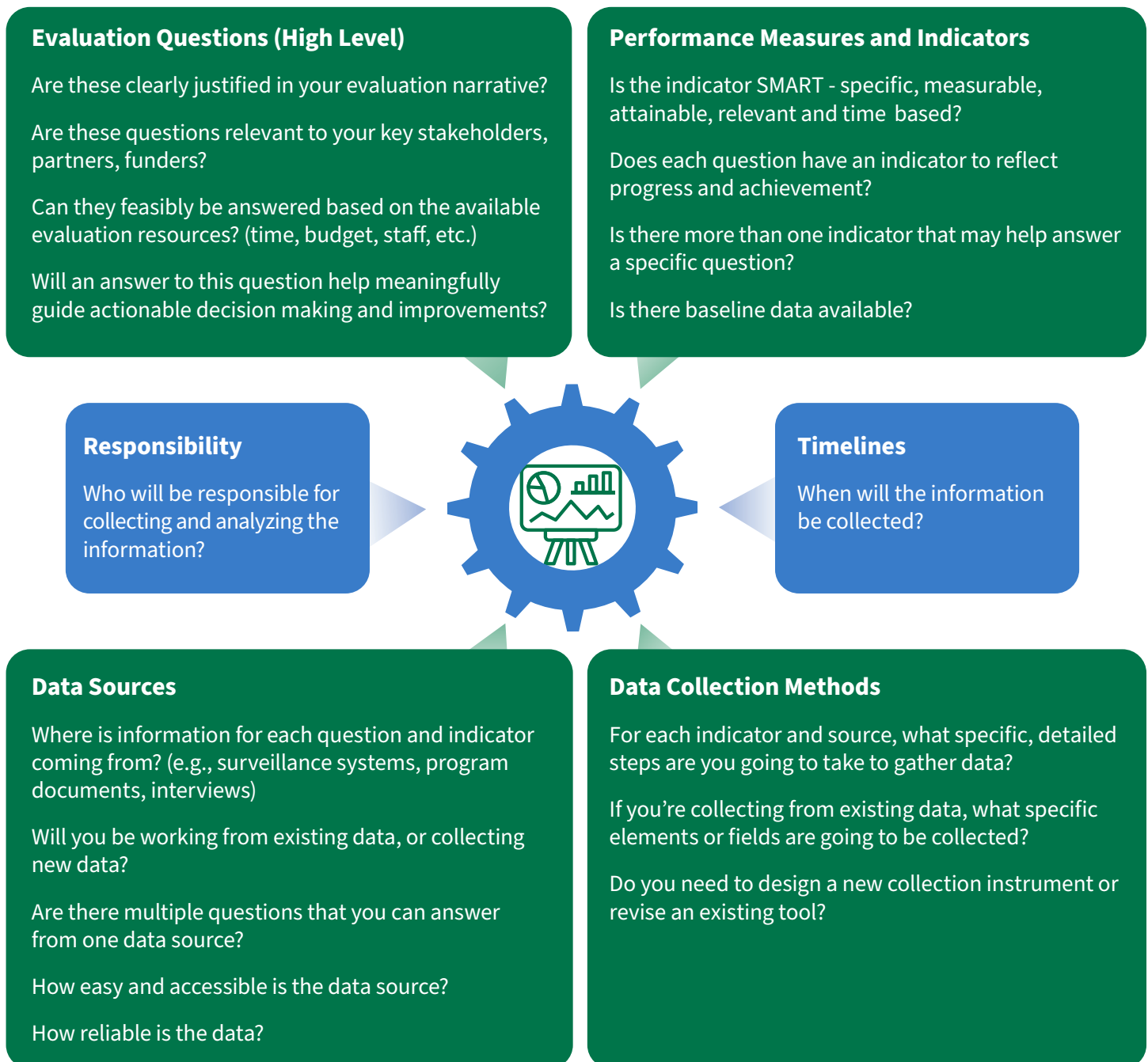


Evaluation Matrix Template

An **Evaluation Matrix** will enable the Partnership Council to assess the extent to which a CSWB Plan is achieving its intended outcomes and impact on stakeholders. It is the main analytical framework for an evaluation. It acts as an organizing tool to help plan and carry out the evaluation; indicating where secondary data is required and where primary data will need to be collected. The Matrix sets out how each evaluation question will be addressed. It maps the evaluation questions against the measures and

indicators, the sources of information, and the data collection methods. This provides a clear trajectory from the evaluation questions to the findings as outlined in the final evaluation report.

The Matrix also guides analysis, ensuring that all data collected is analyzed and triangulated and supports the identification of evidence gaps. The Evaluation Matrix helps ensure that the evaluation design is robust, credible and transparent.

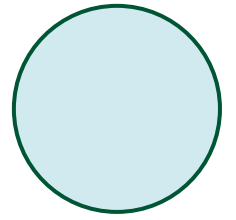




Roadmap for Collaboration:

Community Safety and Well-being Plan (2021-2024)





Today's Outline

1. Background
2. Creating the Roadmap
3. Consultation Findings
4. Priority Areas, Goals & Objectives
5. What Now?



Background

Why we created a Community Safety and Well-being Plan

Context for the CWSB Plan

- ▶ **Provincially legislated that municipalities develop and adopt community safety and well-being plans**
 - Amendment to the *Police Services Act, 1990*
 - Directive through the Ministry of the Solicitor General
 - Came into force in January 1, 2019 with initial deadline of January 1, 2021 (extended to July 1, 2021 because of COVID-19)
- ▶ **Joint plan submitted by six local municipalities**
 - Stratford, St. Marys, North Perth, West Perth, Perth East, Perth South
 - Adopted by municipal councils in May 2021

Purpose of the CWSB Plan

- ▶ To provide a roadmap for inclusive, connected, and coordinated safety and well-being planning
- ▶ To ensure a proactive and integrated approach to addressing local crime and complex social issues on a sustainable basis
- ▶ To identify key priorities for safety and well-being planning locally
- ▶ To support and strengthen existing initiatives related to community safety and well-being
- ▶ To address local service and systems gaps

CSWB Planning Framework

► **Ministry of the Solicitor General provided following framework:**

- Includes 4 levels of intervention to ensure efficient and effective CSWB Plans



Critical and non-critical incident response

Mitigating situations of elevated risk

Proactively reducing identified risk

Promoting and maintaining community safety and well-being



Creating the Roadmap

How we developed the Community Safety and Well-being Plan

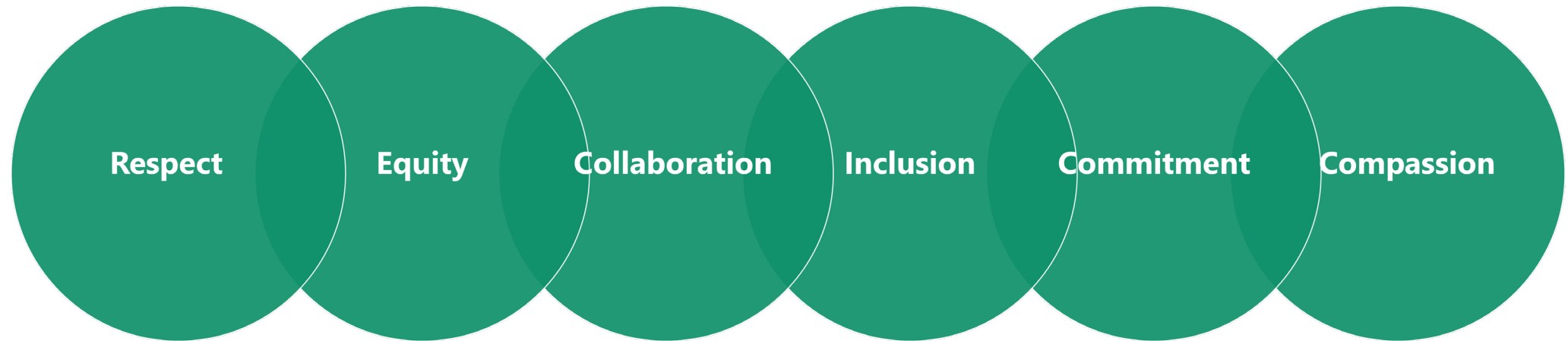
CSWB Advisory Committee

► Membership included:

- City of Stratford
- Town of St. Marys
- Municipality of North Perth
- Municipality of West Perth
- Township of Perth East
- Township of Perth South
- Stratford Police Services
- OPP
- United Way Perth-Huron
- Huron-Perth Healthcare Alliance
- Huron-Perth Children's Aid Society
- Huron Perth Public Health
- Huron Perth Catholic District School Board
- Avon Maitland District School Board

► Provided guidance to DPRA Consultants

Guiding Principles



Plan Development Activities

- ▶ Review of existing CSWB plans in Ontario
- ▶ Participation in Ontario Municipal Social Services Association calls addressing the planning and preparation of municipal CSWB plans
- ▶ Examination of community-based data and documents
- ▶ Review of existing Stratford, St. Marys, and Perth County strategic plans and initiatives as they relate to safety and well-being
- ▶ Review of media releases
- ▶ Engagement with a wide range of stakeholders living and working in the six partner municipalities.

Stakeholder Engagement

► Purpose:

- To explore community strengths, assets, protective factors, partnerships, risks, gaps in services and supports
- To hear from multiple voices and diverse perspectives
- To gather new ideas for enhancing community safety and well-being and reducing risks

► Online Survey

- 55 open- and closed-ended questions
- **1078 responses**



Stakeholder Engagement

► Facilitated Sessions & One-on-One Interviews

- Conducted via video or teleconference calls with the public as well as representatives from a broad range of services and sectors
 - Police Services Boards
 - Police Advisory Committees
 - Ontario Provincial Police (OPP)
 - Victim Services and Supports
 - Housing and Homelessness
 - Health Care
 - Mental Health
 - Education
 - Fire Departments
 - Income and Employment
 - Business Improvement
 - Leisure and Recreation
 - General Community Support
 - Disability Services
 - Family/Child Social Services
 - Child Care/Programming
 - LGBTQ2+
 - Food Security
 - Seniors Services
 - Community Justice
 - Rotary Clubs
- 27 facilitated sessions & 9 interviews took place with a total of **91 participants**

Stakeholder Engagement

► Lived Experience Engagement

- Included people with experience with the various services and supports locally
- Opportunity to share stories about their experiences of safety and well-being
- Two formats:
 - Focus groups
 - Questionnaire
- **28 individuals participated**

Total of 119 participants (plus 1078 survey respondents)





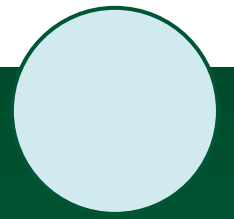
Consultation Findings

What we found out about community safety and well-being

We heard...

- ▶ That for all residents to feel safe and physically, mentally, and spiritually healthy, their **basic needs** must be met.
- ▶ That safety and well-being means residents feel they **belong**, they are **welcome**, they are **respected**, and they are **connected** to others in the community.
- ▶ There are vulnerable individuals and families in our communities who need **additional help** to enhance the quality of their lives.
- ▶ There are many excellent social, health and recreational/leisure **programs and services available** to residents in and across the six partner municipalities.
- ▶ That not all residents are able to **access the services and supports** they need, when they need them, and where they need them.

Key Priorities – Survey



	Stratford	St. Marys	North Perth	West Perth	Perth East	Perth South
Access to healthcare services	1	1	1	1	1	1
Adequate & affordable housing	2	2	3	4	5	3
Food security & access	3	4	4	5	4	4
Overall community security & safety	4	3	2	2	3	2
Protection from discrimination	5					
Recreational activity opportunities		5	5	3	2	
Employment and employment skills						5

Key Priorities – Session & Interviews

1. Adequate, affordable, and attainable housing
 2. Mental health and addictions supports
 3. Poverty
 4. Systems planning and integration
 5. Access to health, social/community and recreational services
 6. Affordable and accessible transportation
 7. Social isolation
 8. Community belonging
 9. Community safety
- High level of consistency across all municipalities and between the survey respondents and session/interview participants

Current Initiatives Related to CSWB

Recognition that many strategies, programs, and community initiatives are already underway to address these priorities

► Housing & Homelessness

- Coordinated Access System Leadership Group (CASLG)
- Supported Housing of Perth Program (SHOPP)
- North Perth Housing & Homelessness Committee

► Health, Mental Health, and Addictions

- Huron Perth Addiction & Mental Health Alliance
- Huron Perth and Area Ontario Health Team (HPA-OHT)
- Mobile Crisis Rapid Response Team (MCRRT)

Current Initiatives Related to CSWB

► Vulnerable Population Groups

- Stop Violence Against Women (VAW) Coordinating Committee of Perth County
- Frail Seniors Strategy
- Huron Perth Situation Table

► Transportation

- Perth County (PC) Connect

► System Planning & Collaboration

- Social Research and Planning Council (SRPC)

► Social Inclusion

- Community Equity Action Team (CEAT)
- OPP Equity, Diversity, and Inclusion Unit



Priority Areas, Goals, & Objectives

What our communities will focus on moving forward

Priority Area #1

Systems Planning and Integration

- ▶ **Goal 1.1: Improved access to programs, services, supports, and resources by simplifying pathways and coordinating efforts.**
 - Objective 1.1.1: To increase resident knowledge and awareness of existing programs, services, and supports through improved communications.
 - Objective 1.1.2: To establish collaborative pathways between programs, services, and supports, so that service providers can work together more effectively and are better equipped to guide individuals and families to the social, health, economic, and education supports they need.
- ▶ **Goal 1.2: Enhanced prevention and protection for safer communities.**
 - Objective 1.2.1: To increase police presence through proactive community-oriented interventions.
 - Objective 1.2.2: To work with municipal partners to support pandemic planning and preparedness for the City of Stratford, Town of St. Marys, and Perth County.

Priority Area #2

Adequate, Affordable, & Attainable Housing



- ▶ **Goal 2.1: Increased availability and accessibility of affordable, safe, and suitable housing.**
 - Objective 2.1.1: To work with the Coordinated Access System Leadership Group (CASLG) as well as other government and private sector partners to support the strategic objectives identified in the updated *Housing and Homelessness Plan for Stratford, Perth County, and St. Marys (2020-2024)*:
 - Ending homelessness,
 - Creating attainable housing options,
 - Sustaining community housing, and
 - Addressing a diversity of needs.

Priority Area #3

Affordable & Accessible Health, Social, & Recreation Services

► Goal 3.1: Improved availability and accessibility to healthcare services and supports.

- Objective 3.1.1: To work with partners such as the Huron Perth Addiction and Mental Health Alliance and the Huron Perth and Area Ontario Health Team to support planning and implementation of mental health and addictions services and supports for residents in Stratford, St. Marys, and Perth County.
- Objective 3.1.2: To provide more opportunities for residents, especially those in rural communities with limited physical and mental health services, to access care in-person and through virtual healthcare technology.

► Goal 3.2: Improved knowledge and awareness of crisis response triage options.

- Objective 3.2.1: To work with municipal and service agency partners to increase residents' knowledge and awareness of crisis response options (e.g., Huron Perth Helpline, 911 and 211) and when it is most appropriate to use each option.

Priority Area #3

Affordable & Accessible Health, Social, & Recreation Services

► Goal 3.3: Increased availability of affordable transportation options.

- Objective 3.3.1: To implement new cost-effective transportation initiatives for low-income and rural residents to support improved access to healthcare, social services, and recreational activities.
- Objective 3.3.2: To determine the effectiveness of the Perth County Connect public transit pilot in providing residents with affordable and accessible transportation options within Perth County, and surrounding areas, including Stratford, St. Marys, Kitchener/Waterloo, and London. Focus on ridership of rural community members and low-income residents.

Priority Area #4

Social Inclusion

- ▶ **Goal 4.1: Increased application of equity, diversity, and inclusion practices across all partner agencies.**
 - Objective 4.1.1: To continue to build partner agencies' understanding of equity, diversity, and inclusion principles and practices through education and training.
- ▶ **Goal 4.2: Promote understanding of diverse groups.**
 - Objective 4.2.1: To develop, promote, and organize innovative community engagement and public strategies/campaigns aimed at reducing stigma and promoting understanding regarding mental health, addiction, racism, and discrimination.
 - Objective 4.2.2: To support efforts of the Stratford Police Services' Community Equity Action Team (CEAT) and the OPP's Equity, Diversity, and Inclusion Unit to provide the community with a forum to discuss their interactions with police, critically examine local policing policies and procedures, and make recommendations for changes that will address potential issues related to systemic racism within police services and the broader community.

Priority Area #4

Social Inclusion

► **Goal 4.3: Enhanced sense of community belonging.**

- Objective 4.3.1: To create and maintain safe, welcoming, and inclusive public spaces that promote opportunities for use by individuals of all identities, backgrounds, and experiences.
- Objective 4.3.2: To increase inclusion and access to activities and community events for populations that face constraints to participation (e.g., youth, people with disabilities, newcomers, BIPOC, LGBTQ2+ persons, and low-income families and individuals).



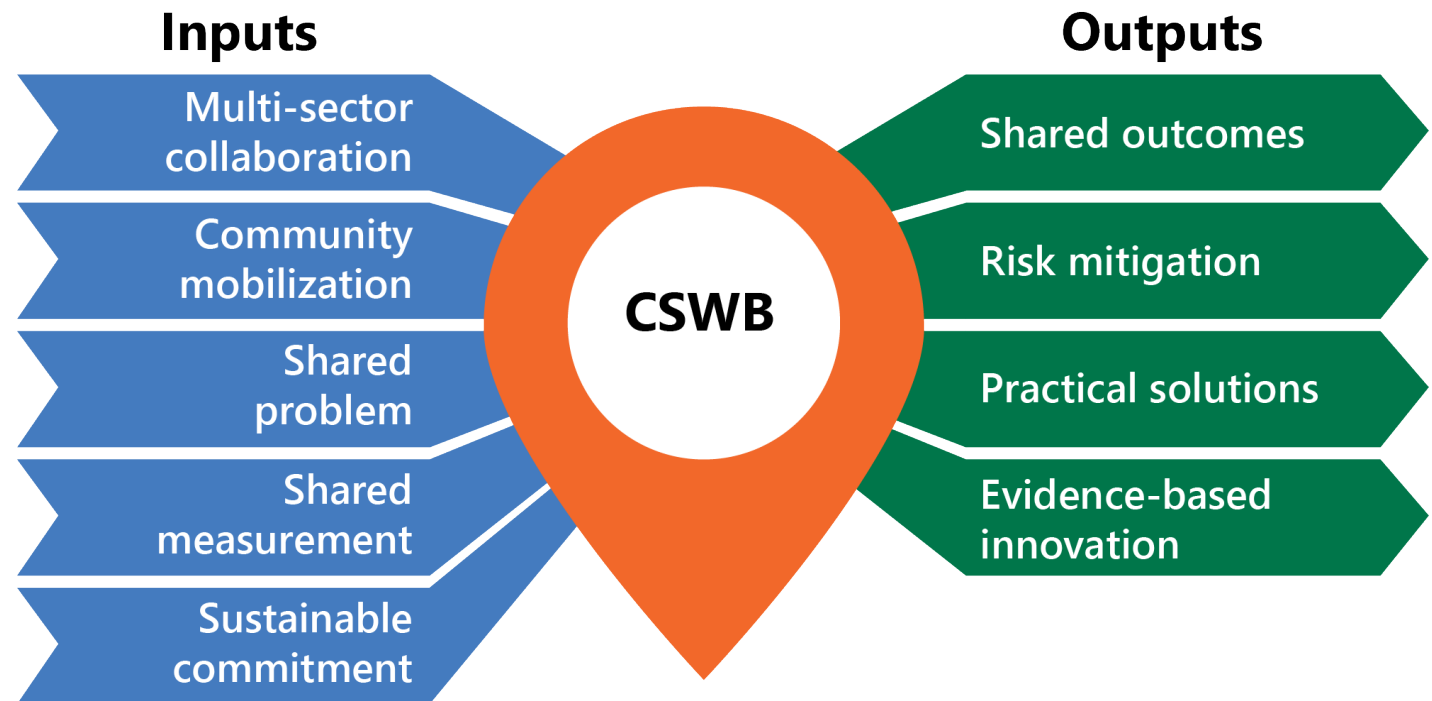


What Now?

How we will implement the Community Safety and Well-being Plan

A CSWB planning approach that...

- ▶ Recognizes the strengths that already exist within and across municipalities and organization
- ▶ Enhances effectiveness by creating more strategically aligned and formalized alliances
- ▶ Helps to improve integration, enhance capacity, reduce duplication, and promote coordination and collaboration

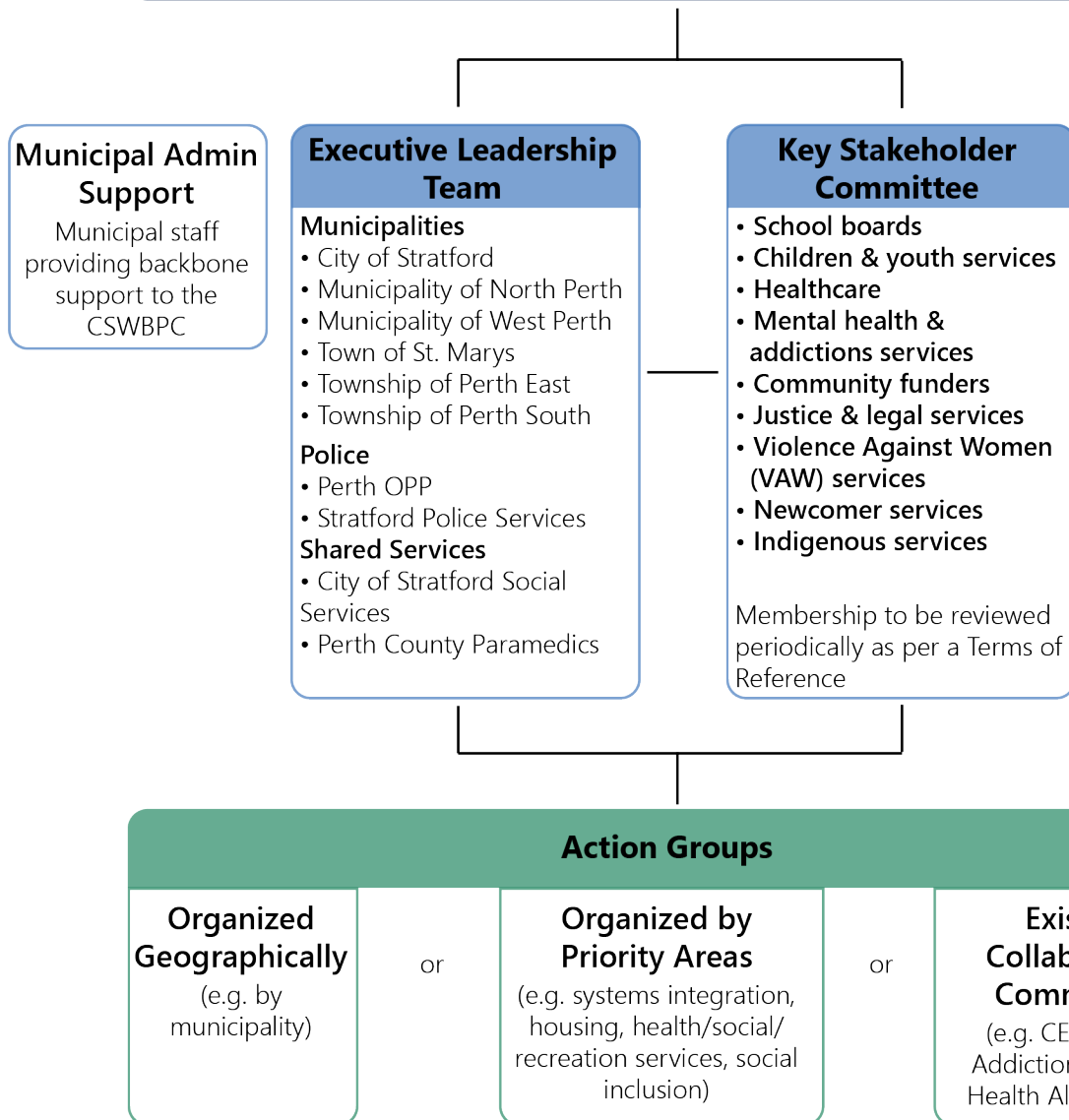




Benefits of Collaboration



Community Safety and Well-Being Partnership Council (CSWBPC)



CSWB Governance Structure

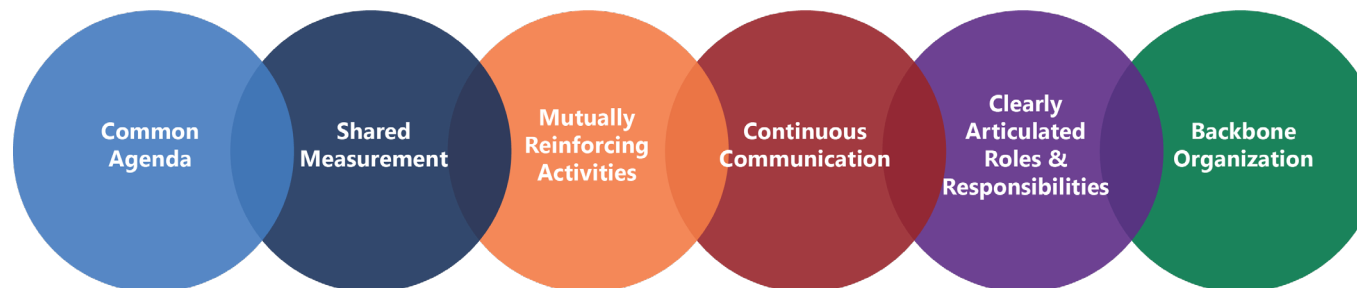
CSWB Partnership Council

► **Overarching governing body for community and safety well-being planning locally**

► **Goals**

- Implement the Community Safety and Well-being Plan
- Build supportive systems that identify effective linkages to relevant programs and services
- Enhance coordination across municipalities and service providers

► **Components for collective impact**

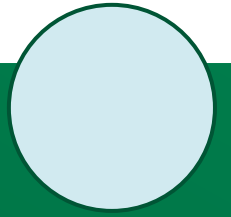


CSWB Action Groups

- ▶ **Organized geographically or by priority area**
- ▶ **New or existing collaborative groups**
- ▶ **Responsibilities:**
 - Develop actions plans to implement the CSWB Plan objectives.
 - Provide regular updates to the Partnership Council on the status of group initiatives.
 - Report and provide data to the Partnership Council in accordance with the CSWB Plan Monitoring and Evaluation Framework.

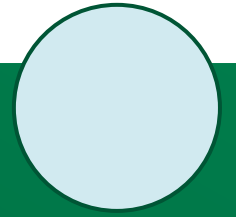
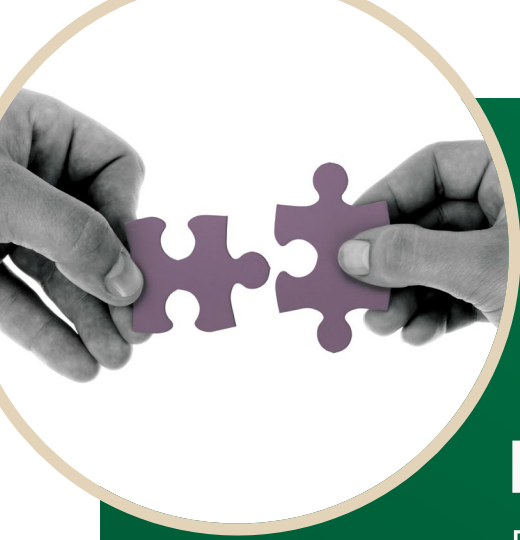
Next Steps

- ▶ **Convene the CSWB Partnership Council**
- ▶ **Determine Action Groups**
 - Inventory existing collaborative committees that align with CSWB
 - Establish new Action Groups based on identified gaps
- ▶ **Develop performance measurement and evaluation tools**
- ▶ **Establish communications strategy**
 - Website and social media presence



Questions





CSWB Partnership Council Co-Chairs

Kim McElroy

Director of Social Services
City of Stratford

Greg Skinner

Chief of Police
Stratford Police Services

CSWB Partnership Council Member

Dave Sinko

Acting Inspector
Ontario Provincial Police

From:

Sent: May 6, 2021 11:26 AM

To: Patricia Shantz

Subject: New Response Completed for Email the Office of the Mayor

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

Hello,

Please note the following response to Email the Office of the Mayor has been submitted on Thursday May 6th 2021 11:25 AM with reference number 2021-05-06-081.

- **Subject:**
Proclamation for June 2021
- **Full name:**
Samantha Gaspar
- **Email address:**
- **Daytime phone number:**
- **Street# and name:**
- **City:**
Paris
- **Message:**
Good Morning,

I would like to make a request to have the City of Stratford to make a proclamation in honour of Deafblind Awareness Month on behalf of Sensity on Tuesday, June 1st.

Sensity provides Intervenor Services for children and adults across Ontario, delivered by our staff of professional intervenors. We also provide intervenor training to ensure our standards meet the needs of the deafblind community. Our headquarters are centrally located in Paris, Ontario with program locations across the province.

On December 21, 2000, the Ontario Legislature officially proclaimed the month of June in each year as Deaf-Blind Awareness Month, to recognize that "Deafblindness is a unique disability that incorporates the sensory loss of both sight and hearing" and was created to help "recognize that increased public awareness of this disability is crucial to increase opportunities for

those who live with it."

The Canadian Senate passed a motion on May 28, 2015 also recognizing June as Deafblind Awareness Month across Canada. This motion helps "to promote public awareness of deafblind issues and to recognize the contribution of Canadians who are deafblind."

June is also the birth month of Helen Keller, an internationally recognized person who was deafblind.

Join us in celebrating National Deafblind Awareness Month virtually in communities across Canada.

If you have any questions at this time please do not hesitate to contact me.

Thank you,
Samantha Gaspar

Ontario Land Tribunals**Local Planning Appeal Tribunal**

655 Bay Street, Suite 1500
 Toronto ON M5G 1E5
 Telephone: (416) 212-6349
 Toll Free: 1-866-448-2248
 Website: www.olt.gov.on.ca

Tribunaux de l'aménagement du territoire Ontario**Tribunal d'appel de l'aménagement local**

655 rue Bay, suite 1500
 Toronto ON M5G 1E5
 Téléphone: (416) 212-6349
 Sans Frais: 1-866-448-2248
 Site Web: www.olt.gov.on.ca



May 11, 2021

Sent by email only

The Clerk
 City of Stratford
 Stratford, ON N5A 6W1
tdafoe@stratford.ca

Subject:	Case Number:	PL200467
	File Number:	PL200467
	Municipality:	Stratford
	By-Law Number:	116-2020
	Property Location:	173 Huron St
	Applicant:	Ryan and Krista St. Pierre
	Appellant:	John Dungey

I am writing to advise that the appeal by John Dungey was withdrawn by letter dated May 3, 2021.

Subsection 34(23.1) of the *Planning Act* provides;

(23.1) If all appeals to the Tribunal under subsection (19) are withdrawn and the time for appealing has expired, the Tribunal shall notify the clerk of the municipality and the decision of the council is final and binding.

There are no outstanding appeals in this matter and our file is closed.

Yours truly,

"Becky Fong"

Becky Fong
 Registrar

c.c. John Dungey, Paula Lombardi, Analee Baroudi



MANAGEMENT REPORT

Date: May 7, 2021
To: Mayor and Council
From: Mark Hackett, Manager of Facilities
Report#: COU21-053
Attachments: Bid Summary

Title: 2021 Electric Ice Resurfacer – T2021-16 Award

Objective: To provide Council with information and to award the Tender T2021-16 for the supply and delivery of one (1) Electric Ice Resurfacer.

Background: The purchase of one new Electric Ice Resurfacer was originally included as a Capital Project in the 2020 approved budget. With the department experiencing financial restrictions due to the COVID-19 pandemic this project was deferred to the 2021 budget.

At the January 25, 2021 Council Meeting, Council approved the capital budget amount of \$154,000 for the purchase of one new Electric Ice Resurfacer.

Analysis: In conjunction with the Purchasing Department, staff issued Tender T2021-16 which was posted on April 14, 2021. Three tender submissions were received:

- FST Canada Inc. o/a Joe Johnson Equipment - \$147,228.00 plus HST
- Resurfice Corp - \$162,300.00 plus HST
- Zamboni Company Limited - \$164,245.00 plus HST

The submission from FST Canada Inc. o/a Joe Johnson Equipment did not meet the regulatory requirements that were stipulated in the equipment specifications including the specified battery system, and laser ice levelling system. Therefore, this submission does not rank as high as the other submissions and will not be considered.

Staff evaluated the Olympia Model Millennium E submitted by Resurfice Corp, and the Zamboni Model 552ACLI submitted by Zamboni Company Limited. This evaluation and review included demonstrations and inspections of the machines, a comparison of the

equipment specifications, testing the operation of the machines performed by Recreation Facility Operator staff, and discussions with the references provided to staff.

The Zamboni 552ACLI machine met more of the preferred elements of the equipment specifications outlined in the Tender. Zamboni was able to illustrate that between 7-10% of the battery system charge will be used for each ice resurfacing and that 12 consecutive ice resurfacings can be completed per full battery system charge. Resurface was not able to specify the battery system usage per ice resurfacing or the capable number of ice resurfacings per full battery system charge. Resurface has not been able to demonstrate that their model will be able to meet the demands of a twin pad facility.

The ice making water capacity and the wash water capacity are both larger on the Zamboni model with a total water capacity of 277 gallons compared to 229 gallons on the Olympia model. A higher amount of water capacity is beneficial for building ice, performing ice maintenance, and provides a smoother and safer ice surface.

The Zamboni machine has additional safety features that are not included on the Olympia model. A prominent health and safety feature is the Zamboni Conti Blade Changing Assistant that allows staff to complete the blade installation or removal process safely without touching the exposed blade.

Staff specified an anticipated delivery date of August 13, 2021. Zamboni indicated that they have the potential of achieving that date which would align with the start of the 2021/2022 arena operation season. Resurface indicated a delivery time of 12 months from the date of the order. This would result in their machine not being delivered until the following arena operation season. Having an electric ice resurfacer for the upcoming season will result in additional maintenance and energy cost savings compared to the existing fossil fuel machine.

During the evaluation process and coupled with the machine equipment specifications and safety features, Staff has determined that the Zamboni 552ACLI machine is the superior ice resurfacer. The Zamboni 552ACLI has the potential to present cost savings and operational efficiencies for the Facilities Division. Therefore, it is recommended that Tender T2021-16 be awarded to Zamboni Company Limited.

Financial Impact: The tender submission from Zamboni Company Limited is in the amount of \$164,245.00 plus HST with a total submission value of \$185,596.85. The net cost to the City of Stratford is \$167,135.71. This represents an increase of \$13,135.71 (8.53%) from the capital project budgeted amount of \$154,000.

The current Zamboni Ice Resurfacer that is operational at the Rotary Complex will be transferred to the Dufferin Lions Arena to replace the existing older ice resurfacer at that facility. The surplus ice resurfacer along with the extra spare machine at the Rotary Complex can both be sold to offset the additional costs from the purchase of the

new electric ice resurfacer. Exact revenues from the sale of the machines is unknown at this time.

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 titled 2021 Electric Ice Resurfacer – T2021-16 Award (COU21-053) be received by Council;

AND THAT Council award the 2021 Electric Ice Resurfacer Tender to Zamboni Company Limited in the amount of \$185,596.85 (including HST).



Mark Hackett, Manager of Facilities



David St. Louis, Director of Community Services



Joan Thomson, Chief Administrative Officer

219
T-2021-16

Supply and Deliver One 2021 Electric Ice Resurfacer Including Training of Staff

Closing Date: Wednesday, April 28, 2021

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
FST Canada Inc. o/a Joe Johnson Equipment	Innisfil, Ontario	Submission 1	\$166,367.64
Resurface Corp	Elmira, Ontario	Submission 1	\$183,399.00
Zamboni Company Limited	Brantford, Ontario	Submission 1	\$185,596.85

Witness (Print Name)

Signature

Date

Witness (Print Name)

Signature

Date

Witness (Print Name)

Signature

Date

From:

Sent: March 16, 2021 4:04 PM

To: Patricia Shantz

Subject: New Response Completed for Email the Office of the Mayor

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

Hello,

Please note the following response to Email the Office of the Mayor has been submitted on Tuesday March 16th 2021 4:03 PM with reference number 2021-03-16-112.

- **Subject:**
International Trigeminal neuralgia day
- **Full name:**
kathy somers
- **Email address:**
- **Daytime phone number:**
- **Street# and name:**
- **City:**
newmarket
- **Message:**
The world is in so much turmoil in the last and current year. So many people have lost loved ones and friends. And I offer my sympathies to all. Please be well and safe.

October 7th International Trigeminal Neuralgia day. Our 2021 Light up Teal illumination initiative is to bring light and awareness to the World Health Organization by asking them to please add Trigeminal Neuralgia to their "Health Topic List" of illnesses which will expand awareness, grant access to further resources, and create opportunities for funding research for Trigeminal Neuralgia and Facial Pain Disorders.

Canadian Trigeminal Neuralgia Assoc (CATNA) support group, supports TNNME in the lighting up of buildings, bridges, all over the world. We go out to dinner, wear teal/blue clothing, ribbons to celebrate on October 7th. Please help us bring awareness for those who suffer from Trigeminal Neuralgia. Perhaps you even know someone who has tn and they have not been diagnosed. 10 percent of MS patients will be diagnosed with TN.

TN patients are likely to be in so much pain they can't speak, work, or socialize with others. Loss of friends because of not understanding TN is

depressing for those who have TN. Please help bring awareness by announcing our International day, wear teal/blue to support awareness for TN. PLEASE HELP LIGHT UP THE WORLD IN TEAL/BLEU FOR AWARENESS!! If you are not able to light up buildings for us, perhaps you could put us on your social media sites.

From Kathy Somers

Group Leader Canada TNA (CaTNA)

www.catna2.ca

Toronto/Ontario area/ and Newmarket

TnNME Canada Regional Manager

Lighting up campaign for TN October 7th

"TOGETHER WE WILL END THE PAIN"

- **File name/description:**

1. [2021 TNNME LETTER.docx \[13.3 KB\]](#)

[This is an automated email notification -- please do not respond]



MANAGEMENT REPORT

Date: May 25, 2021
To: Mayor and Members of Council
From: Chris Bantock, Deputy Clerk
Report#: COU21-056
Attachments: None

Title: Electric Vehicle Charging Station Review and Expansion

Objective: To provide information and seek approval to:

1. submit an application to NRCan's RFP under the Zero Emission Vehicle Infrastructure Program to install additional electric vehicle charging stations in the City of Stratford, and
2. to use funds from the Parking Reserve to replace the EV Charging Station at Upper Queens Park.

Background: The City of Stratford has two electric vehicle (EV) charging stations. The first was located in Upper Queens Park and the second in Market Place. At the February 22, 2021 Regular Council meeting, the following resolution (R2021-69) was adopted:

THAT staff be directed to investigate and report back within 3 months on the following initiatives which could commence in 2021:

- **Review of Idling By-law.**
- **Electric Vehicle Charging Stations.**
- **Corporate Adoption of One Planet Living Principles;**

The purpose of this report is to provide an update on the investigation of electric vehicle charging stations in the City of Stratford. Funds from the parking reserve are also being requested to replace the EV Charging Station located at Upper Queens Park.

Analysis:

Natural Resources Canada – RFP

Natural Resources Canada (NRCan) has recently launched a Request for Proposals (RFP) under the Zero Emission Vehicle Infrastructure Program. The RFP focuses on the

installation of electric vehicle charging infrastructure in public places, on-street, multi-unit residential buildings, workplaces and for light-duty vehicle fleets. The program offers multiple windows of funding opportunities and the current application period is open until June 22, 2021. NRCan has advised that they are targeting funding decisions to be issued by October 2021. As a municipal government, the City would be an eligible recipient for application to the RFP.

As noted above, the City currently has a single output, Level 2 charger located on Market Place and at Upper Queens Park. Staff have spoken with the City's current supplier, ChargePoint, and have confirmed the eligibility of their technology for this project, should it be approved.

In reviewing the eligibility requirements for the project, the City would be seeking to increase localized charging opportunities for public places. As a minimum of 20 units are required for a successful proposal, staff are recommending the following locations for new charging stations:

1. Lower Erie Lot – 2 stations
2. Upper Erie Lot – 2 stations
3. Kalbfleisch Lot – 3 stations
4. York Lot – 2 stations
5. Albert Lot – 2 stations

Each of the above stations would be proposed as dual output, Level 2 chargers (208/240V). With the proposed 11 stations, this would account for 22 connectors/ports and would exceed the minimum project requirements of 20 units.

In reviewing proposed locations, staff first targeted downtown parking lots with upcoming work currently scheduled through the 10-year parking capital budget. Noted here are improvements to be made to the Erie Lot in 2022 and York Lot in 2024. The lots proposed which are not scheduled for improvements in the next 3 years are Kalbfleisch and Albert, meaning station install could be completed at any time. Staff also recognize that many City owned light duty fleet vehicles currently park in the Kalbfleisch lot when not in use. As a result, charging stations placed here could potentially service any converted hybrid or electrical vehicles in the future. At this time, staff have chosen to avoid adding any additional charging stations to on-street parking areas.

Further to the above sites, staff have consulted with Infrastructure and Development Services and Festival Hydro to preliminarily identify available power sources near each lot. Staff are confident in being able to get the proper power supply to each installation site but will require further guidance from Festival Hydro and an electrical contractor to complete the connection. Staff are currently working with Festival Hydro to review logistics for connection to service supply points at each proposed location. Depending on the cost and difficulty to achieve power connection at a given location, staff may

remove a lot and add the respective stations to one of the other proposed lots to retain the total proposed units for the project.

Due to the impact of COVID-19 on supply and operational restrictions, NRCAN is offering up to an additional 12 months to complete projects. As a result, approved projects may have up to 30 months for completion following the date of agreement signature. Considering this, it is also noted that successful applicants have 6 months after the distribution of Letters of Conditional Approval to sign a contribution agreement. If decision letters are issued in October, as intended, this could allow the 30-month timeline to begin, at the latest, by March 2022 and be completed by September 2024.

EV Charging Network

Perth County was recently contacted by the County of Wellington regarding interest in joining the development of a strategy for a Regional EV Charging Network. Through equal contribution from all partners involved, the goal is to establish an electric vehicle charging station network that will bridge the gap of charging infrastructure between Highway 401 and Lake Huron and Georgian Bay to the Bruce Peninsula. This initiative will seek funding through the submission of application to the Federation of Canadian Municipalities' Green Municipal Fund. The cost per partner is \$5,000. With Perth County listed as the partner, area municipalities, including Stratford and St. Mary's, can share this cost equally in order to participate. Considering the minimal cost and time constraints to respond, staff have already expressed interest in participating with the County so that the City could be listed in the MOU for this project.

The initial stage for this joint project will be a study for the preliminary regional electric vehicle charging network strategy, including:

- Geospatial analysis of existing charging stations in the study area.
- Modeled design of future regional network.
- Criteria for site selection with emphasis on tourism and economic development.
- Identification of proposed charging locations.
- Identification of opportunities for solar array charging station.

Pending a successful funding application to FCM, staff expect this first stage to begin around August 2021 and be completed by April 2022.

ChargePoint Replacement Unit

As noted in the Management Report titled "Stratford Greenhouse Gas Emissions Planning" (COU21-023), brought before Council at the February 22, 2021 Regular Council meeting, the station located at Upper Queens Park is currently in need of replacement. This station has been deemed inoperable and in a state of disrepair. Unfortunately, the NRCAN RFP is for new installations only and staff have confirmed

that replacement of the station at Upper Queens Park would not be eligible. As a result, staff are seeking Council's approval to transfer funds from the Parking Reserve to replace this station. Replacement is estimated to cost \$6,125.73 (including HST, shipping and handling). Install for this replacement has been quoted at an additional \$1,900 + HST but could potentially be done for less by a local contractor. After HST rebate, the net cost to the City for this replacement unit amounts to approximately \$7,449.85.

Financial Impact:

Staff are seeking Council approval of a one-time transfer from the Parking Reserve Fund in the amount of \$7,449.85 for replacement of the Upper Queens Park single port station.

Estimated costs for new dual port stations intended for the NRCan RFP project are estimated to cost \$10,193.73 per station (includes HST, shipping and handling). Installation has been quoted at an additional \$901.00, plus HST per station but could potentially be completed for less by a local contractor. After HST rebate, the net cost to the City per dual port station is approximately \$10,096.62.

Ongoing annual costs for ChargePoint Cloud Support per station is currently \$560.00 per year, per dual port station and \$280.00 per year for a single port station. Cloud Support offers access to a real time data dashboard that displays several metrics including usage of stations, both live and historical, and identifies when there are issues present with the machine. With current and proposed stations, costs for this support would equal approximately \$7,280.00. These costs are per year and could also be decreased slightly if the City were to sign on for multi-year support at the time of installation.

At this time, the exact project costs to establish power supply for the proposed double output chargers are unknown as further details are required from Festival Hydro. Costs for work and install will depend on specific requirements for electrical servicing at each site. Once this information is available and prior to completing any work, subject to application approval from NRCan, staff will report back with final project costs for Council approval.

Maximum funding per Level 2 connector from NRCan is up to 50% of total project costs, to a maximum of \$5,000 per connector, up to a maximum of \$5,000,000 per project. With the proposed 22 connectors for this project, total funding could be as high as \$110,000, as long as it does not exceed 50% of total projects costs. Based on known costs at this time, if approved, the City would be seeking funding in the amount of \$55,531.45 (net HST rebate), plus 50% of hydro connection and contractor costs to support this project. In order to fund the remaining \$55,531.45, plus 50% of hydro connection and contractor costs, staff would be seeking Council approval for a one-time transfer from the Parking Reserve. There are sufficient funds available in the Parking Reserve which totaled \$3,246,234 as of December 31, 2020.

Alignment with Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

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 direction be given to submit an application for funding to install 11 dual output, Level 2 EV Charging Stations, to NRCan's RFP under the Zero Emission Vehicle Infrastructure Program and report back to Council with total project costs if the City's application is approved;

AND THAT a one-time transfer from the Parking Reserve Fund in the amount of \$7,449.85 be approved for replacement of the EV Charging Station at Upper Queens Park.



Chris Bantock, Deputy Clerk



Spencer Steckley, Manager of Financial Services



Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: May 25, 2021
To: Mayor and Council
From: Nathan Bottema, Project Manager
Report#: COU21-058
Attachments: None

Title: 2021 Asphalt Resurfacing Project Update

Objective: To provide Council information regarding the 2021 Asphalt Resurfacing Project, and to provide feedback received from online public engagement.

Background: Romeo Street has been selected as the 2021 asphalt resurfacing project. The project extends from Arden Park to Vivian Line 37 and from Lorne Avenue to Norfolk Street for a total length of 2.5 km.

The road pavement quality was assessed in 2019 as being generally fair, with some poor sections. The primary purpose of this resurfacing project is to extend the life of the asset by replacing the top layer of asphalt to prevent the road from deteriorating to the point that would require a full reconstruction. Typically, the travel lane configuration remains unchanged and minor improvements are made.

Romeo Street is a major arterial road, transit route, and a designated truck route. Within the project limits, Romeo Street consists of 2 travel lanes (one lane for each direction) with an average daily traffic volume that exceeds 5,000 vehicles per day. The Bike and Pedestrian Master Plan proposes Romeo Street as a primary bicycle lane route. Currently, there are no bike lanes on Romeo Street.

The proposed work under this contract consists of the following:

- Remove and replace the top 50 mm of asphalt for the length of the project.
- Minor improvements to the existing storm and watermain at the Arden Park intersection.
- Full-depth asphalt restoration from Delamere Avenue to Kelly's Lane and the installation of new subdrain.
- Replace damaged catch basins, manhole frame and covers.
- Bike lanes from Delamere Avenue to McCarthy Road.

- Pavement markings.

Analysis: The vehicle lane configuration on Romeo Street remains unchanged. The primary travel lanes are set at 3.5 m wide with a white edge line where space permits.

Bike lane facilities have been considered within the project limits. The bike lane design is constrained by the existing curb location and paved surface widths that limit the opportunity to establish continuous and consistent bike lanes throughout the project. The Active Transportation Advisory Committee identified as a priority the need to establish a cycling link between McCarthy Road and Delamere Avenue for connection to parkland, as well as the connection between the Vivian Line bike lanes and McCarthy Road.

A 1.5 m bike lane is proposed for both northbound and southbound lanes on Romeo from Delamere Avenue to McCarthy Road, with shared lanes proposed at intersections where space does not permit a 1.5 m wide bike lane. The side-by-side shared lanes are to be marked with a shared use lane marking "Sharrows" and the appropriate signage. A typical bike lane and shared lane design is illustrated in Figure 1.

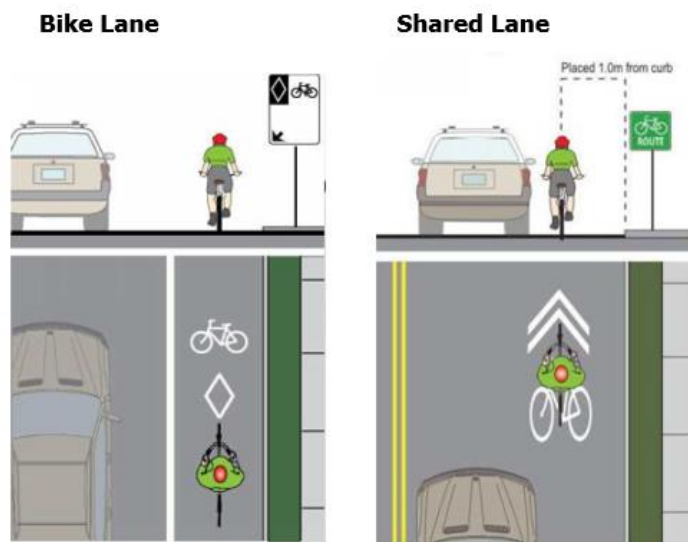


Figure 1: Bike Lane Configurations.

North of McCarthy Road, Romeo Street consists of a 7.4 m wide paved surface, 830 m of gravel shoulders, and 130 m of narrow paved shoulder to Vivian Line. To establish 1.5 m bike lanes, the road would have to be widened and the alignment would need to be shifted to centre the road across the Court Drain structure. This would result in additional costs for road excavation, granular material, ditch reshaping and asphalt that was not accounted for the budget. Staff estimate that this would add an additional \$200,000 to the budget. The current design does not include bike lanes north of McCarthy Road. After tendering the project, staff will evaluate if there is sufficient budget remaining to add this work to the contract.

An online public engagement platform was arranged to allow local residents and interested members of the public an opportunity to review and comment on the planned improvements. A project presentation along with display boards, drawing packages, resident letter and anticipated schedule were made available to the public on the City website starting April 26, 2021. A mail-out notice inviting neighbours to “visit” the online engagement session was hand delivered to all properties within the project limits on Romeo Street. A notice was also posted to the City’s Facebook page. The property owners were requested to review the project plans and contact Engineering staff for clarification or to provide comments.

The project website link was also shared with the Accessibility Advisory Committee and Active Transportation Advisory Committee for review and to solicit feedback.

Overall, the project received positive responses. The main concern focused on construction logistics and how access can be maintained.

Construction of the proposed project is planned from July to October, 2021.

Financial Impact: The 2021 Capital Budget contains a total of \$1,550,000 for asphalt resurfacing. This budget provides funds for the Romeo resurfacing project (\$1,395,000), annual crack sealing (\$75,000), and the annual geotechnical testing program for future projects (\$80,000) and is funded as follows:

Federal Gas Tax	\$	1,075,000.00	R-R11-RFED
Water Reserve	\$	75,000.00	R-R11-WATR
Storm Reserve	\$	325,000.00	R-R11-STRM
Sanitary Reserve	\$	75,000.00	R-R11-WWTR
Total	\$	1,550,000.00	

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 on the 2021 Asphalt Resurfacing Project Update (COU21-058) be received for information;

AND THAT staff report back to Council for tender award.



Nathan Bottema, Project Manager

A handwritten signature in dark ink, appearing to read "Taylor Crinklaw". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Taylor Crinklaw, Director of Infrastructure and Development Services

A handwritten signature in dark ink, appearing to read "Joan Thomson". The signature is cursive and compact.

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: April 28, 2021
To: Infrastructure, Transportation & Safety Sub-committee
From: Ed Dujlovic, Acting Director of Infrastructure & Development Services
Report#: ITS21-011
Attachments: Natural Resources Canada: Net Zero Energy and Net Zero Energy Ready Housing

Title: Passive House Standards and Net Zero Ready Homes

Objective: To provide information and seek direction on the City of Stratford implementing a policy requiring all development proposals for residential dwelling units to meet Passive House Standards, be Net Zero ready, and provide a subsidy for such developments.

Background: At the February 4, 2021 Energy & Environment Advisory Committee meeting, the following motion was passed:

THAT the Energy & Environment Advisory Committee requests an investigation into adopting a policy that the City of Stratford will only accept development proposals for homes, apartments and other dwelling units that meet Passive House Standards (PHIUS), and that such developments be net zero ready, be referred to staff;

AND THAT the Energy & Environment Advisory Committee recommends that the City consider time-limited 10% reductions in development charges and property taxes for any such buildings in order to offset the potential additional cost of construction. Carried.

Analysis: Passive building comprises a set of design principles used to attain a quantifiable and rigorous level of energy efficiency within a specific quantifiable comfort level. "Optimize your gains and losses" based on climate summarizes the approach. To that end, a passive building is designed and built in accordance with these five building-science principles:

1. Employs continuous insulation throughout its entire envelope without any thermal bridging.
2. The building envelope is extremely airtight, preventing infiltration of outside air and loss of conditioned air.
3. Employs high-performance windows (double or triple-paned windows depending on climate and building type) and doors - solar gain is managed to exploit the sun's energy for heating purposes in the heating season and to minimize overheating during the cooling season.
4. Uses some form of balanced heat- and moisture-recovery ventilation.
5. Uses a minimal space conditioning system.

Passive design strategy carefully models and balances a comprehensive set of factors including heat emissions from appliances and occupants to keep the building at comfortable and consistent indoor temperatures throughout the heating and cooling seasons.

The PHIUS that is included in the motion refers to the Passive House Institute United States standards. There is a Canadian equivalent, Passive House Canada. Passive House Building Certification is the internationally recognized building certification system, providing third-party verification and a stamp of quality assurance that a building meets the high performance and comfort levels of the Passive House standard.

Net Zero Homes produce as much clean energy as they consume. They are up to 80% more energy efficient than typical new homes and use renewable energy systems to produce the remaining energy they need. A Net Zero ready home has a renewable energy system designed for it that will allow it to achieve Net Zero Home performance, but the renewable energy system is not yet installed.

The Canadian Home Builders Association operates a program to allow builders to become a Qualified Net Zero Builder. The builder must complete four Net Zero training courses and a Building Science course. Once the training is complete the builder then must become an EnerGuide builder by registering with Natural Resources Canada (NRCan). There are few builders in Ontario that have achieved this designation with the nearest in London and Kitchener/Waterloo.

In 2019 NRCan released a report entitled "Net Zero and Net Zero Ready Housing" on lessons learned from pilot projects. The report highlighted several benefits and challenges associated with building Net Zero and Net Zero ready housing. They are as follows:

- Thermal comfort and a quiet indoor environment for the occupants.
- Lower annual energy bills that protect the homeowners from future increases in energy prices.
- Cost of construction can be difficult to estimate.
- Upfront costs and benefits they offer may not be obvious to buyers.

- Resale value uncertainty.
- Training for the builder and sub-contractors.
- Quality control and longer build time.
- Training for Building Inspectors.

The average additional cost to make a home Net Zero Ready was estimated to be \$16 per sq. ft. with energy savings for a natural gas heated home of \$400 per year.

Energy efficiency standards for buildings in Ontario are governed by the Ontario Building Code (OBC). The City of Stratford cannot legally require buildings to exceed the minimum requirements contained in the OBC. Accordingly, the City could only promote/support the building of Net Zero Ready or Passive Homes. The City should hold discussions and consult with the Stratford Area Builders Association, if there is an intent to move forward with a program to promote Net Zero Ready or Passive Homes. There are potentially new changes coming with the OBC with regards to energy efficiency as well as within the National Building Code.

Municipalities have begun adopting plans or policies on green standards for development. These plans and policies often tie into their overall climate change plan. Some municipal examples of green standards include:

- The City of Toronto adopted a Green Standard in 2015 and a Zero Emissions Buildings Framework in 2017.
 - The Green Standard focusses on improving environmental, energy performance and resilience in new construction.
 - The purpose of the Zero Emissions Building Framework was to identify an effective means of updating the Toronto Green Standard greenhouse gas and energy efficiency measures that is both feasible for the construction industry and that addresses the city's climate, energy and resilience goals.
- The Town of Whitby adopted a voluntary Green Standard which is a set of performance measures developed for the purpose of evaluating the sustainability of new development.

The development of a green standard for the City of Stratford would take a significant amount of staff time, require meetings with community stakeholders and the financial impact to both the City and to the home buyer to implement the suggested measures would need to be determined. Assistance in developing the green standards may be required through the form of an outside consultant.

Financial Impact: With respect to the provision of a subsidy for such developments, any reduction in development charges for a Net Zero Ready or Passive Home would have to offset by a contribution from the tax base to make the development charge fund whole as legally required as per the Development Charges Act 1997, S.O. 1997,c.27. The development charge for a single detached dwelling for 2021 is \$14,678.

It is assumed that the reduction in the property taxes is only for one year. The average annual taxes paid for a new home that is currently being constructed in the City of Stratford is approximately \$5,400.

If the City were to implement a subsidy program, the most straight forward method is to provide a grant. Such a grant could be via a Community Improvement Program. The mechanism to implement the grant would need to be determined. Based on the 10% value as per the motion, the grant would be \$1,467 for the Development Charges and \$540 for the property taxes for a total of approximately \$2,000. The yearly total would be dependent on the number of Net Zero Ready or Passive Home that would be built. No funding was included in the 2021 budget to implement a subsidy program.

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 development of a green standards policy, including the development of programs to offset associated costs such as a reduction in development charges or property tax relief, be referred to the 2022 budget.



Ed Dujlovic, Acting Director of Infrastructure & Development Services



Joan Thomson, Chief Administrative Officer



Net Zero Energy and Net Zero Energy Ready Housing

Lessons learned and key findings
from the ecoEII Net-Zero Demonstration
and the R-2000 Net-Zero Energy Pilot



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1. Introduction

In 2013, Natural Resources Canada (NRCan) launched two initiatives: the R-2000 Net-Zero Energy Pilot (R-2000 NZE) and the ecoEII Net-Zero Energy Housing Demonstration Project (ecoEII).

The **R-2000 NZE** was a pilot program to label Net-Zero Energy (NZE) houses. This initiative drew upon NRCan's "next generation" draft 2014 R-2000 Standard, the EnerGuide Rating System (ERS) and the HOT2000 modelling software, with new procedures that allowed builders to demonstrate that their houses would generate as much renewable energy as they would consume annually. NRCan issued a call for applications for the R-2000 NZE, whereby participating builders constructing high-performance houses received technical support for modelling the energy performance of their houses. Although fifteen builders applied to the R-2000 NZE initiative, only two went on to construct and label one NZE house each as part of the Pilot (Annex A). The remaining builders did not complete the NZE labelling initiative for a variety of reasons, including:

- They opted to withdraw from the Pilot rather than adapt their house designs to meet the Pilot requirements;
- They were unable to meet the final labelling deadline;
- They made use of ineligible technologies; or,
- They did not install the photovoltaic (PV) system required to achieve the NZE performance level.

NRCan's **ecoEII** was led by Owens Corning, with funding support from NRCan's ecoEnergy Innovation Initiative. Five production home builders (Annex A) from across Canada (Nova Scotia, Quebec, Ontario and Alberta) were selected to build net-zero energy market-ready houses. This project saw the builders construct 11 NZE single-family dwellings, one four-unit NZE row house, one NZE MURB (comprised of 6 units) and five NZER houses (this builder applied the initiative's design and modelling procedures but elected not to install the renewable energy systems required to achieve net-zero energy performance). The ecoEII builders, having constructed the NZE houses and MURB units using the same standards, methodologies and tools as those participating under the R-2000 NZE, were also included in the R-2000 NZE Labelling Pilot (outlined above).

Between the two initiatives, a total of 13 NZE single-family dwellings, one four-unit NZE row-house, one six-unit NZE multi-family building and five NZER houses were constructed. For the purposes of this paper, the term 'Pilot' shall refer to all the participating builders of net-zero energy housing, as outlined above; otherwise, each initiative will be referred to separately.

To demonstrate that their houses achieved NZE or NZER performance, Pilot builders had to comply with specific eligibility, modelling, testing and certification/labelling requirements.

The Pilot houses are among the most advanced houses ever constructed in Canada in terms of energy performance. They draw upon 40 years of research and innovation in energy-efficient housing (see Table 1) and benefit from the contributions of Canadian home builders, manufacturers, universities, federal and provincial governments, and the homeowners and early adopters that invested in those houses.

The Pilot houses represent an important step towards the broad adoption of net-zero and low-carbon home design and construction. They incorporate technologies, practices and learnings from the Canada Mortgage and Housing Corporation's EQUilibrium Sustainable Housing Demonstration Initiative (EQUilibrium), Canada's first effort to work with leading builders to plan, design, build, demonstrate and monitor net-zero houses, which were adapted for application in production homebuilding. As such, the Pilot marks a key milestone in moving towards some of the goals of the Pan-Canadian Framework on Clean Growth and Climate Change (e.g. Net-Zero Energy Ready building codes by 2030).

Table 1: Chronology of Canadian Advanced Housing Programs and Initiatives

Year/Time Frame	Initiative/Program
1977	Saskatchewan Conservation House
1980	Super Energy Efficient Homes (SEEH) Program
1982 – Present	R-2000 Program
1991 – 1993	Advanced Housing
1998 – Present	Canadian Centre for Housing Technologies (CCHT)
2005 – 2009	EQUilibrium Sustainable Housing Demonstration Initiative
2007	Factor 9 House
2013 – 2016	R-2000 Net-Zero Energy Pilot
2013 – 2016	ecoEII Net-Zero Energy Demonstration Project
2017	CHBA Net-Zero Home Labelling Program (v1)

This document summarizes key findings related to the design and construction of the Pilot houses, including the experiences of the builders participating in the program, and highlights how the Pilot programs built upon the knowledge gained under EQUilibrium.

2. Definition of a Net-Zero Energy House

For the purposes of this paper, Net-Zero Energy and Net-Zero Energy Ready are defined below:

A **Net-Zero Energy (NZE)** house is a house that produces as much energy from on-site renewable energy sources as it consumes each year. NZE houses are designed, modelled and constructed in accordance with NRCan's R-2000 Net-Zero Energy Pilot technical requirements.

A **Net-Zero Energy Ready (NZER)** house is a variant of the NZE house in which the builders have not installed the renewable energy generation system. NZER homes are also designed, modelled and constructed in compliance with NRCan's R-2000 Net-Zero Energy Pilot technical requirements, but instead of installing the renewable generation systems, builders provide home buyers with a design of a suitable system that would enable the home to reach net zero, and provisions within the home for installing such a system in the future.

The Pilot houses contain a range of proven and commercially available technologies and building practices designed to reduce the amount of energy a house requires to keep occupants comfortable. These houses share three common characteristics:

- **Building envelope measures:** NZE and NZER houses incorporate levels of insulation that generally well exceed current building and energy code requirements, achieve exceptional levels of airtightness and have fewer thermal bridges than code-built houses. With improved windows

and insulation and fewer air leakage pathways, these houses reduce the amount of heat lost in the winter and heat gained in the summer, making them much more energy efficient while also keeping occupants more comfortable. The houses are also quieter since outside noise penetration is significantly reduced by the improved envelope.

- **High-efficiency equipment:** NZE and NZER houses use very efficient technologies for space conditioning (heating and cooling), water heating, equipment control systems, ventilation equipment, lighting and appliances (such as ENERGY STAR®), thereby reducing the house's energy needs even further and helping to improve occupant comfort. NZE and NZER houses also incorporate energy or heat recovery ventilators (E/HRVs) to ensure a healthy environment by exhausting contaminants and providing occupants with fresh air to improve the indoor air quality while minimizing energy use.
- **Load reduction measures:** NZE and NZER homes use highly efficient lighting to reduce electricity use and low-flow fixtures to reduce water consumption. Some builders may opt to include high-efficiency appliances as well.

To offset their annual energy consumption demands, NZE houses also incorporate on-site renewable energy technologies such as solar photovoltaics. NZER houses, on the other hand, include provisions to allow homeowners to more easily install renewable energy systems at a later date should they decide to do so.

3. Improvements/Progress/Changes from Prior NZE Initiatives

From a modelling and certification perspective, the lessons and experiences from EQuilibrium led NRCan to introduce two significant changes in the development of the Pilot's requirements:

1. **Equipment performance ratings:** While prior NZE and low-energy demonstrations placed few limits on the technologies that could be used, NRCan introduced a new requirement that all mechanical and renewable systems be modelled in HOT2000, using data from an accepted performance test standard. This requirement meant that an emerging technology that had not been previously tested for use in Canada would be ineligible in the Pilot. The purpose of this requirement was to demonstrate that builders across Canada could utilize readily available technology to build NZE/NZER homes.
2. **Appliance and lighting baseloads:** Previous NZE and low-energy housing demonstration initiatives allowed participating builders to claim significant appliance and lighting load reductions and provided no guidance on how those reductions should be estimated. Post-construction monitoring from the EQuilibrium homes indicated that these homes consistently used more electricity for appliances and lighting than assumed during the design stage. To increase the probability that Pilot homes achieve NZE performance, NRCan provided a prescriptive procedure for estimating appliance and lighting loads. This procedure reduced the eligible load reduction that Pilot builders could claim.

4. Pilot Builder Experiences

Following the completion of the Pilot, NRCan interviewed the participating builders to solicit their observations and feedback on a variety of issues, including costs and affordability, construction practices, regulatory approval and homeowner awareness of NZE/NZER technologies. The following reflects the builders' perspective and experiences while participating in the Pilot initiatives:

Benefits of NZE/NZER housing

The builders participating in the Pilot cited several benefits of building a NZE house, including thermal comfort and a quiet indoor environment for the occupants, and lower annual energy bills that protect the homeowners from future increases in energy prices.

Costs and affordability

Pilot builders offered the following observations about construction costs and pricing of NZE houses:

- **Costs are hard to estimate:** Builders found that construction costs are difficult to determine especially during design, in part because problems and delays arising from the use of advanced technologies and construction methods cannot easily be priced out. One builder noted that the biggest costing challenge they incurred was related to the country of origin of mechanical and solar renewable systems. For example, contractors/sub-trades could only lock pricing offered to the builder for a three-month period because the systems were tied to fluctuating currency exchange rates (between United States and Canadian dollars). Builders may have to charge higher premiums and carry larger contingency funds to manage this risk and some said that they have been able to rapidly refine costing over the first four or five houses.
- **Costs and benefits may not be obvious to buyers:** Builders noted that the higher upfront capital costs associated with NZE/NZER houses may deter potential buyers or steer them towards resale markets. Home buyers traditionally value other more tangible upgrades such as interior finishes and other amenities over energy efficiency. One builder noted that, given the cost of natural gas and electricity (in most markets), home buyers may not be prepared for a long-term return on investment.
- **Resale value uncertainty:** Home buyers, real estate agents and lending institutions are uncertain about the resale value of NZE houses, raising concerns that a NZE/NZER home will retain no more value than a conventional home in future years. The financial and real estate sectors, including house appraisers, realtors and lenders, must quantify and communicate the value proposition in these products to alleviate concerns and enable home buyers to make an informed decision to purchase NZE/NZER houses.

Construction practices

NZE and NZER houses can represent a significant departure from current practices and code requirements. Pilot builders noted that the challenges of moving quickly to NZE housing are particularly acute because builders must address many issues all at once. One builder suggested that a stepped approach towards Net-Zero Energy or Net-Zero Energy Ready might ease the transition.

Costs associated with additional design work, changing practices, obtaining approval and remedying mistakes can quickly erode profit margins. Pilot builders reported the following challenges:

- **Training:** NZE/NZER houses use building envelope systems whose components and assembly steps differ from typical practice. Even though most Pilot builders used off-the-shelf components from a major insulation supplier, builders reported that trades training remained a challenge. Subcontractor training on the installation/construction details of building high-performance houses can represent a significant investment for builders. Participants are also concerned about retaining trades—builders may have to provide continuous training as subcontractors move from job to job. If NZE/NZER houses are to become widespread, builders need skilled labourers trained in building high-performance envelopes correctly and at fair prices. Despite these challenges, one ecoEII builder reported that trades and training costs dropped between each of the net-zero homes they built. After five net-zero homes had been built, they found that building a net-zero home required no more construction time than their standard product.
- **Quality control:** Quality control is critical in achieving high-performance and NZE/NZER housing. For example, poor attention to detail can create air-leakage pathways, which can make it difficult or impossible to achieve airtightness targets and increase the future risks of condensation in wall assemblies. Mistakes can be difficult and expensive to remedy. Pilot participants spoke about the importance of trained site supervisors with experience in the construction of low-energy and NZE/NZER housing. In particular, supervisors require skills in integrating the various NZE/NZER technologies and assemblies (e.g. house as a system), and scheduling and coordinating the various trades to avoid unintended consequences.
- **Scheduling:** Aside from the obvious increase in construction timeframes due to the installation of additional insulation levels throughout the building enclosure and achieving quality control measures such as airtightness testing, NZE/NZER construction introduces new scheduling challenges that builders must accommodate. For instance, trades that do not normally interact in conventional construction practices may be on site at the same time and may be unsure about how to complete interdependent tasks. If not coordinated in a timely manner, additional inspection of the PV system installation and grid connection by the Electrical Safety Authority (ESA) could impact and delay the scheduling of downstream activities, including inspections by municipal code authorities and blower door testing.

Code authority and Local Electrical Distribution Company (LDC) approvals

Building inspector education: NZE and NZER technologies differ from standard practices. Code authorities and building inspectors may be unfamiliar with NZE approaches and require additional building science training to understand and mitigate unintended consequences. For instance, Pilot builders reported that municipal inspectors expected to see polyethylene vapour retarders in place during framing inspections, even though those details are not recommended for advanced wall assemblies with low and impermeable external sheathing and integrated air barriers.

In addition to these challenges, some municipal architectural planning committees and bylaws prescribe limits on how and where photovoltaics (PV) can be installed. For example, municipal code authorities instructed one Pilot builder not to install PV on facades facing the street. This could be a major impediment to NZE if, for instance, the street side is the optimal orientation for PVs.

A NZE home's most visible characteristic—photovoltaics—also poses particular approval challenges:

- According to some builders, the Local Distribution Companies (LDCs), that is, companies responsible for distributing power from transmission lines to people's homes, were slow to approve grid-connected PV installations; some builders reported waiting months for permits to arrive.
- Builders observed that some LDCs may be unfamiliar with the bi-directional, net-metres used in NZE houses even though these metres may have been mandated in provincial legislation for their province.
- Electrical trades may be unfamiliar with ESA inspection procedures and timelines for grid connections.
- In some service areas, LDCs may be unable to connect photovoltaics to their current grid infrastructure. One Pilot participant reported that the LDC was unable to accommodate grid-connected PV, preventing the builder from meeting the Pilot requirements.

Homeowner awareness of NZE technologies and their benefits

Pilot builders generally agreed that homeowner awareness of NZE technologies, practices and benefits has not kept pace with industry. Home buyers generally have not equated the benefits of NZE/NZER houses, such as improved long-term thermal and occupant comfort, improved air quality and significantly reduced operating costs, with the higher initial capital investment costs. Based on their home buyer preference survey, one builder noted that home buyers expressed concerns around equipment maintenance requirements, lifespans (especially for solar panels) and replacement costs, and whether the home needed to be operated differently from conventional houses. In addition, the rules and regulations surrounding net-metering and grid connection are not clear to homeowners. This is an important issue for home buyers who want to understand their utility bills before they buy a new home.

House design – Improvements through iteration

One of the ecoEII builders, together with their energy consultant, continued to streamline and evolve the design of each successive house in the initiative, thereby driving down construction costs and cycle time. For example:

- By reducing XPS exterior wall insulation from three inches (75 mm) to two inches (50 mm), a builder was able to greatly simplify their wall design. The thinner wall profile enabled the builder to use standard fasteners, brick anchors and foundation ties instead of more expensive speciality hardware. The foundation could also be constructed one inch (25 mm) thinner while still supporting the brick veneer. Savings on hardware, labour and concrete amounted to a \$3,000 to \$5,000 cost reduction.
- The mechanical system was optimized by switching the all-electric premium heat pump (in the initial house design), which can operate at temperatures below -20°C, to subsequent house designs that incorporate a small-capacity hybrid gas furnace with an integrated electric heat pump, providing cost savings of up to \$6,000. In this hybrid system, the heat pump delivers heat efficiently at milder temperatures (above -15°C), and switches to the gas furnace in colder weather.

- Targeting the house airtightness levels to between 1.0 and 1.5 air changes per hour (at 50 Pa) resulted in a time and labour reduction of approximately 40 hours of work and a cost savings of approximately \$2,000.
- The original HWHP, which was very costly to install and operate, was replaced with a natural gas condensing unit with a 60% DWHR, saving approximately \$2,000.

The final two (out of five) NZE homes reached their “sweet” spot, balancing between the insulation levels, airtightness and amount of PV in order to significantly reduce costs from the first house built and maintain relatively equivalent modelled performance. NRCan’s R-2000 NZE technical protocols prevented the trade-off of building envelope performance for renewable energy systems (such as PV) and ensured that the envelope performance alone provided at least a 33% improvement in the home’s energy efficiency compared with the building code.

Having embarked on building NZER houses in nearly all of their new developments, the builder recommended incorporating dual-fuel (electricity and natural gas) heating systems in NZER houses as the cost to operate the electric air-source heat pumps can be prohibitive.

5. Observations from the Pilot

Based on examination of the Pilot home designs and feedback from builders, several observations about the current state of NZE home design are highlighted below.

Principles of NZE/NZER house design

The Pilot builders used the same design principles as other NZE and low-energy housing demonstration projects:

1. Design and construct a well-insulated and well-air-sealed envelope.
2. Use highly efficient equipment and appliances such as LED lighting and ENERGY STAR equipment, and conservation measures such as low-flow fixtures and smart thermostats to reduce the consumption of energy within the home.
3. Ensure the correct sizing of heating, hot water and ventilation equipment for a very efficient home (i.e. small loads).
4. Install on-site renewable energy (for NZE houses) or prepare the house for future renewable installation (NZER).

A key achievement in the Pilot was to demonstrate that these principles are relevant to the design of production-oriented housing and that they provide a pathway to cost-effective NZE performance using off-the-shelf technologies.

Attributes of the Pilot houses

Table 2, below, highlights some of the key building envelope and mechanical system attributes common to the Pilot houses and provides a range of performance levels that the various Pilot builders adopted in attaining their respective net-zero energy design. The minimum requirements (where applicable), as outlined in the 2015 National Building Code of Canada, are provided for reference purposes only. The design characteristics and specifications incorporated into a sampling of the Pilot houses are provided in Annex B.

In most instances, the minimum performance levels in the NZE houses exceeded the minimum National Building Code (NBC) requirements. All of the attributes of the NZE houses, taking into consideration their respective climate zones, significantly exceeded those outlined in the NBC.

Table 2: Range in Performance Levels for Various Attributes in NZE Pilot Houses

Attributes	NZE Pilot Ranges	2015 National Building Code ¹
Airtightness (ACH @ 50 Pa) – 1.5 ACH ₅₀ maximum prescribed	0.43 – 1.5	2.5 ACH ₅₀ ²
Roof/Attic RSI (R-value)	9.3 – 15.12 (R-53 – R-86)	6.9 – 10.43 ³ (R-39 – R-59)
Main exterior wall ⁴ RSI (R-value)	4.57 – 7.47 (R-26 – R-42)	2.78 – 3.08 ³ (R-16 – R-17)
Foundation walls RSI (R-value)	4.32 – 6.37 (R-25 – R-36)	1.99 – 2.98 ³ (R-11 – R-17)
Underslab – Above frost line RSI (R-value)	2.64 (R-15)	Unheated floors ³ 1.96 (R-11)
Underslab – Below frost line RSI (R-value)	1.76 – 3.52 (R-10 – R-20)	Unheated floors ³ Uninsulated
Window U-value (W/m ² K)	1.15 – 0.94	1.8 – 1.4
Window ER	25.92 – 44.16	21 – 29
Space heating (air source heat pump)	HSPF 7.83 – 9.74	HSPF ≥ 7.0
Water heating (heat pump water heaters) ⁵	EF 2.73 – 3.27	Heat pump ¹ EF ≥ 2.0
Heat recovery ventilator (HRV) efficiency (@ 0°C/@ -25°C)	67%/60% to 84%/72%	60% @ 0°C 55% @ -25°C
Drain water heat recovery (DWHR) efficiency	42.0% – 58.9%	NA
Solar PV capacity – NZE houses only (kW)	6.2 – 11.2	NA

¹ Values based on climate Zone 4 to Zone 8, respectively, and for houses with heat pumps for space heating.

² Air leakage rate assumed in NBC 9.36 performance path; not a mandatory requirement.

³ Effective thermal resistance values; houses with a heat recovery ventilator (HRV).

⁴ All five builders (see Annex A) in the ecoEII initiative exclusively used an exterior insulation system with an integrated air barrier in the building envelope design, a system supplied, manufactured and distributed by Owens Corning, the lead partner in the ecoEII Demonstration. The two builders under the R-2000 NZE Pilot used an insulated double-stud exterior wall assembly and exterior insulated wall assembly, respectively.

⁵ One of the builders incorporated a natural gas tankless water heater (having an EF of 0.98) in the design of their NZE house.

How the Pilot houses built differ from previous NZE designs

NRCan examined the home designs submitted under the Pilot and compared them to houses constructed in previous low-energy and NZE demonstration programs in Canada, including the 11 net-zero houses constructed under EQUilibrium. Although the Pilot program dictated some specific requirements, the following comparisons provide insight into how the Pilot builders incorporated technologies and approaches.

- **Simpler mechanical systems:** Analysis of the NZE Pilot designs shows that participating builders relied on using simpler approaches based on commercially available and proven technologies. Whereas prior NZE houses made extensive use of custom and experimental solar thermal systems for space heating and hot water, Pilot builders relied exclusively on readily available technology (e.g. cold-climate air-source heat pumps) and all but one used heat pump water heaters.
- **Cost-effective envelope design:** All of the NZE houses constructed in the Pilot significantly exceed insulation levels required by current building codes and demonstrate enhanced air tightness levels compared with conventional construction. However, the amount of insulation used in walls, attics and below grade was lower than previous NZE housing initiatives. This is likely because a higher efficiency air-source heat pump allowed the thermal properties of the building envelope to be offset while still achieving overall net-zero energy modelling performance. Because the lead partner in the ecoEII project was the project sponsor and insulation supplier, all of the ecoEII builders used the same exterior insulated sheathing and air barrier system.
- **Less reliance on passive solar:** Most of the NZE Pilot participants were production builders of houses in tract-built subdivisions. Limited lot orientations with appropriate south-facing exposures often restricted the ability to optimize passive solar design. Nevertheless, Pilot builders reported that the houses were designed to limit solar heat gains, reducing the risk of overheating and thereby decreasing the energy demand for the cooling of these highly insulated houses. Consequently, the Pilot houses featured smaller south-facing window areas than low-energy and NZE houses constructed in previous initiatives.
- **Greater use of solar PV:** Pilot builders made greater use of solar PV systems, which generate electricity from sunlight. Pilot builders included nearly twice as much PV in their house designs compared to previous demonstration initiatives (e.g. EQUilibrium) on a per square metre (m²) of floor area basis. One of the key drivers reported in influencing the greater use of PV is the reduction in PV prices; PV costs were more than 50% less during the Pilot than they were ten years before. Increased use of PV is also displacing other solar energy technology. For example, none of the Pilot builders installed solar thermal space heating or solar thermal water heating systems.

Finally, data from the Pilot builders suggest the costs to construct NZE houses are falling. While the costs vary from builder to builder, the median costs to upgrade a code-compliant home to NZE (including the renewable energy systems) under the Pilot were \$340/m² (\$31/ft²). If these houses had been constructed to NZER requirements, their estimated upgrade costs would have been approximately \$164/m² (\$16/ft²).

The observed NZE costs are lower than prior NZE cost benchmarks, including those reported in the Equilibrium initiative. The biggest factor in this cost reduction is the falling price of PV. At the time of Equilibrium, PV costs were approximately \$10/W installed, while Pilot builders reported average installed costs of \$3.50/W.

Analyses undertaken on the NZE Pilot project show that estimated utility bills in NZE and NZER houses are less than similar houses constructed to the 2015 National Building Code. Utility bill savings depend on local energy rates and what kind of house the NZE house is compared to.

- Savings in NZE and NZER are highest when compared to code-built houses with electric resistance heating. In Calgary, Ottawa and Toronto, median utility savings compared to these houses was approximately \$2,000/yr when constructed to NZER specifications, and approximately \$3,600/yr when constructed to NZE (including PV).
- Savings are lower when compared to gas-heated, code-built houses. Median NZER savings are estimated to be approximately \$400/yr, and NZE savings are estimated to be approximately \$2,000/yr.

While NZE/NZER houses do save energy and reduce utility bills, there are several reasons why NZE/NZER houses are unlikely to have a \$0 utility bill:

- Utility fuel consumption is driven by weather conditions and occupant behaviours and lifestyles that may be outside the envisaged design and modelling parameters.
- Make-up of provincial/territorial utility grids and their associated fuel costs.
- Availability of and rates for ‘net-metering’ and ‘Feed-In Tariffs.’
- Unless the home is completely independent from the grid, homeowners are still obligated to pay fixed charges related to the utility’s infrastructure and administration costs. In a NZE/NZER home, these charges will likely form the largest portion of the utility bill.

Replicability

In Section 4, the participating Pilot production builders identified some very real concerns (such as cost, affordability and construction practices) that appear to increase risks borne by the builder and may slow down the broader adoption of NZE/NZER housing by production builders. Despite the improvements in the Pilot program framework over previous initiatives, the scale of NZE (or NZER) house production is still very much at the “one-off” stage.

To date, the broad-scale adoption of NZE/NZER housing has been inhibited by a number of issues such as selection of appropriately sized heating, cooling and ventilation systems and equipment, a trained and qualified labour force, and an efficient approvals process by the authorities having jurisdiction. Furthermore, current production levels of NZE/NZER housing fall short of the production volumes necessary to benefit from “economies of scale.”

There is a strong likelihood that some of the concerns and issues previously identified by the Pilot builders will be addressed only by stimulating and encouraging increased NZE/NZER house production levels and the continued development of cost-effective and reliable technologies and practices. Despite these concerns, Pilot builders continue to streamline their house designs and construction processes, and one builder has embarked on building nearly all of their new housing developments as NZER.

6. Future Work

While the Pilot demonstrated that NZE/NZER housing could be constructed affordably by production builders using off-the-shelf, commercially available products and technologies, some obstacles remain that hamper the broader adoption of NZE/NZER housing.

Monitoring of NZE and NZER houses

The biggest knowledge gap surrounding NZE/NZER houses is the lack of in-situ monitored performance data. While the EQuilibrium initiative included a year of comprehensive post-occupancy monitoring, the availability of independent, monitored data from the Pilot houses is sparser. While some Pilot participants installed monitoring equipment on specific components, the builders followed no consistent instrumentation strategy and data from these homes has not been compiled. The number of homes that approached or surpassed NZE performance is therefore unknown.

Despite the limited monitoring results, the Pilot houses are expected to use much less energy than conventional houses built to meet current energy efficiency requirements. Building envelope measures (including added insulation, upgraded windows, and improved air sealing techniques and procedures) provide consistent and predictable reductions in space heating demand.

There are many factors beyond the builders' control that affect energy use; however, two factors have a significant impact and effect on a houses' performance: weather and occupants (including the number of occupants and their behaviours and lifestyle). Both of these factors take on assumed values in the predictive energy modelling software, making it difficult to compare against actual performance. Nevertheless, previous monitoring studies confidently demonstrate that NZE houses use much less energy than a similar house built to code and the best knowledge suggests that the energy use should be close to net-zero energy on an average year.

Long-term envelope performance

NZE homes introduce new technologies that change the way the building envelope behaves—particularly the walls:

- Higher amounts of insulation reduce the amount of heat that flows through walls, affecting the temperatures inside the walls.
- Use of low-permeance insulation materials affects the way moisture moves into and out of wall systems.

In light of these new approaches, some observers in the construction industry have asked, “How will NZE wall systems perform over the life of the home?” Significant evidence suggests that these wall systems are sufficiently durable and resilient for use in Canadian housing:

- All of the envelope materials used in the Pilot are approved by the Canadian Construction Materials Centre (CCMC) and are accepted for use in Canadian construction under CCMC's guidance.
- Most of the Pilot homes used insulated sheathing wall systems; federal and university researchers have evaluated these systems over the last 20 years.

- Academic researchers and private consultants have used thermal and moisture simulation methods to examine the performance of these systems under a range of climate conditions.
- Variants of these systems have been used as part of low-energy demonstration and labelling programs over the last 30 years (refer to Table 1) and are increasingly used to comply with provincial building code requirements such as the Ontario Building Code, Supplemental Standard SB-12.
- Complementary work by third parties explores variants of these systems, with different combinations of air barrier, sheathing, framing, insulation, and vapour control systems. These systems and recommendations for their use are publically available.¹

All available evidence indicates that these wall systems are suitable for Canadian homes.

Nevertheless, follow-up on research is warranted. In prior energy efficiency demonstrations (including the R-2000 program), federal researchers have conducted long-term follow-ups on the constructed homes to ensure they continue to meet durability, comfort and performance expectations. Due diligence requires similar follow-up for homes built as part of the Pilot. In addition, emerging insulation materials may offer builders easier and more cost-effective ways to construct NZE homes; these materials and approaches will require monitoring and modelling to verify durability.

7. Concluding Remarks

In the R-2000 NZE Pilot and the ecoEII NZE Demonstration initiatives, a total of 13 single-family dwellings, one four-unit row house and one six-unit residential building were all constructed to NZE performance levels, in addition to five houses constructed to NZER. These houses are among the most energy-efficient houses constructed in Canada and they mark an important milestone towards the broader deployment of NZE and NZER houses.

The houses constructed under the Pilot generally used off-the-shelf technology compared with previous NZE and low-energy housing programs. They incorporate commercially available products in place of customized or experimental energy systems and, while constructing NZE/NZER houses still requires a cost premium above minimum code construction, this incremental cost was significantly lower in the Pilot than in previous low-energy demonstration programs and initiatives.

While Canada knows more about NZE/NZER houses than ever before, additional research is required to support their commercialization:

- The performance of the current generation of NZE/NZER houses has not been verified through monitoring or utility bill verification, leaving some uncertainty about their stated energy savings.
- Emerging materials and approaches that have not yet been tested in Canadian environments may impact envelope durability and should be investigated.
- Additional work is required to better understand and optimize the costs associated with building NZE/NZER housing and improving affordability of these advanced houses for Canadians.
- As these buildings age, researchers should conduct follow-ups to ensure that they continue to meet performance, comfort and durability expectations.

¹ See the Canadian Wood Council's Effective R Calculator (<http://cwc.ca/resources/effective-r/>)

These gaps can be addressed through ongoing follow-ups. Efforts to monitor energy use, wall moisture, indoor air quality, thermal comfort and occupant perceptions of the living environment, and to reconcile utility bills with the predictive models and tools, will build consumer and industry confidence in NZE/NZER design and technology.

Builders participating in the Pilot commented on the changes that NZE brings to production home building. Their feedback indicates that NZE construction may pose challenges not just to the builder, but also to the sub-trades, building inspectors, municipal code and utility approval departments, real-estate agents, and even home buyers. These groups are unfamiliar with the components within a NZE home, construction schedules and costs, and the benefits NZE housing has to offer. Builders suggested that improved training resources for sub-trades and building approval staff could help reduce costs and delays associated with NZE houses. Efforts to improve awareness among home buyers, the real estate industry and lending institutions would help ensure the market understands the value and benefits of these houses and is prepared to bear the initial upfront investment at this early adopter stage.

While improved awareness and training will provide a foundation for broader NZE/NZER deployment, industry capacity will grow as more builders incorporate NZE houses into their product lines. Increasing participation in voluntary programs and demonstration projects such as R-2000, the CHBA Net-Zero Labelling Program and Passive House will therefore be an essential strategy in meeting the objectives of the Pan-Canadian Framework (PCF). The PCF improves the energy efficiency of new constructions through the development and adoption of increasingly stringent model building codes, starting in 2020, with the goal that provinces and territories adopt a 'net-zero energy ready' building code by 2030.

ANNEX A:

PARTICIPATING BUILDERS IN THE R-2000 NET-ZERO ENERGY PILOT

Habitat Studio – Edmonton, Alberta



Sloot Construction Ltd. – Guelph, Ontario



PARTICIPATING BUILDERS IN THE ecoEII NET ZERO ENERGY DEMONSTRATION PROJECT

Reid's Heritage Houses – Guelph, Ontario



Minto Communities – Ottawa, Ontario
Detached House



Minto Communities— Ottawa, Ontario (four units, attached houses)



Construction Voyer – Laval, Quebec



Mattamy Houses – Calgary, Alberta



Note:

Provident Developments Inc. (from Halifax, Nova Scotia) was also a participating builder in the ecoEII project, building five Net-Zero Energy Ready (NZER) houses.

ANNEX B:

Design Characteristics Incorporated in Representative NZE Pilot Houses for Each Participating Builder

Builder	Habitat Studio (Edmonton, AB)	Mattamy (Calgary, AB)	Minto – Detached (Ottawa, ON)	Minto – Attached (Ottawa, ON)	Reid's Heritage Homes (Guelph, ON)	Sloot Construction (Guelph, ON)	Construction Voyer (Duvernay, QC)
Heating Degree Day (HDD)	5,120	5,000	4,500	4,500	3,890	3,890	4,200
Roof	R-80 blown/ R-40 flat	R-60 blown	R-60 blown	R-60 blown	R-60 blown	R-60 blown	R-52 to R-60 blown/ R-40 flat
Main walls	R-24 + R-17 (continuous insulation, double- stud)	R-24 + R-22.5 XPS (4.5")	R-24 + R-10 XPS (2")	R-24 + R-10 XPS (2")	R-22 batt + R-15 XPS (3")	R-24 + R-10 XPS (2")	R-24 + R-10 XPS (2")
Basement walls	2" Type 1 EPS	R-14 + R-20 XPS (4")	R-12 + R-15 XPS (3")	R-20 batt + R-15 XPS (3")	R-22 batt + R-10 XPS (2")	R-20 + R-5 XPS (1")	N/A
Underslab	R-15 XPS (3")	R-20 XPS (4")	R-10 XPS (2")	R-10 XPS (2")	R-10 XPS (2")	R-10 XPS (2")	R-15 XPS (3")
Windows	low-E triple-pane	low-E triple-pane	low-E triple-pane	low-E triple-pane	low-E triple-pane	low-E triple-pane	low-E triple-pane
HRV/ERV* 0 °C/-25 °C	84%/72%	84%/72%	75%/70%	75%/64%	67%/60%*	67%/60%	74%/64%
Space heating	ASHP 7.83 HSPF + Elec backup (in ductwork)	ASHP 9.57 HSPF + Elec furnace	ASHP 9.57 HSPF + Elec furnace	ASHP 8.26 – 8.43 HSPF + Elec furnace	ASHP 8.09 HSPF + Elec furnace	ASHP 8.7 HSPF + 97.5% AFUE NG furnace	ASHP 8.87 – 9.74 HSPF + Elec baseboard
Water heating	HPWH 3.27 EF	HPWH 2.78 EF	HPWH 2.78 EF	HPWH 2.78 EF	HPWH 2.78 EF	NG 0.98 EF tankless	HPWH 2.73 EF
DWHR	42%	43.5%	42.8%	46%	53.3%	58.9%	57.3%
Airtightness	0.43 ACH ₅₀	0.82 ACH ₅₀	1.24 ACH ₅₀	1.47 ACH ₅₀ average	1.13 ACH ₅₀	0.93 ACH ₅₀	0.75 ACH ₅₀
Solar PV	39 x 275 W	40 x 280 W	36 x 265 W	30-34 x 250 W per unit	33 x 265 W	41 x 235 W	150 x 255 W



MANAGEMENT REPORT

Date: April 28, 2021
To: Infrastructure, Transportation and Safety Sub-committee
From: Johnny Bowes, Manager of Environmental Services
Report#: ITS21-012
Attachments: Sewer Service Relining Agreement Template 2021,
 (Updated) S.1.8 – Sanitary Service Subsidy Program General
 Requirements,
 (Updated) S.1.10 – Upgrade of Sanitary Service Under the Subsidy
 Program

Title: Update of Sewer Policy S.1.8 and Sewer Policy S.1.10

Objective: To update the wording in Policy S.1.8 and Policy S.1.10 to provide residents with a clear understanding of the subject matter.

Background: The City of Stratford currently has policies in place that describe, in detail, our sanitary service subsidy program general requirements (S.1.8) and sanitary service upgrades under the subsidy program (S.1.10). These policies were adopted by Council on December 14th, 2020. Since then, there have been inquiries requesting clarification of 2 subsections within those policies. These subsections require updated wording to provide a clear understanding of the section information.

Analysis: Sewer Policy S.1.8. Sanitary Service Program General Requirements has subsection (S.1.8.4.) which describes a situation in which two properties share a sanitary service lateral. It currently reads:

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

Subsection ii should be changed to read:

- ii. A **public drain connection** will be supplied to the property that does not have an existing service at city cost. The property that contains the existing shared sewer service lateral, will not be supplied a new **public drain connection**.

This should be changed so that there is a clear understanding that the common pipe of a shared service will not be replaced by the city since a functional public drain connection already exists on the property.

Policy S.1.10. Upgrade of Sanitary Service Under the Subsidy Program has a subsection (S.1.10.3) which describes what happens when an entire sanitary service is rehabilitated by means of a cured-in-place liner. It currently reads:

- 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.

Subsection ii should be changed to read:

- 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 lining portion of the work only. The City will not rebate any private plumbing required to install the liner, restoration, locates or warranties.

This section should be changed so that there is a clear understanding of the exact costs that are covered under the relining subsidy. There is also a Sewer Service Relining Agreement that is sent to the homeowner by the Engineering Department before the work commences which outlines these points in detail. This agreement has been attached to this management report for reference.

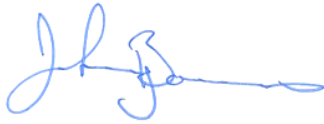
Financial Impact: Changing the wording of these two subsections will result in a cost savings in staff admin time as there are several parties involved in the subsidy program that spend time speaking with homeowners clarifying these points.

The subsidy program has historically not covered the cost of warranties, private plumbing work, locates and restoration when relining is completed. This update of the policies would eliminate any misinterpretation of the program and would allow it to continue as it has in the past without the City incurring any of these costs.

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 Sewer Policies S.1.8 and S.1.10 are updated to reflect new wording outlined in Report (ITS21-012) that will help eliminate policy misinterpretation from the public.



Johnny Bowes, Manager of Environmental Services



Ed Dujlovic, Acting Director of Infrastructure and Development Services



Joan Thomson, Chief Administrative Officer

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: December 14, 2020

Amended:

Reaffirmed:

Related Documents:

☒ Council Policy ☐ Administrative Policy

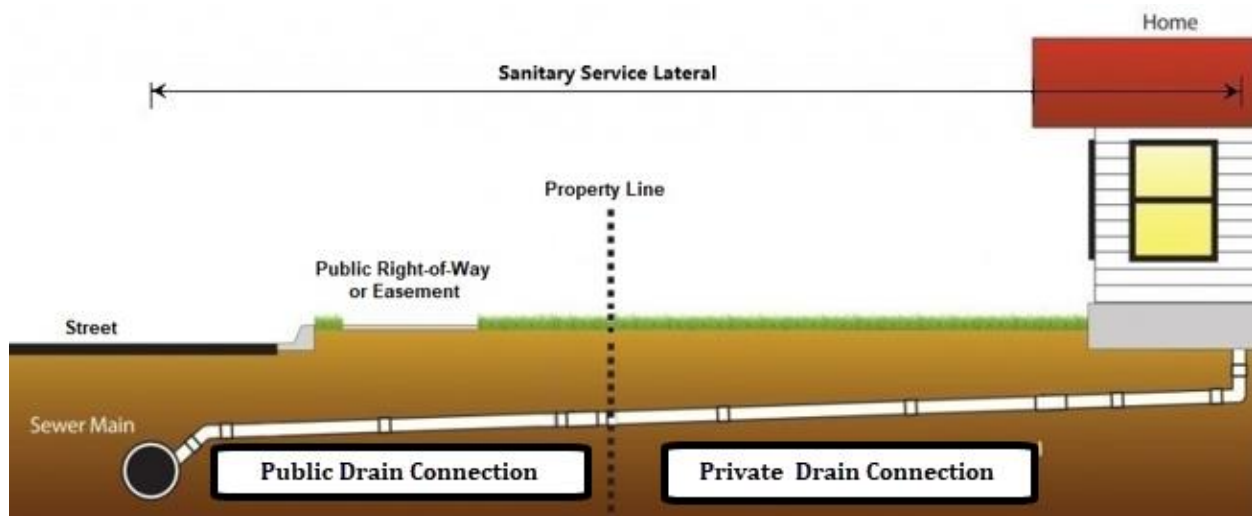
The following definitions apply:

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 the property that does not have an existing service at city cost. The property that contains the existing shared sewer service lateral, will not be supplied a new **public drain connection**.
 - 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.1.10 Upgrade of Sanitary Service under the Subsidy Program

Adopted: December 14, 2020

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.

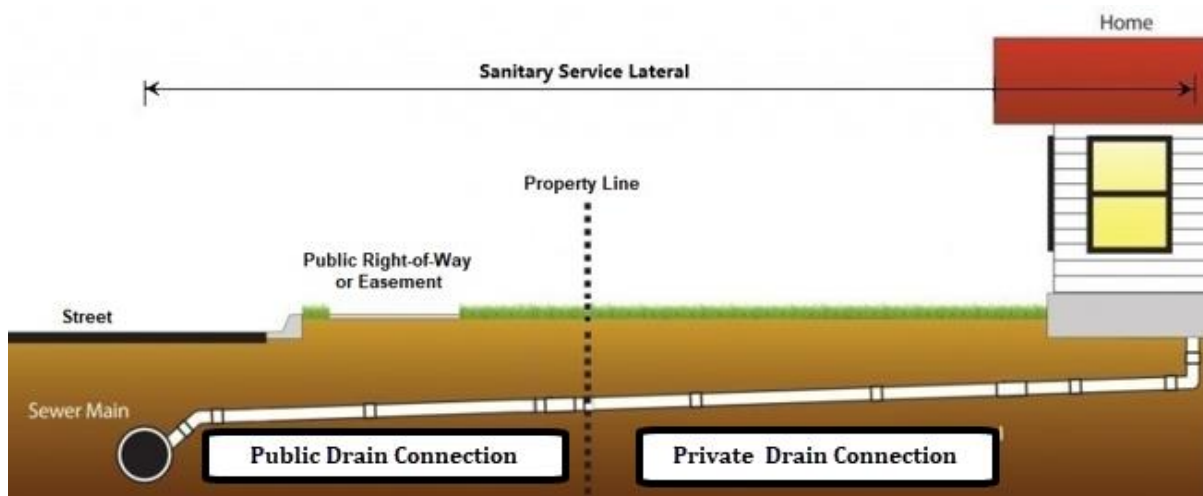
The “**public drain connection**” means the portion of the service lateral located within city property.

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 lining portion of the work only. The City will not rebate any private plumbing required to install the liner, restoration, locates or warranties. These items must be listed separately on the invoice and are the responsibility of the homeowner.

- 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	Public Drain Connection	Private Drain Connection	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	



Infrastructure and Development Services Department
Engineering Division
82 Erie Street, 3rd Floor
Stratford ON N5A 2M4

(519) 271-0250 Ext. 222
engpub@stratford.ca
www.stratford.ca

Re: Engineering Agreement for Relining of Sanitary Service – 123 John Street

The Infrastructure and Development Services department offers a 50% rebate for homeowners to reline the total length of their sanitary service from the private building to the mainline sanitary sewer under the Sanitary Service Subsidy Program.

To apply for this rebate, a qualified lining contractor, approved by the City, will need to perform the work. The City will require a submission of the invoice and paid receipt along with digital or physical copies of CCTV videos showing the post preparation video (V2) and the post lining video (V3) to prove that the full length of the service was relined.

The invoice must show separate line items for the work completed. Specifically, the individual cost of the liner installation (not including tax) per ft/m must be its own line item on the invoice. This is the portion of the invoice that is applicable for the sanitary liner rebate. Any additional work required to install the liner including but not limited to, internal and external plumbing or modifications required in order to install a liner, cleanout installation, locates, restoration, and/or warranties will not be covered under the subsidy program. These items must be listed separately on the invoice and are the responsibility of the homeowner.

This subsidy is only available to property owners who own and occupy the property as their primary residence.

After approval of the required submissions, a cheque for the subsidy will be made payable to the property owner.

I have read the above information and understand my obligation to be responsible for all requirements as stated above to receive the subsidy rebate.

Date: _____ Signature: _____

123 John Street
 Stratford, ON
 N5A 2S2
 John Smith
 519-271-0250

Please return or email a signed copy of this letter and payment for the Engineering Division to arrange for the work to be scheduled.



MANAGEMENT REPORT

Date: April 12, 2021
To: Infrastructure, Transportation and Safety Sub-committee
From: Johnny Bowes, Manager of Environmental Services
Report#: ITS21-013
Attachments: Stratford WPCP 2020 Annual Report - Final

Title: 2020 Stratford Water Pollution Control Plant Annual Report

Objective: To submit the 2020 Stratford Water Pollution Control Plant Annual Report to Sub-committee and Council for their information.

Background: The Stratford Water Pollution Control Plant (WPCP) is owned by the City of Stratford but operated under contract by the Ontario Clean Water Agency (OCWA). OCWA has prepared the 2020 Annual WPCP Report, which must be submitted annually to the Ministry of the Environment, Conservation and Parks (MECP), showing how the treatment plant performed throughout the year.

The report summarizes the operation for the WPCP and reports on all the activities that occurred at the treatment plant throughout the year. The report also indicates how the plant met all the Environmental Compliance Approval requirements for effluent discharge into the Avon River.

Analysis:

Total Flows - The treatment plant treated a total of 5,681,718 m³ of effluent for an average flow of 15,207 m³ per day. This is a significant decrease in flows from the last 3 years in which flows were between 7 and 7.5 million m³ per year. The design capacity of the treatment plant is 30,660 m³ per day and based on the flows received for 2020, operated at 51% of the design capacity. This percentage decreased from 64.56% in 2019.

Overflow Events - During the 2020 year, the treatment plant had 5 overflow events (2019 had 10 events) where there was discharge from the wet weather equalization tank and discharge into the Avon River. These events were all due to flows caused by heavy precipitation and/or snow melt and a total of 423,519 m³ (2019 – 364,173 m³) was discharged.

During a flow exceedance, the excess flow is diverted to an equalization tank and contact chamber where appropriate chlorination of the flow is achieved. Upon leaving the chlorine contact chamber, the flow is then de-chlorinated prior to discharge into the Avon River.

The treatment plant also experienced 5 bypass events due to surges in flows from heavy precipitation, snow melt or UV System Channel maintenance activities. A total volume of 161,420 m³ was bypassed during these events. Not all bypassing flow was disinfected through the facilities UV system; 77,600 m³ of bypassing flow was disinfected through the UV system. The flow bypassed during the UV System channel maintenance received treatment utilizing a temporary chlorinating and de-chlorination system set up for this time period. All bypass events were reported to the MECP; the UV System channel maintenance bypass activity was approved in advance of the bypass.

Effluent Quality -The effluent discharges met all requirements for levels of removal for 2020:

- Total Suspended Solids: 98.5 %
- Total Phosphorus: 98.4 %

Capital Projects – The following are some of the more major capital projects undertaken for the 2020 year:

- Replacement of underdrains and media for filter #4
- Replacement of variable frequency drive (VFD) for raw sewage pump #3
- Clean out and maintenance of aeration cell #3
- Rebuilding filter service wash pump #2
- Replacement of backwash and filter effluent actuators and valves for filter #4
- Replacement of the primary effluent flowmeter
- Ongoing updates to the facility's SCADA system to improve process and time efficiency.

In summary, the Water Pollution Control Plant, operated by OCWA, has met, and exceeded all Environmental Compliance Approval requirements for the 2020 operating year

Financial Impact: Capital works and the cost of operating the Water Pollution Control Plant is financed through the Sanitary Sewer Surcharge rate.

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 2020 Stratford Water Pollution Control Plant Annual Report be received for information to ensure transparency between the owner and operating authority.



Johnny Bowes, Manager of Environmental Services



Ed Dujlovic, Acting Director of Infrastructure and Development Services



Joan Thomson, Chief Administrative Officer

2020 Annual Performance Report



OCWA's 2020 ANNUAL PERFORMANCE REPORT

to the City of Stratford

March 31, 2021

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SECTION 1: EXECUTIVE SUMMARY

Overview



Water quality is essential to the health of the local water fowl and the aquatic ecosystem of the Avon River. The Ontario Clean Water Agency (OCWA) has operated and maintained the Stratford Water Pollution Control Plant (WPCP) in a reliable, consistent manner to ensure compliant wastewater treatment for the City of Stratford since 1958.

2020 Results

The Stratford WPCP consistently produced high quality effluent that met or exceeded all required limits of the plant's Environmental Compliance Approvals (ECA) in 2020. The Stratford WPCP operates under ECA 9501-BG3JPF that was issued June 10, 2020. ECA 7526-B2UKVJ issued December 13, 2018 preceded the present approvals. No sampling related non-compliance issues occurred in 2020. There were multiple days of abnormally high flows into the plant in 2020 caused by excessive precipitation or snow melt in the area. High flows into the plant led to five storm tank overflow and four tertiary bypass events. Additionally the UV channel was bypassed in 2020 to facilitate channel maintenance.

In addition to meeting all regulatory limit targets, applicable highlights for 2020 were:

- Conducted comprehensive operational activities to monitor and control plant performance 24/7.
- Minimized risk of exceedances impacting effluent quality through ongoing in-house monitoring.
- Annual scheduled maintenance activities including inspections of lifting devices, backflow prevention equipment, emergency generator.
- Calibrations of flowmeters and gas meters or monitoring equipment throughout the facility.
- Successfully completed multiple repair and replacement capital projects totaling an approximate value of \$320,000.
- Capital projects included:
 - The replacement of underdrains and media for filter #4.
 - The replacement of the VFD (variable frequency drive) for raw sewage pump #3.
 - The clean out and maintenance of aeration cell #3.

- The replacement of the raw inlet electric actuator.
- Rebuilding filter surface wash pump #2.
- Replacement of backwash and filter effluent actuators and valves for filter #4.
- The replacement of the primary effluent flowmeter.
- Ongoing updates to the facility's SCADA system to improve process and time efficiency.
- Zero service disruptions occurred and one noise complaint was received in 2020.
- OCWA continued to promote the maintenance of a safe and healthy work environment for staff, contractors and visitors. OCWA implemented additional facility and personal checks and precautions in response to the COVID-19 pandemic.
- Produced anaerobically stabilized biosolids, meeting all the guidelines for agricultural land application under the Nutrient Management Act .

Looking Ahead

The future looks bright for the City of Stratford as we look forward to continued compliant wastewater treatment in 2021 and beyond. OCWA continues to improve operating practices and technologies to better predict and prepare for extreme weather events or other factors that have the potential to impact plant processes. We will also continue to develop and implement equipment repairs, replacements and other capital projects aimed at sustaining and improving plant performance.

OCWA continually invests in their people and those systems that support our clients. There is great value in our remote monitoring, data collection and asset management systems. OCWA completed a major investment commitment to expand data and asset management tools. Updated SCADA management tools implemented by OCWA allow operational staff remote access to historical and current data including process trending and plant optimization applications. OCWA's new and functional Asset Management System (Maximo) provides electronic access to equipment, asset details and the ability to schedule and track maintenance activities with timed accuracy for increased efficiency. The Maximo Work Management System was implemented at the Stratford WPCP in late 2016 and continues to evolve to meet plant and process needs and to promote optimization in the facility.

Section 8 of this report identifies a number of recommendations pertaining to asset repairs, replacements and recommendations which require capital investment. OCWA strives to deliver operational reports to the City of Stratford Manager of Environmental Services on a quarterly basis.

OCWA and the City of Stratford's community partnership focuses on protecting the Avon River and the broader environment through the effective treatment of wastewater at the Stratford Water Pollution Control Plant, process optimization, and the management of capital projects to sustain this goal. OCWA values its long-term partnership with the City of Stratford and looks forward to continuing operations for a successful future.

REPORT PREPARED BY:

Sean Beech
Senior Operations Manager
Ontario Clean Water Agency

SECTION 2: PROTECTING THE ENVIRONMENT

The City of Stratford and OCWA align their programs with community expectations with the major focus on protecting the Avon River watershed and keeping the local aquatic ecosystem healthy. OCWA operating procedures and its Quality and Environmental Management System (QEMS) describe activities we undertake to make sure ECA compliance limits are met.

Operational Activities Conducted

Operational activity highlights during 2020 include:

- Performing multiple facility operator process checks.
- Collecting and analyzing multiple wastewater samples at our on-site laboratory.
- Collecting and sending regulated required samples to external laboratories for detailed analysis.
- Reviewing Standard Operating Procedures (SOPs) for plant processes.
- Creating and updating Contingency Plans (CPs) for abnormal and emergency situations.
- Reviewing and updating process data management technology to maintain accuracy.
- Continuing to optimize the Maximo Asset Work Management System.
- Accommodating internal process audits.
- Completing required monthly facility Health and Safety Inspections .
- Completing 277 preventive and routine maintenance work orders; work orders are scheduled and tracked through the OCWA Maximo Work Management System.
- Completing and submitting compliance reports, including this annual performance report.
- Meeting on a regular basis with City of Stratford representatives.

All Regulatory Targets Met

The City of Stratford Water Pollution Control Plant is equipped and operated to meet stringent regulatory requirements issued from the Ministry of Environment, Conservation and Parks (MECP) and designed to protect the Avon River's aquatic ecosystem. All effluent water regulated limits identified for this facilities ECA were met in 2020.

The plant achieved the following important water quality indicators:

- Total Suspended Solids (TSS) is an indicator of the concentration of solid particles in the wastewater effluent and a determinant of the level of water clarity which, if reduced, can inhibit the ability of aquatic organisms to find food. Plant treatment removed 98.5% of raw wastewater TSS.
- Total Phosphorus (TP) in excess amounts causes an increase in algae and aquatic plant growth and causes eutrophication; the decomposition process can deplete oxygen levels and create adverse effects on aquatic fauna and restriction on recreational use of waterways. Plant treatment removed 98.4% of phosphorous from the raw wastewater.

Table 1.0 below is a summary of the treatment results achieved in 2020 compared to the Effluent Limits identified in the plant's Environmental Compliance Approval (ECA) Number 9501-BG3JPF issued June 10, 2020 (preceding ECA 7526-B2UKVJ issued December 13, 2018). There were no effluent limit exceedances in 2020.

Table 1.0: Effluent Water Quality Parameters - Limits vs. Results

Effluent Quality Parameter	Environmental Compliance Approval Effluent Concentration Limits	Average Annual Concentration Results & Maximum Monthly Concentration	#of Exceedances with ECA Concentration Limits
Carbonaceous Biochemical Oxygen Demand (CBOD ₅ - mg/L)	10.0 mg/L Monthly Average	Annual Monthly Average: < 2.5 mg/L Max. Monthly Average: 6.0 mg/L	0/12
Total Suspended Solids (TSS - mg/L)	10.0 mg/L Monthly Average	Annual Monthly Average: < 4.1 mg/L Max. Monthly Average: 9.5 mg/L	0/12
Unionized Ammonia	0.1 mg/L 0.2 Monthly Average 0.3 mg/L 0.4 Single Sample Result	Annual Monthly Average: 0.001 mg/L Max. Monthly Average: 0.001 mg/L Maximum Single Sample: 0.003 mg/L	0/12 0/52
Total Phosphorous (TP - mg/L)	0.2 mg/L Monthly Average	Annual Monthly Average: 0.07 mg/L Max. Monthly Average: 0.09 mg/L	0/12
E-Coli (Geometric Mean Density in CFU/100 mL)	200 CFU per 100 mL	Annual Monthly Average: 4 CFU/100 mL Maximum Monthly GMD: 7 CFU / 100 mL	0/12
pH	6.0 - 9.5 Inclusive Single Sample Result	Min. - Max. 6.39 - 7.76	0/365
Dissolved Oxygen	Minimum 4.0 mg/L Single Sample Result	Min. - Max. 7.06 - 12.46mg/L	0/315

Table 1.1 below is a summary of the treatment results achieved in 2020 compared to the Effluent Limit Loadings identified in the plant's Environmental Compliance Approval (ECA) Number 9501-BG3JPF issued June 10, 2020 (preceding ECA 7526-B2UKVJ issued December 13, 2018). There were no effluent limit loading exceedances in 2020.

Table 1.1: Effluent Water Quality Parameters - Design Loading vs. Results

Final Effluent Parameter	Limit (maximum unless otherwise indicated)	Monthly Average & Maximum Monthly Effluent Loading Concentration	# of Exceedances
CBOD₅	306 kg/d	Average: < 33.6 kg/d Maximum Monthly: 62.13	0/12
Total Suspended Solids	306 kg/d	Average: < 53.8 kg/d Maximum Monthly: 96.95	0/12
Total Phosphorus	6.1 kg/d	Average: < 0.93 kg/d Maximum Monthly: 1.44	0/12
Un-ionized Ammonia	3.06 kg/d	Average: 0.016 kg/d Maximum Monthly: 0.0016 kg/d	0/12

Table 1.2 below is a summary of the treatment results achieved in 2020 compared to the Effluent Objectives identified in the plant's Environmental Compliance Approval (ECA) Number 9501-BG3JPF issued June 10, 2020 (preceding ECA 7526-B2UKVJ issued December 13, 2018). The effluent design objectives were met in greater than 50% of the sample results and there are no indications of deteriorating effluent water quality.

Table 1.2: Effluent Water Quality Parameters - Design Objectives vs. Results

Effluent Quality Parameter	Environmental Compliance Approval Concentration Objectives	Average Annual Concentration Results & Maximum Monthly Concentration	#of Exceedances with ECA Concentration Limits
Carbonaceous Biochemical Oxygen Demand (CBOD ₅ - mg/L)	5.0 mg/L monthly average	Annual Monthly Average: < 2.5 mg/L Max. Monthly Average: 6.0 mg/L	1/12
Total Suspended Solids (TSS – mg/L)	5.0 mg/L monthly average	Annual Monthly Average: < 4.1 mg/L Max. Monthly Average: 9.5 mg/L	2/12
Unionized Ammonia	0.08 mg/L monthly average	Annual Monthly Average: 0.001 mg/L Max. Monthly Average: 0.001 mg/L Maximum Single Sample: 0.003 mg/L	0/12 0/52
Total Phosphorous (TP - mg/L)	0.1 mg/L monthly average	Annual Monthly Average: 0.07 mg/L Max. Monthly Average: 0.09 mg/L	0/12
E-Coli (Geometric Mean Density in CFU/100 mL)	150 CFU/100 mL monthly average	Annual Monthly Average: 4 CFU/100 mL Maximum Monthly GMD: 7 CFU / 100 mL	0/12
pH	6.5 - 8.5 inclusive	Min. - Max. 6.39 - 7.76	2/365
Dissolved Oxygen	5.0 mg/L	Min. - Max. 7.06 - 12.46mg/L	0/315

Plant Overflow & Bypasses Well-Managed

Five Primary Treated Overflow events and five Tertiary Bypass events occurred at the Stratford WPCP during the 2020 calendar year. The overflow events occurred on January 11th, March 9th, March 29th, May 18th and December 30th of 2020. All the overflow events were the result of heavy precipitation or snow melt in the area. The bypassing events occurred on January 11th, January 19th, January 27th, March 3rd and May 25th, 2020. Details of the events are below.

Overflow Events

1) Overflow Event January 11-15, 2020

A Stratford WPCP Primary Treated Overflow occurred January 11-15, 2020. The overflow started on January 11, 2020 at 09:10 and ended on January 15, 2020 at 23:00. The process overflowed for 133 hours and 50 minutes. The overflow occurred at the wet weather equalization tank. A total volume of 289,760 m³ overflowed and discharged to the Avon River. The overflow was the result of snow melt and precipitation in the area. This Stratford WPCP overflow did not negatively affect the receiving river.

2) Overflow Event March 09-13, 2020

A Stratford WPCP Primary Treated Overflow occurred March 09-13, 2020. The overflow started at 15:45 on March 09, 2020 and ended at 20:00 on March 13, 2020. The process overflowed for 100 hours and 15 minutes. The overflow occurred at the wet weather equalization tank. A total volume of 94,127 m³ overflowed and discharged to the Avon River. The overflow was the result of snow melt and precipitation in the area at this time. This Stratford WPCP overflow did not negatively affect the receiving river.

3) Overflow Event March 29-30, 2020

A Stratford WPCP Primary Treated Overflow March 29-30, 2020. The overflow started at 14:00 March 29, 2020 and ended at 22:10 on March 30, 2020. The process overflowed for 32 hours and 10 minutes. The overflow occurred at the wet weather equalization tank. A total volume of 19,578 m³ overflowed and discharged to the Avon River. The overflow was the result of heavy precipitation in the area at this time. This Stratford WPCP overflow did not negatively affect the receiving river.

4) Overflow Event May 18 –19, 2020

A Stratford WPCP Primary Treated Overflow occurred May 18, 2020 to May 19, 2020. The overflow started at 21:30 May 18, 2020 and ended at 13:30 on May 19, 2020. The process overflowed for 16 hours. The overflow occurred at the wet weather equalization tank. A total volume of 4,954 m³ overflowed and discharged to the Avon River. The overflow was the result of heavy precipitation in the area at this time. This Stratford WPCP overflow did not negatively affect the receiving river.

5) Overflow Event December 30, 2020 – January 1, 2021

A Stratford WPCP Primary Treated Overflow occurred December 30 - 31, 2020. The overflow started at 18:50 on December 30, 2020 and ended at 02:00 on January 01, 2021. The process overflowed for 31 hours

and 10 minutes. The overflow occurred at the wet weather equalization tank. A total volume of 16,208 m³ overflowed and discharged to the Avon River. The overflow was the result of heavy precipitation and snow melt in the area. This Stratford WPCP overflow did not negatively affect the receiving river.

This overflow event covered two separate annual report periods; total volume overflowed applicable to this 2020 annual report was 15,100 m³.

Bypass Events

1) Bypass Event January 11, 2020

A Stratford WPCP bypass started at 09:10 on January 11, 2020 and ended at 16:30 on January 11, 2020. The tertiary treatment filter system was bypassed. This tertiary bypass was the result of a surge in flows from heavy precipitation and snow melt causing the bypass actuator valve to open. The tertiary bypass flow was directed through the UV system for disinfection. This bypass event lasted for 7 hours and 20 minutes. A total volume of 7,700 m³ of plant flow bypassed the tertiary filters. The bypass did not negatively affect the quality of the final effluent.

2) Bypass Event January 18-19, 2020

A Stratford WPCP bypass started at 13:50 on January 18, 2020 and ended at 08:00 on January 19, 2020. The tertiary treatment filter system was bypassed. This tertiary bypass was the result of a surge in flows from heavy precipitation and snow melt causing the bypass actuator valve to open. The tertiary bypass flow was directed through the UV system for disinfection. This bypass event lasted for 17 hours and 50 minutes. A total volume of 19,800 m³ of plant flow bypassed the tertiary filters. The bypass did not negatively affect the quality of the final effluent.

3) Bypass Event January 26-27, 2020

A Stratford WPCP bypass started at 13:00 on January 26, 2020 and ended at 08:00 on January 27, 2020. The tertiary treatment filter system was bypassed. This tertiary bypass was the result of a surge in flows from heavy precipitation and snow melt causing the bypass actuator valve to open. The tertiary bypass flow was directed through the UV system for disinfection. This bypass event lasted for 19 hours. A total volume of 17,100 m³ of plant flow bypassed the tertiary filters. The bypass did not negatively affect the quality of the final effluent.

4) Bypass Event March 03-05, 2020

A Stratford WPCP bypass started at 17:00 on March 03, 2020 and ended at 08:00 on March 05, 2020. The tertiary treatment filter system was bypassed. This tertiary bypass was the result of a surge in flows from heavy precipitation and snow melt causing the bypass actuator valve to open. The tertiary bypass flow was directed through the UV system for disinfection. This bypass event lasted for 39 hours. A total volume of 33,000 m³ of plant flow bypassed the tertiary filters. The bypass did not negatively affect the quality of the final effluent.

5) Bypass Event May 25, 2020 to June 01, 2020

A Stratford WPCP pre-approved bypass was started at 10:00 on May 25, 2020 and ended at 09:30 on June 01, 2020. The UV Disinfection System was bypassed to accommodate UV channel maintenance activities; the UV channel was cleaned and painted. The bypass flow was treated utilizing a temporary chlorinating-dechlorination system. This bypass event lasted for 167 hours and 30 minutes. A total volume of 83,820 m³ of plant flow bypassed the UV Disinfection System. The bypass did not negatively affect the quality of the final effluent.

Processes Controlled to Produce Safe Effluent and Reusable Biosolids

Wastewater is collected from the more than 32,000 residents in the City of Stratford as well as industries, commercial establishments and institutions. The wastewater collection system within the City conveys the wastewater using gravity and pumping stations to the Water Pollution Control Plant. OCWA's operators treat and manage the wastewater along the following path:

- Receiving the raw sewage influent into the plant for treatment during regular flow levels. If flows are above the rated plant capacity during heavy precipitation or snow melt events, the extra flow is diverted to the wet weather flow equalization tanks. When the rain and/or snow melt subsides, the wastewater is then diverted back into the plant to be treated.
- Screening the raw wastewater influent to remove large objects through preliminary treatment.
- Removing grit from the wastewater utilizing a grit removal system.
- Settling out of large settleable solids in the primary clarifiers and removing the settled out materials (primary sludge) for further processing through primary and secondary digestion.
- Utilizing an aeration system to supply the oxygen needed for microorganisms to metabolize dissolved and suspended organic matter in the wastewater. This process reduces the Biochemical Oxygen Demand (BOD) and returns excess materials (waste and return activated sludge) as needed to keep the process in balance.
- Final settling of remaining particles and removing the settled materials using a rapid sludge removal process; some sludge is returned back to the front of the aeration process (return activated sludge) while any excess (waste activated sludge) is returned to the primary clarifiers for further processing along with the settled sludge in the primary clarifiers.
- Filtering the liquid effluent from the final settling tanks using a multi-media filtration system.
- Irradiation of the final effluent using ultraviolet lighting system.
- Sludge removed from the primary and final settling processes is digested and stabilized to ensure it is safe for eventual application to agricultural land as a soil fertilizer .
- Phosphorus is removed during the treatment process through the addition of ferrous chloride. This chemical is added into the aeration process.

Quality Assurance Part of Day-to-Day Operations

Effluent quality is assured on an ongoing basis by monitoring process parameters, analyzing the relationship between various parameters and examining any changes and trends that may have an impact on effluent quality.

Operators perform a number of tests on plant fluids throughout the process. Mixed liquor, raw or settled wastewater and activated sludge samples are monitored daily through in house lab analysis. Mixed liquor sample analysis includes the measurement of dissolved oxygen, pH, temperature, 30-minute settling and total suspended solids (MLSS) testing. Monitoring of ferrous chloride dosages and wasting volumes are completed daily.

Final effluent is analyzed within the facility lab to ensure effluent quality is not compromised. In-house final effluent testing includes analysis of dissolved oxygen, pH, temperature, total phosphorus and total ammonia.

The biosolids process is continuously monitored. Volatile acid and alkalinity testing is completed monthly on primary digester effluent to monitor the health of the digestion process. Total suspended and volatile suspended solids are measured regularly.

Data collected from in-house sampling analysis provides valuable information for operational staff to determine appropriate treatment adjustments required or corrective actions needed to meet ECA effluent limits and objectives.

MECP Inspections

The last Ministry of Environment Conservation & Parks Inspection was completed on April 16, 2016 and all follow up actions were completed as required. There were no MECP inspections completed during this report period.

MOL Inspections

The last Ministry of Labour inspection of the Stratford Water Pollution Control Plant occurred on September 12, 2018. All action items have been resolved. There were no MOL inspections completed during this report period.

Summary and Interpretation

A review of all influent data and characteristics shows that there has been a slight increase in the amount of contaminants entering the water pollution control plant. Influent biological oxygen demand, total suspended solids, total phosphorus and total kjeldahl nitrogen levels all increased slightly from 2019 to 2020. The Stratford Water Pollution Control Plant percent removal of a contaminates has remained relatively constant therefore showing that the treatment processes within the facility are capable of handling the noted slight increase of contaminants entering the plant.

The average annual raw sewage inlet flows have remained fairly constant; see Appendix 1. There was a decrease in the volume of overflows discharging into the Avon River in 2020 compared to 2019; overflow discharge volume decrease by 15,743 m³. Refer to Appendix 2; the fluctuations over multiple years are visible.

Processed organic waste volume has increased only slightly from the previous year suggesting that the facility aeration process is working very efficiently to breakdown large organic solids and therefore reduce the amount of waste activated sludge being returned to the primary clarifiers.

Final effluent concentrations remained fairly consistent throughout 2020. Seasonal fluctuations remain very low as consistent monitoring by operational staff reduces sporadic changes in the final effluent quality. Final

effluent concentration limits and loadings levels continue to be below the ECA identified compliance values. The 2020 annual average total phosphorus value is below the ECA Design Objective value. Monitoring of the phosphorus removal treatment processes and operational adjustments made by operational staff strive to achieve levels below the design concentration monthly objectives. Refer to the graphs below in Section 10: Flow and Water Quality Data.

The process monitoring Sampling Schedule was followed throughout the 2020 calendar year with no significant deviations from the prepared schedule; additional sample collections were made when applicable due to process challenges and as per facility ECA. As well additional samples were collected in 2020 during identified overflow and bypass events.

The ECA identified monthly and weekly samples were collected and sent to an accredited laboratory for analysis; in house lab analysis is performed by competent staff as required. Biosolids sampling was completed on a monthly basis to ensure required analysis is completed before land application ensues. Acute lethality testing of the final effluent is completed on an annual basis as required.

A facility monitoring schedule was developed per ECA requirement that ensure staff meet regulated sample collections and process monitoring requirements. Operational staff complete daily on site facility rounds and checks. The combination of a developed monitoring schedule, onsite checks and in house sample analysis provides compliant continual close monitoring of all processes within the plant and opportunities for process optimization as needed.

All planned and predictive maintenance is completed as required utilizing the work management system (Maximo).

There were minimal operating issues encountered during the 2020 calendar year at the Stratford WPCP. Limited operational challenges were the result of the OCWA planned preventative maintenance program in place utilizing the work management system (Maximo) that results in the timely completion of maintenance activity and early operator identification of issues.

The City of Stratford has undertaken multiple efforts in their system to reduce the number of Overflow and Bypass Events at the Stratford WPCP. Approximately 700 metres of sanitary pipes were replaced in 2020 to inhibit infiltration of groundwater in to the sewage collection system. The City plans to replace 500 metres of sanitary sewer in the collection system in 2021.

SECTION 3: RESPONSIBLE FACILITY MAINTENANCE & STEWARDSHIP

The City of Stratford owns all wastewater facilities used to transport and treat Stratford's wastewater. The Ontario Clean Water Agency is the contracted Operating Authority who operates and maintains the facility that receives and processes the City of Stratford's wastewater.

Facilities under OCWA's Stewardship

Wastewater system facilities and equipment under OCWA's stewardship extend from the influent structure to the final effluent discharge point. The City of Stratford Water Pollution Control Plant (WPCP) is a

conventional activated sludge facility which uses anaerobic digestion to stabilize its wastewater solids. The Stratford Water Pollution Control Plant's major components include the following:

- raw sewage pumping station;
- two wet weather flow equalization tanks;
- overflow chlorination and de-chlorination systems;
- preliminary treatment using two automatic bar screens;
- grit removal system;
- four primary settling tanks (clarifiers);
- four aeration tanks equipped with fine pore ceramic diffusers;
- three final settling tanks (clarifiers) with rapid sludge removal;
- four dual-media filters;
- ultraviolet irradiation system;
- one primary anaerobic digester and one secondary anaerobic digester;
- one sludge storage tank and one storage lagoon;
- two ferrous chloride chemical storage tanks equipped with three chemical feed pumps;
- one standby diesel generator.

Equipment and systems required to properly operate and maintain the Stratford Water Pollution Control Plant, include:

- mechanical systems (e.g. pumps, valves, mixers, screens, augers);
- electrical systems (e.g. power supplies);
- instruments (e.g. flowmeters, level and pressure transmitters, etc.);
- control systems (e.g. Supervisory Control & Data Acquisition Systems (SCADA), Programmable Logic Controllers (PLC));
- information technology systems (e.g. work management system (Maximo), process data management system (WISKI).

The wastewater system also includes ten sanitary sewage pumping stations and one storm-water pumping station. These stations are located throughout the City and operated and maintained by the City of Stratford's Wastewater Department.

Operations and Maintenance Work Prioritized and Scheduled

All operations and maintenance work at the plant is requested, scheduled, completed and documented using OCWA's work management system (WMS) called Maximo. Maintenance work to be completed may be identified by a plant operator, mechanic or electrician and is documented using a work order. Following approval of a work order, the work order is assigned to required personnel. Planned or preventative work

orders can be scheduled and generated automatically by the WMS; examples include weekly sample collections, monthly greasing and lubrication of equipment and annual pump oil changes.

The work management system (Maximo) contains an abundance of important data in regards to plant assets and specific maintenance procedures. This system helps identify when an asset reaches the point where it is most cost-effective to perform rehabilitation work or replacement. The WMS can also be utilized to store equipment operations manuals and inspection reports.

The work management system (Maximo) identifies risk and impact-based priorities that help determine the order in which maintenance and operational activities are completed. The prioritization method in the system considers factors such as risk, safety, environmental, customer, operations, financial and urgency. Work order requests are prioritized to ensure that top priority work is being pursued at all times.

The OCWA work management system (Maximo) identifies three types of work orders.

1. Emergency Work Orders:

Emergency work orders usually involve safety hazards, environmental concerns or a major interruption of service; repairs are often initiated without waiting for work orders to be processed.

2. Planned or Preventive Work Orders:

Maintenance work orders that do not require prioritizing as it is always scheduled and built into the regular work schedule.

3. Breakdown or Corrective Work Orders:

Maintenance work that is prioritized, planned and scheduled into the regular preventive maintenance program.

The preventive maintenance and corrective maintenance work requests are added to the schedule according to their priority, the workload of staff and the availability of any required outside contractors. The following table shows the number of preventive work orders generated and completed in 2020.

Table 2: Routine and Preventative Maintenance Work Orders Completed in 2020

Month	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
# of WO	26	28	17	31	21	19	22	16	21	29	27	20

OCWA's ongoing investment in our information technology and asset management tools will continue to provide sound monitoring and detailed support for asset protection and for the long-term health of the system.

Equipment Inspection & Instrument Calibration

There were a number of planned calibrations and inspections completed in 2020, including:

- meters: influent flowmeter, final effluent flowmeter, overflow flowmeter and level transmitters (calibrated by Pierce Services and Solutions Inc.);
- hand held and laboratory equipment (calibrated by Pierce Services and Solutions Inc.);

- backflow preventers (inspected by Turner Plumbing and Heating);
- lifting equipment/devices (inspected by Kone Cranes);
- personal lifting devices (inspected by Hamisco Industrial);
- gas monitoring equipment (calibrated by Hetek Solutions Inc.);
- emergency generator (inspected and serviced by Sommers);
- fire extinguishers (inspected by Mobile Fire and Safety);
- in-house meters for pH and dissolved oxygen (calibrated by competent OCWA operators as per manufacturer's instructions);
- Health and Safety (inspections completed monthly by a trained OCWA Health and Safety representative).

SECTION 4: CAPITAL PROJECTS AND PERFORMANCE IMPROVEMENTS

2020 Annual Capital Repair and Replacement Projects

The following is a summary of capital work undertaken by OCWA at the Stratford WPCP in 2020. This work was performed under OCWA's direction and coordinated in a way to ensure the plant continued to operate at an optimum level during any on-site construction activities. Each project was identified in the rolling 6-year capital improvement plan for the wastewater plant.

OCWA was responsible for identifying, designing and successfully implementing a number of important repairs and replacement projects on behalf of the City in 2020. The table below shows the projects completed and the benefits for the City.

Table 3: Capital Projects for 2020 managed by OCWA

Capital Project	Maintain Day To Day Operations	Reduce Risk	Increase Efficiency	Reduce Cost	Improve Health & Safety
Raw sludge pump rotor and stator	X	X	X		
Turbo blower software upgrade/maintenance	X	X	X	X	
Aeration #3 clean out and maintenance	X	X	X	X	
Filter #4 backwash/effluent actuator and valve replacement	X	X			
Raw sewage pump #3 VFD replacement	X	X	X	X	
Service agreements on generator, backflow preventers, fire extinguishers, etc.	X	X	X	X	
Surface wash pump #1 pump rebuild (mechanical seals and O-rings)	X	X	X	X	

Capital Project	Maintain Day To Day Operations	Reduce Risk	Increase Efficiency	Reduce Cost	Improve Health & Safety
UV channel coating	X	X	X	X	X
Raw inlet actuator replacement	X	X	X		X
Filter #4 underdrain and media replacement	X	X	X	X	
Raw Sewage Pump #3 check valve replacement	X		X	X	
Upgrades to the SCADA system, installation of new analog output cards and the purchase of new HMI touchscreens	X	X	X	X	

SECTION 5: RESPONSIVE CUSTOMER SERVICE

OCWA staff are committed to protecting the Stratford community and its environment 24 hours per day, 365 days per year. Our licensed wastewater operators provide this service during regular working hours and on call after hours in case of an emergency. OCWA staff operating the Stratford WPCP have ongoing access to OCWA's unique province-wide Operational Emergency Response Team and a team of technical and engineering experts who can be on site if needed.

Customer Inquiries

OCWA staff are always available to respond to any questions from City of Stratford representatives. OCWA uses the latest in mobile and integrated technologies to access the necessary information quickly and effectively. OCWA analyzes data and monitors trends to predict situations before they occur so relevant information can be shared with City staff before problems occur.

Essential Services Status Means No Labour Disruption

OCWA's operations staff are covered under an Essential Services Agreement that guarantees the City of Stratford will not experience any labour disruption during our partnership.

SECTION 6: SAFE & HEALTHY WORK ENVIRONMENT

The health and safety of our staff, our contractors and any visitors to the Stratford wastewater facilities is of paramount importance. We are committed to providing a safe and healthy workplace for all employees, regularly promoting awareness and providing training at every level of the organization. Our Occupational Health and Safety Policy sets the foundation for the development, implementation and the continuous improvement of our Occupational Health and Safety System and related programs. OCWA services are provided in a professional and responsible manner.

At Stratford we achieved our target of zero lost time incidents in 2020. Additionally, our local staff each completed their MECP mandatory training including required 40 hours of operations training and 12 hours of specific health, safety and emergency preparedness training.

SECTION 7: OCWA CAPITAL RECOMMENDATIONS FOR 2021

There were a number of operational recommendations made for equipment rehabilitation and replacement required to ensure the plant continues to meet effluent compliance targets at an acceptable level of risk. We continue to consider a number of sources for the determination of capital priorities, including our Work Management System, the Comprehensive Performance Evaluation, the Energy Audit as well as the ongoing discussions with the City to make sure municipal priorities are considered. All projects are captured in an annually updated 6-year capital plan.

With the City's repair and replacement budget was set at \$499,500; the following capital items are recommended for 2021:

1. Annual equipment inspections (backflow preventers, emergency generator, lifting devices);
2. Filter backwash pump replacement;
3. Ferrous chloride pump replacement;
4. Raw sewage pump check valve replacement;
5. Digester boiler maintenance;
6. Equalization tank electric actuator replacement (Diversion Chamber to EQ Tanks);
7. Raw sewage pump rebuild;
8. Aeration tank #4 cleanout and maintenance;
9. Filter system actuator and valve replacement;
10. Repair/replacement parts inventory.

Additional projects will be completed based on a clear cost-benefit as discussed with and approved by City staff.

SECTION 8: PLANT DESCRIPTION

Summary

The Stratford Water Pollution Control Plant (WPCP) is a conventional activated sludge facility with tertiary treatment. The plant receives raw influent which is subject to pumping, screening, grit removal, and primary settling before it arrives at the aeration process; aeration tanks are equipped with fine pore ceramic diffusers. The liquids are then sent on for final settling with rapid sludge removal, before going through tertiary treatment filtration and ultraviolet irradiation.

Phosphorus is removed during the treatment process by injecting ferrous chloride at a single point in the process; dual point injection is available if required.

The waste solids are stabilized using a two-stage anaerobic digestion.

Wet weather flow is diverted from the distribution chamber to the wet weather flow equalization tanks and pumped back into the plant for treatment after the wet weather event has ended.

Table 4: Stratford Water Pollution Control Plant

Plant Fact / Category	Description
Facility Type	Conventional activated sludge, sand filtration as tertiary treatment, with UV disinfection. Chlorination and de-chlorination of storm water overflow events.
Design Capacity	30,660 m ³ /day
Receiving Water System	Avon River
Environmental Compliance Approval Number: (Issued Dec. 13, 2018 – Revoked June 10, 2020)	7526-B2UKVJ
Present Environmental Compliance Approval Number (Issued June 10, 2020)	9501-BG3JPF
Plant Classification	WWT-IV

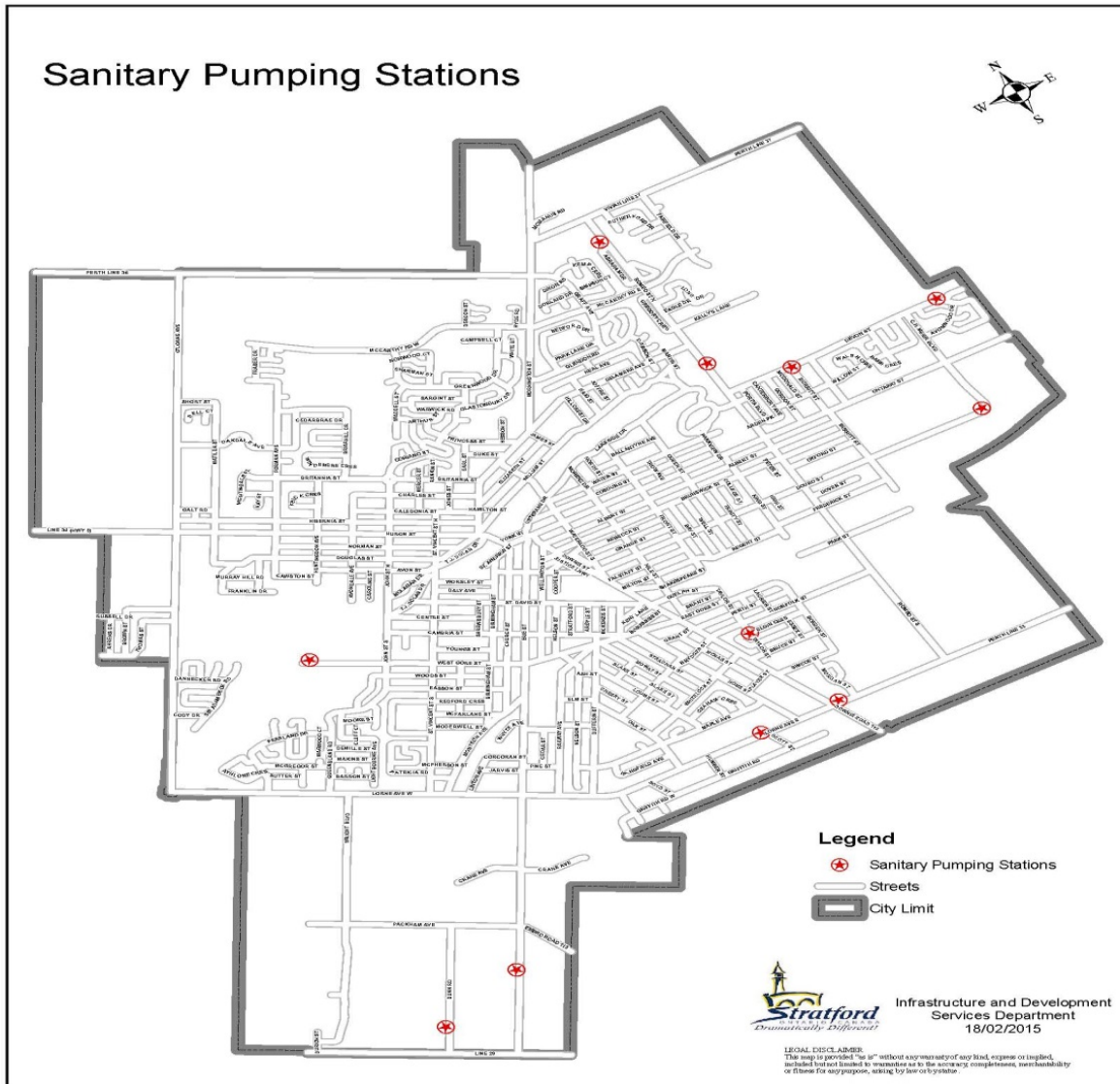
History

Improvements to the treatment facility were completed in 1996, 2004 and 2017. The 1996 improvements included the construction of a new wet weather flow equalization tank, upgraded the sewage pumping facilities, four new aeration tanks with fine bubble diffusion, one new secondary clarifier, modifications to the existing two secondary clarifiers, new chemical storage and delivery facilities, a new standby diesel engine and a generator capable of supplying 100% standby power for the site, new return sludge and waste sludge systems, metering and UV. The 2004 improvements included the modification to wet weather flow equalization tank number one with baffle walls, the construction of wet weather flow equalization tank number two, the addition of chlorination and de-chlorination facilities and miscellaneous controls, electrical equipment, instrumentation, piping, pumps and appurtenances essentials for the proper operation of the Water Pollution Control Plant. The 2017 improvements included primary clarifier upgrades and structural rehabilitation. A new diversion chamber was designed with the addition of four new stainless steel rotating sludge collection mechanisms, scum removal system, new bridges, electronic actuators and electrical panels with SCADA control.

Raw Wastewater Collection

The wastewater is collected by gravity and directed to the ten pump stations and one storm water pumping station located throughout the City of Stratford (see Fig. 1). The pump stations range from submersible pump operations to dry pit applications. All pumping stations are equipped with 2 pumps ranging in size from 1.5 horsepower to 29.0 horsepower. Six of the pumping stations are equipped with backup emergency generators while the other stations have stand by power hook ups for connecting a mobile emergency generator. The pumps are controlled by a two level control systems, a miltronics ultrasonic sensor and a float system. All pump stations are operated by the City of Stratford Wastewater Department and are equipped with alarm systems.

Figure 1: Stratford Sanitary Pumping Stations



Raw Wastewater Lift (raw sewage pumping) Station

The raw domestic wastewater is pumped from the pump stations to the raw sewage lift station located inside the gate at the WPCP treatment facility from the Forman/O'Loane and the Erie/Brydges/Worsley trunk sewers. The lift station is equipped with four Archimedean screw pumps; three screw pumps each having a capacity of 427L/s to handle peak dry weather flows and one screw pump with a capacity of 2,600L/s to handle wet weather flows.



Archimedean Screw Pump

Wet Weather Flow Equalization Tanks and Facility

The storm tank and storm diversion system was commissioned and put into service in 2004. Under the new operation, excess flows are diverted to the two equalization tanks and then to the chlorination contact tank during high flow events. Once all storage is full, excess flow begins to overflow the chlorination contact tank and the de-chlorinated primary treated effluent is discharged to the river. In these instances, the equalization tank acts as a primary clarifier (solids removal), providing primary treatment prior to the discharge to the Avon River.

Another storm tank was constructed beside the original tank on-site with a flushing system. A chemical building was constructed to house the sodium hypochlorite disinfection system and the sodium bisulphite de-chlorination system used for the treatment of overflow prior to discharging.

The two wet weather flow equalization tanks each have a capacity of approximately 6000 m³, with a sediment flushing system and a 300 mm diameter drain pipe connecting to the base of the raw sewage lift station. The overflow from tank 1 enters tank 2 which has baffle walls to provide an additional function for mixing during emergency wet weather overflow prior to discharge to the Avon River. In the event of a discharge to the Avon River, de-chlorination is achieved.

The overflow chlorination and de-chlorination facility consists of: chlorination and de-chlorination process equipment, controls and sampling equipment. The chlorination system for disinfection of emergency wet weather overflow includes two 15,000 L capacity sodium hypochlorite storage tanks and four 13.4 L/minute capacity metering pumps (one standby), chemical feed lines to the primary dosing point at the inlet chamber of the wet weather flow equalization tank # 1, equipped with an in-line mixer and a backup dosing point at the equalization tanks distribution chamber. The de-chlorination system for the emergency wet weather overflow includes one 3,000 L capacity sodium bisulphite storage tank and two 4.0 L/minute capacity metering pumps (one standby), chemical feed lines to the primary dosing point at the discharge channel of the wet weather flow equalization tank # 2, equipped with an in-line mixer and a backup dosing point at the bypass channel of the wet weather flow equalization tank # 2.

A SCADA system monitors all the flows entering the storm tanks and adjusts the chemical dosing rate based on the flow.



Figure 1: Chlorine Contact Chamber



Figure 2: Equalization Tanks

Influent Works

The flow from the raw water lift station flows through the distribution chamber and into the screening building. The building consists of two mechanical bar screens rated at a hydraulic peak flow of 450L/s, a dewatering screw auger to remove screenings, a grit handling facility and a metering chamber. The screening and the grit are removed and sent to the City of Stratford Landfill.



Figure 3: Automatic Bar Screens



Figure 4: Grit Removal System

Primary Clarification

The flow from the inlet works enters the distribution chamber with waste activated sludge being added to the stream for co-settling through 2 of 4 primary clarifiers under normal flow conditions, each clarifier with a capacity of 1,500m³. The primary treatment system consists of four circular primary clarifiers, of which two primary clarifiers are used as storage tanks during wet weather events. The primary clarifiers are designed to remove settled and floating solids from the wastewater stream, utilizing sludge collector mechanisms, and thereby reducing the organic load on the downstream biological treatment process. Settled sludge collects on the bottom of the primary clarifiers and is moved to the central hoppers by a rotating scraper mechanism. Scum and floatables from the surface of the clarifiers are collected by rotating surface skimmers and directed to the scum hoppers. Both the sludge and scum are pumped by two sludge pumps and macerated through in-line grinders to the primary anaerobic digester.

There are two raw sludge pumps rated at 10L/second, two in-line sludge grinders, three primary effluent submersible pumps rated at 210L/second and one dewatering pump rated at 50L/second.



Figure 5: Primary Clarifiers

Biological Treatment (Secondary Treatment)

The main purpose of the secondary treatment system is the removal of solids dissolved in the wastewater and removal of suspended solids that were not removed in the primary treatment. In the aeration process, the activated sludge process, bacteria utilize organic matter in the presence of dissolved oxygen for cell growth and reproduction. It is a biological treatment process that requires aerobic conditions and includes:

- **Carbonaceous Oxidation:** Biological conversion of carbonaceous matter in wastewater to cell tissue and various gaseous end products.
- **Nitrification:** Conversion of ammonia nitrogen to nitrites and then to nitrates.

The aeration system consists of four aeration tanks. Each tank is divided into three passes to provide a plug flow aeration pattern. This flow pattern is usually recommended for nitrifying systems. It provides flexibility to vary the air supply within the tanks allowing better oxygen transfer and Dissolved Oxygen (D.O.) control. It also optimizes power usage for aeration and improves sludge settleability. Aeration and mixing is provided by 12 grids of 944 ceramic disc fine pore diffusers per aeration tank.

- **Air Supply System:** consists of one duty APG Neuros 350HP Turbo Blower and two standby Hoffman 200HP centrifugal blowers that deliver compressed air to the aeration tanks and the diffuser air system.

- **Secondary Clarification:** There are three circular final clarifiers. Mixed Liquor enters the final clarifier influent distribution chamber and is distributed evenly to the three tanks. The symmetrical shape of the chamber and positioning of the weirs ensure an equal split of the flow to each clarifier. Mixed Liquor enters each of the final clarifier via a feed pipe located at the base of the clarifier. The feed pipe discharges within a circular feed well which acts as a baffle to deflect the incoming flow downwards and reduces short circuiting.

The final clarifier mechanism in each tank is classified as a rapid sludge removal type. The settled sludge is continuously removed from the tank bottom by pipes which are supported on two rotating trusses. Mechanical rake arms on the bottom of the trusses scrape the settled sludge towards the opening in the suction pipes. The eight suction pipes of each clarifier enter the sludge return box from below. A valve on each suction pipe is used to control the sludge flow rate into the box from each withdrawal pipe.

The settled sludge from the final clarifiers is identified as Return Activated Sludge. It is either returned to the main RAS header and further to the inlet chamber upstream of the aeration tanks or Waste Activated Sludge which is pumped to the discharge point in the primary settling tank inlet chamber. The Waste Activated Sludge then settles within the primary clarifiers and is pumped to the digesters.



Figure 6: Aeration System



Figure 7: Turbo Blower Air Supply



Figure 8: Final Clarifiers

Effluent Filtration

During normal operational conditions, secondary effluent is lifted by the Archimedean screws and flows into the filter box through the filter inlet gate. The effluent filtration system is rated at 30,660m³ per day, and consists of four rapid filters provided with two sub-surface agitators on each filter. The filters are designed to remove solids in the effluent discharged from the secondary clarifiers. In removal of the solids, some of the remaining BOD and phosphorus are also reduced. The solids accumulated in the filter are removed when the filters are backwashed; backwash wastewater is pumped to the primary clarifier inlet channel. In the process

of pumping to the primary clarifier inlet chamber, many of the solids removed by filtration are removed in the second routing through the plant by physical, chemical or biological flocculation and resultant sedimentation; as a result the finely divided solids do not accumulate in the plant.

The four filters are housed in rectangular concrete boxes arranged side by side. In the concrete boxes are longitudinal trenches with pipe connections that provide outlets for filtered effluent and also is the supply source for the backwash pump. The trenches are bridged by vitrified clay filter blocks that cover the floors of the filter boxes; three layers of media are placed on the filter blocks. Layer one consists of 310 mm of graded support gravel varying in size from 19 mm on the bottom to 2.5 mm on the top. Layer two is 350 mm of filter sand and layer three is 460 mm layer of anthracite. There are two rotating sub-surface agitators in each filter box. Each agitator arm is provided with 38 nozzles and is designed to mix the expanded media during the backwash operation in order to effectively scour the media and remove all accumulated solids. Water with at least 485 kPa is used to rotate the sub-surface agitator during the backwash operation.

The effluent passes down through the filter media and is collected in the clear well beneath the filters and flows into the UV disinfection building channel. The rate of flow through the filters can be controlled for each filter by the filter rate control valve or by the filter inlet gate. Once passed through the filter, the effluent flows via channel to the final effluent disinfection process.



Figure 9: Filter Room



Figure 10: Filter Model



Figure 11: Interior of Filter

Final Effluent Disinfection

The effluent is directed to the open channel ultra-violet (UV) disinfection system before being discharged to the Avon River.

Filtered effluent flows to the UV channel where it is disinfected by the UV light. The UV system consists of two banks each comprised of 21 modules with 8 lamps per rack, totaling 168 lamps per bank placed in series within one disinfection channel. In addition, one stand-by unit is stored in the UV system cleaning basin ready for use in the event there is failure in the active UV banks.



Figure 12: Ultraviolet Disinfection

Sludge Management System

The sludge stabilization system is a two-stage digestion process. The primary digester has a fixed cover and the secondary digester has a floating gas-holding cover. The system has been designed so that either unit can function as a primary digester if necessary.

These are essentially four key elements to the anaerobic digestion system:

- Sludge feed and supernatant withdrawal
- Sludge recirculation and heating
- Gas system and digester mixing
- Sludge withdrawal

Primary sludge is pumped from the primary settling tanks to the primary digester. The primary digester is maintained at a constant level. When sludge is pumped into the digester, excess sludge overflows into the primary tank supernatant overflow box. The lowest pipe in the overflow box connects to the transfer line that leads to the secondary digester. The second highest pipe connects to the supernatant return line to the inlet works (acts as an emergency overflow). The third pipe in the box is the feed line for the box from the primary digester.

The primary digester is gas mixed. The gas compressor located in the gas pump room continuously moves gas through the diffusers located in the bottom cone of the tank. This induces a rolling motion in the digester that provides complete mixing in the unit. Sludge is heated by pumping it through the heat exchanger and back to the primary digester. The sludge recirculation pump operates continuously in duty/standby mode. Hot water is fed to the heat exchanger to heat the primary sludge and is turned on and off automatically.

Once sludge is transferred to the secondary digester, it settles and thickens in the tank. Methane gas that is produced is stored in the gas holder cover. Methane gas is used as fuel to run the boiler system which supplies heat to the heat exchanger, which in turn keeps the anaerobic digester at a certain temperature. Any of the methane gas that is not used will burn off into the atmosphere through the waste gas burner.

Supernatant from the tank overflows in the secondary overflow box and is returned (by gravity) to the primary clarifier influent channel. Sludge can be sampled at various levels inside the digester by opening the appropriate valves in the sampling room.

Sludge is withdrawn from the bottom of the secondary digester and transferred to the sludge storage holding tank or sludge storage bed. Sludge is then withdrawn from the holding tank/bed and transferred to the truck loading bay by the transfer pumps. All sludge is removed and applied to agricultural land as per the NASM Guidelines.



Figure 13: 2 Stage Anaerobic Digestion (Primary on the left and Secondary on the right, boiler room in the middle)



Figure 14: Sludge Storage Tank

Standby Power

The WPCP has an automatic standby generator which will operate the plant when there is a power failure. This allows for continuous running of the plant when power outages occur.



Figure 15: Emergency Standby Power

SECTION 9: FLOW AND WATER QUALITY DATA

Flow and water quality data at the Stratford WPCP was monitored as per Environmental Compliance Approval #7526-B2UKVJ (revoked) and Approval # 9501-BG3JPF (issued June 10, 2020) requirements. Detailed monitoring data is supplied in **Appendix 4**.

Raw Wastewater Flow & Discharge Data

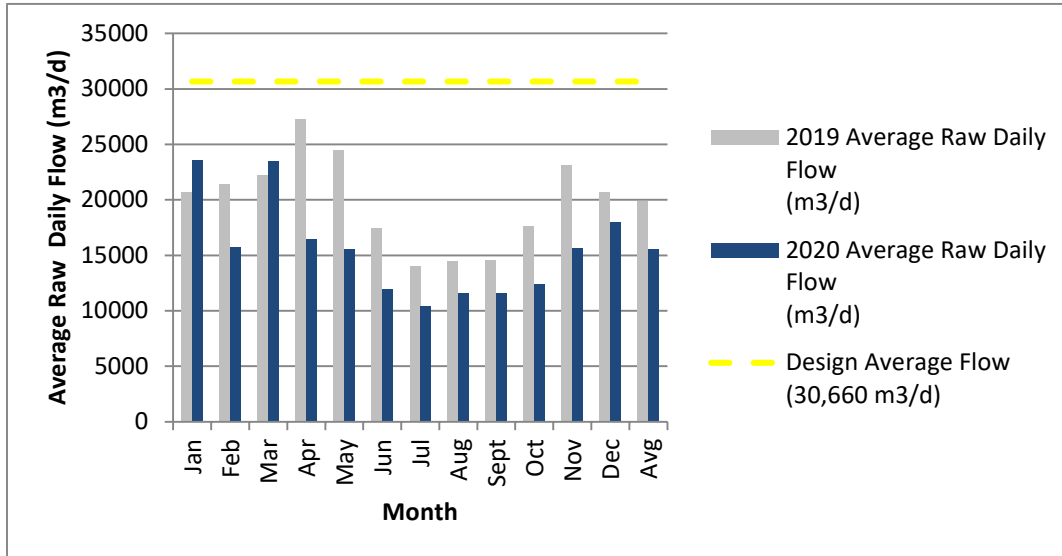
The table below summarizes the flow data for 2020.

Table 5: Stratford Water Pollution Control Plant Flows 2020

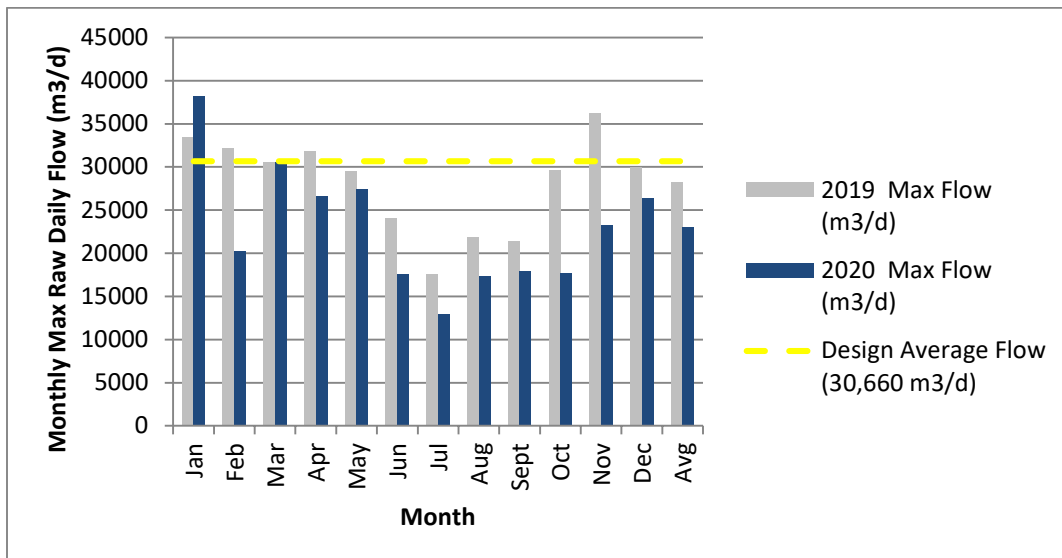
Flow Parameter	Value
Total Annual Wastewater Flow Treated (m ³)	5,088,366
Average Daily Raw Wastewater Flow (m ³ /d)	15,507
Average Daily Raw Wastewater Flow / Design Capacity (%)	51
Maximum Daily Raw Wastewater Flow (m ³)	38,200

The graph below shows the average daily flows during each month in 2020.

Graph 1: Average daily flows for each month in 2019-2020



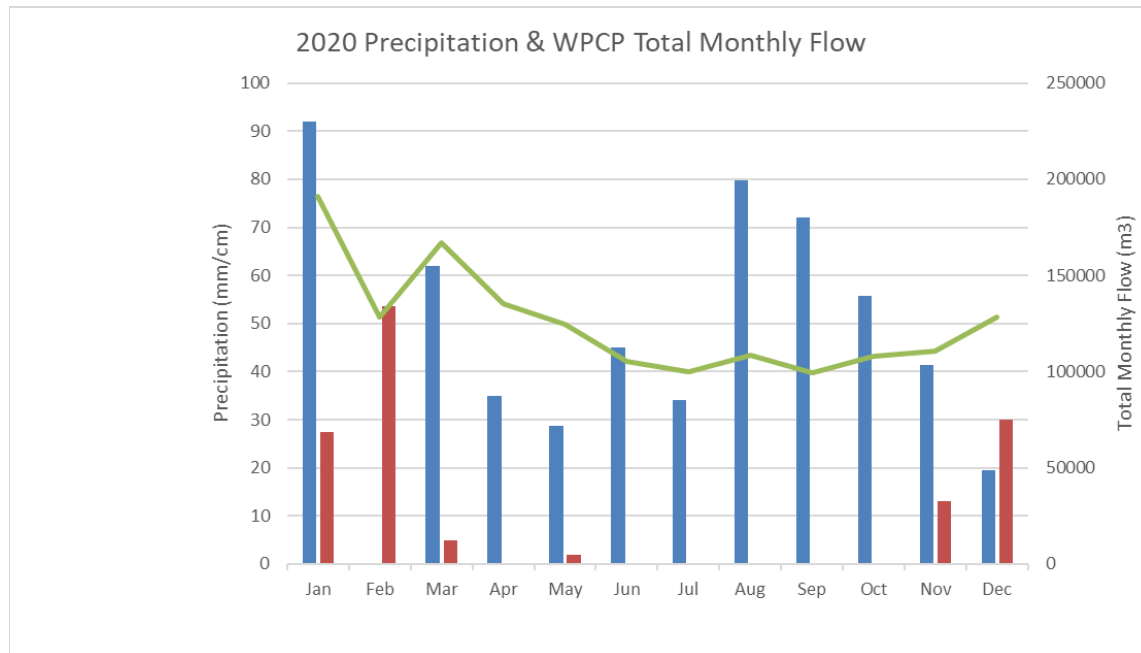
Graph 1.1: Maximum Daily Raw Sewage flows for each month in 2019-2020



There were 5 Primary Treated Overflow Events totaling over 16 days of discharge from the wet weather flow equalization tanks in 2020 due to flows caused by heavy precipitation and or snow melt. All Primary Treated Overflow Effluent received minimum primary treatment and disinfection and were reported to the MECP. A total of 423,519 m³ was discharged for a total of 311.4 hours. A summary of plant bypasses from 2010 to 2020 is provided in [Appendix 2](#).

There were 5 Tertiary Bypass events that occurred over 250.7 hours due to surges in flows from heavy precipitation, snow melt or UV System Channel maintenance activities. A total volume of 161,420 m³ was bypassed during these events. Not all bypassing flow was disinfected through the facilities UV system; 77,600 m³ of bypassing flow was disinfected through the UV system. The flow bypassed during the UV System channel maintenance received treatment utilizing a temporary chlorinating and de-chlorination system set up for this time period. All bypass events were reported to the MECP; the UV System channel maintenance bypass activity was approved in advance of the bypass.

Graph 2: 2020 Monthly Totals of Rain and Snow Data from the Stratford WPCP Weather Station



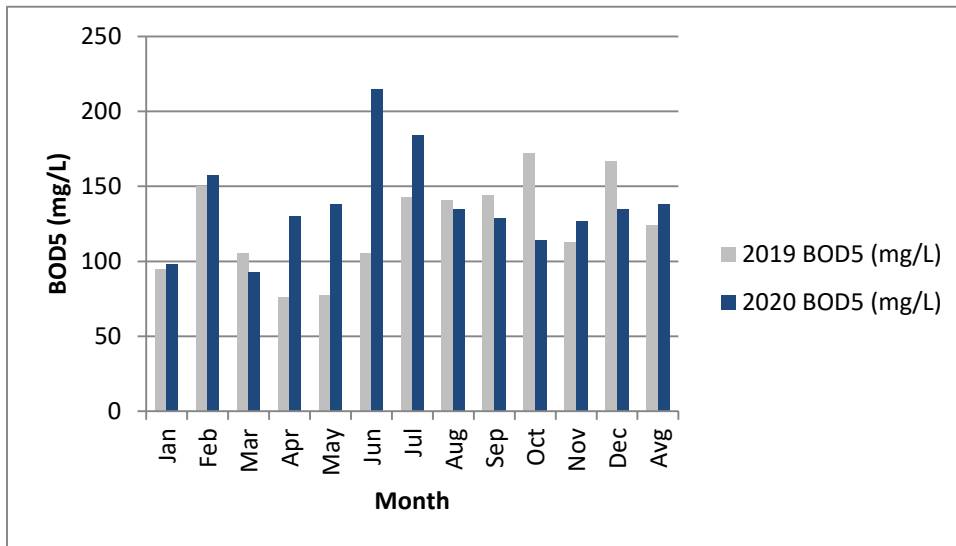
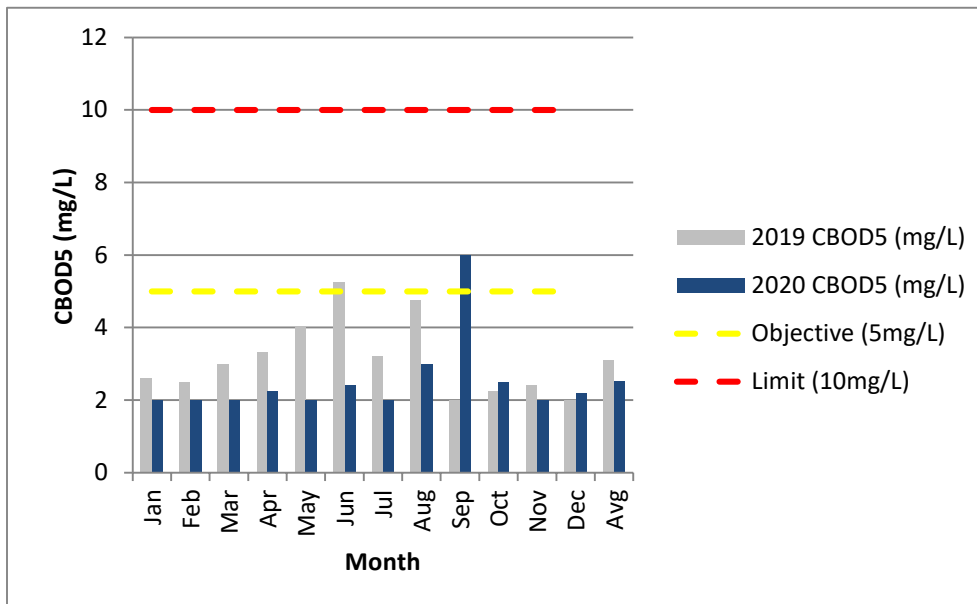
Wastewater Quality

The raw wastewater is analyzed weekly for BOD₅, total suspended solids, Total Kjeldahl Nitrogen and total phosphorus from a 24-hour composite sample.

The final effluent is monitored, sampled and tested weekly for Carbonaceous Biological Oxygen Demand (CBOD)₅, Total Suspended Solids (TSS), Total Phosphorus (TP), Total Kjeldahl Nitrogen (TKN), Nitrate, Nitrite and Total Ammonia Nitrogen (TAN) weekly by composite sample. E-coli, pH, Temperature and Dissolved Oxygen (DO) is monitored weekly by grab sample. Unionized ammonia is calculated weekly. Total Residual Chlorine or Bisulphite Residual is tested daily when in use. Refer to **Appendix 4** for more detailed monthly results.

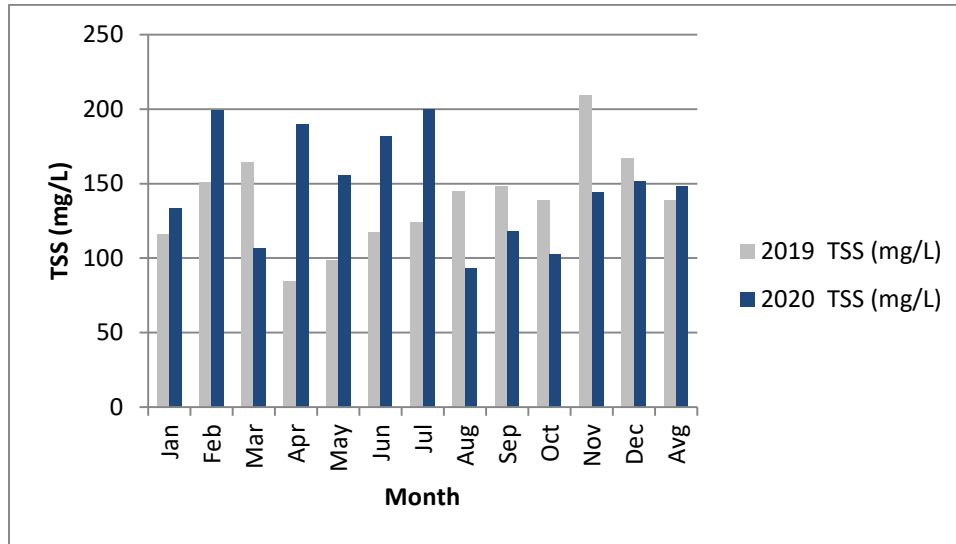
Biochemical Oxygen Demand (BOD) - Carbonaceous Biochemical Oxygen Demand (CBOD₅)

The annual average raw sewage BOD₅ concentration to the plant was 137.9 mg/L with a maximum concentration of 214.6 mg/L. The annual final effluent CBOD₅ concentration was < 2.53 mg/L with a maximum of 6.0 mg/L. Monthly Average CBOD₅ values are shown in the graph below.

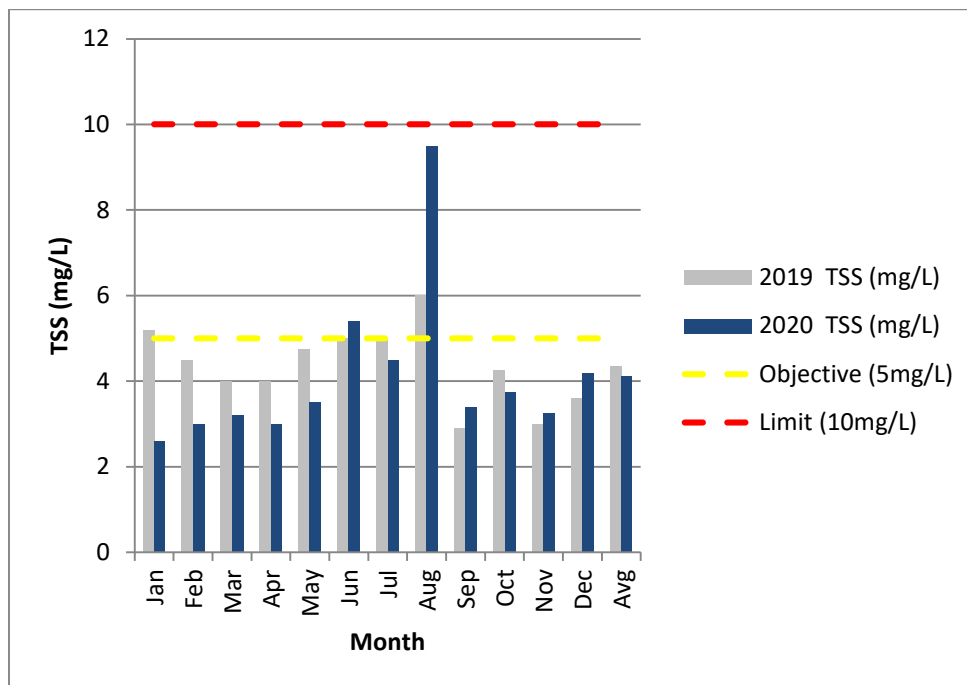
Graph 3.1: Raw Sewage BOD₅**Graph 3.2: Final Effluent CBOD₅****Total Suspended Solids (TSS)**

The annual average raw sewage total suspended solids (TSS) concentration to the plant was 147.9 mg/L, with a maximum concentration of 199.8 mg/L. The annual average final effluent TSS concentration was < 4.1 mg/L with a maximum concentration of 9.5 mg/L. Monthly Average TSS values are shown in the graph below.

Graph 4.1: Raw Sewage TSS



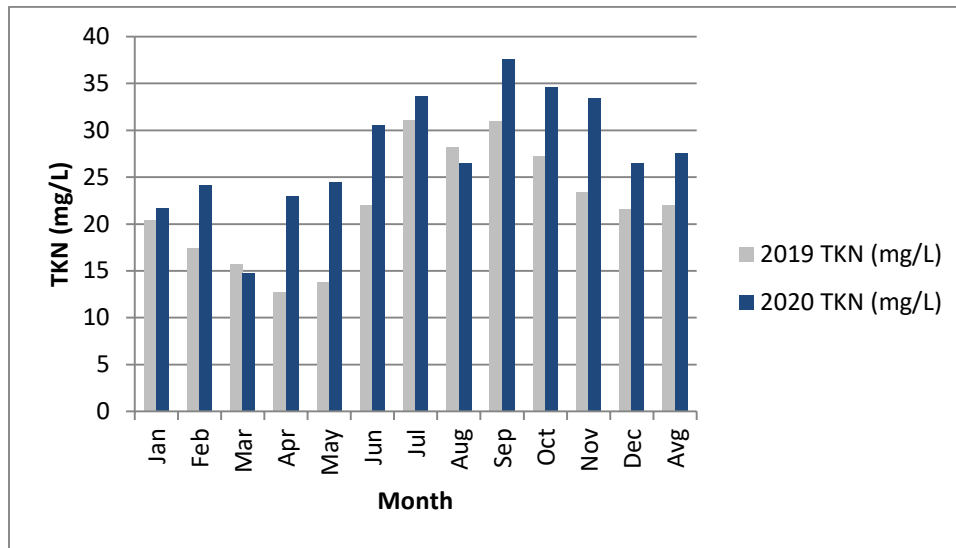
Graph 4.2: Final Effluent TSS



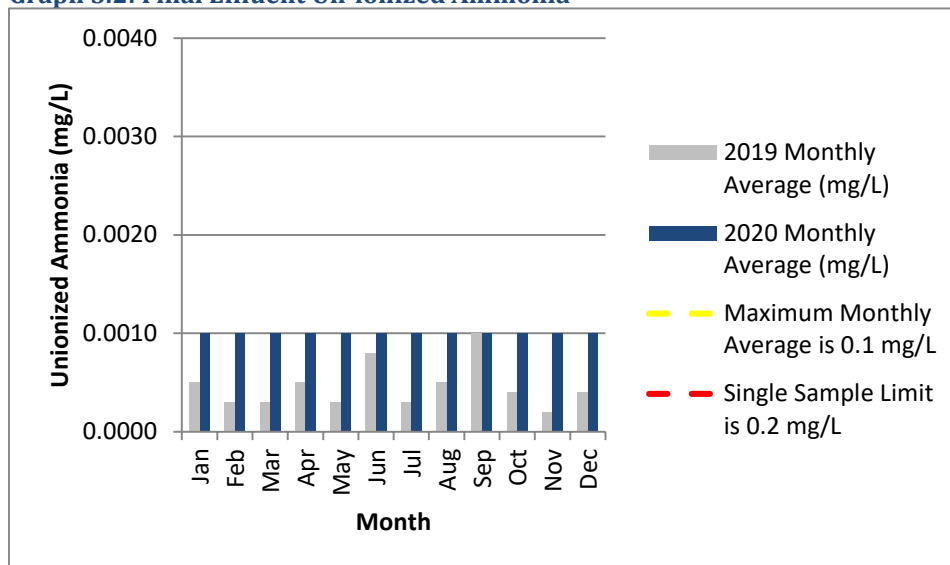
Total Kjeldahl Nitrogen(TKN) and Un-Ionized Ammonia

The annual average raw sewage Total Kjeldahl Nitrogen (TKN) concentration to the plant was 27.57 mg/L with a maximum concentration of 37.58 mg/L. The annual final effluent TAN (Total Ammonia Nitrogen) concentration was < 0.14 mg/L with a maximum concentration of < 0.32 mg/L. The average annual unionized ammonia concentration of the effluent was 0.001mg/L, with the compliance limit of 0.1 mg/L.

Graph 5.1: Raw Sewage Total Kjeddahl Nitrogen



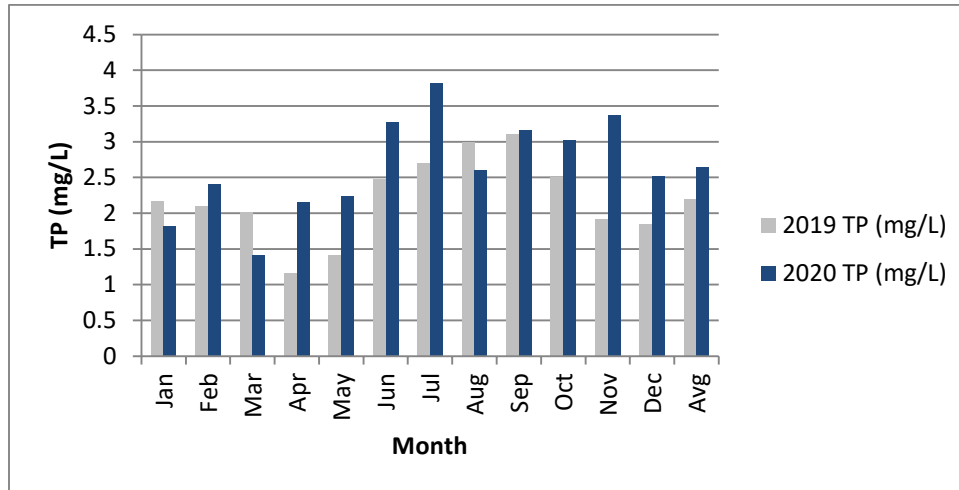
Graph 5.2: Final Effluent Un-ionized Ammonia



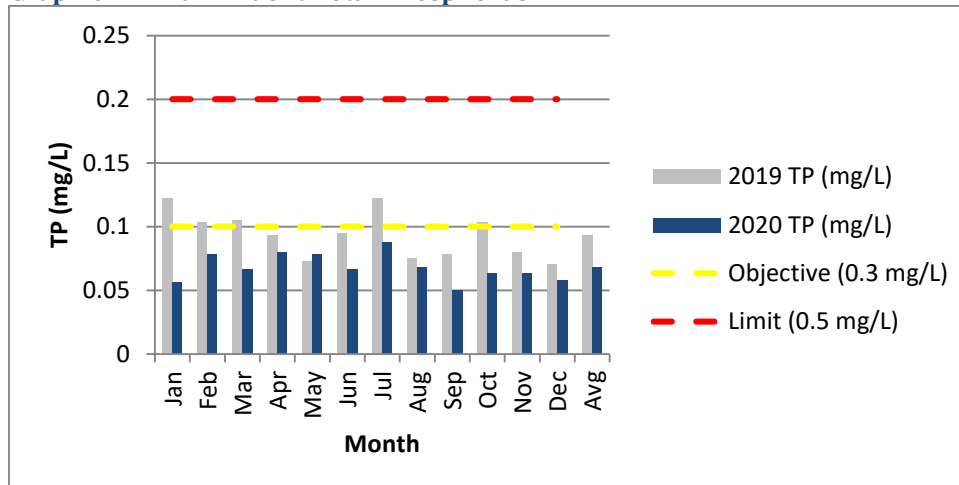
Total Phosphorous

The annual average raw sewage total phosphorus (TP) concentration to the plant was 2.65 mg/L with a maximum concentration of 3.83 mg/L. The annual average final effluent TP concentration was 0.068 mg/L with the maximum being 0.088 mg/L. Monthly Average TP values are shown in the graph below.

Graph 6.1: Raw Sewage Total Phosphorus



Graph 6.2: Final Effluent Total Phosphorus



Biosolids Quality

Biosolids produced at the Stratford WPCP are anaerobically-stabilized and land applied in accordance with the Ontario Guidelines for Sewage Biosolids Utilization on Agricultural Lands. All Biosolids sample analysis was carried out by SGS Lakefield Research Ltd. A summary of the analysis is provided in **Appendix 4**.

Bartels Environmental Services has been contracted to haul and land apply all Biosolids produced at the WPCP. A total of 16,267m³ was land applied to numerous sites located within Perth County. Monthly haulage volumes from the treatment plant can be found in the Annual Summary report in **Appendix 4**. Based on the information, the hauled biosolids volume for 2021 is anticipated to be in the range 17,000 m³.

Biosolids Land Application

NASM Plan Site ID	Month	Volumes (m ³)
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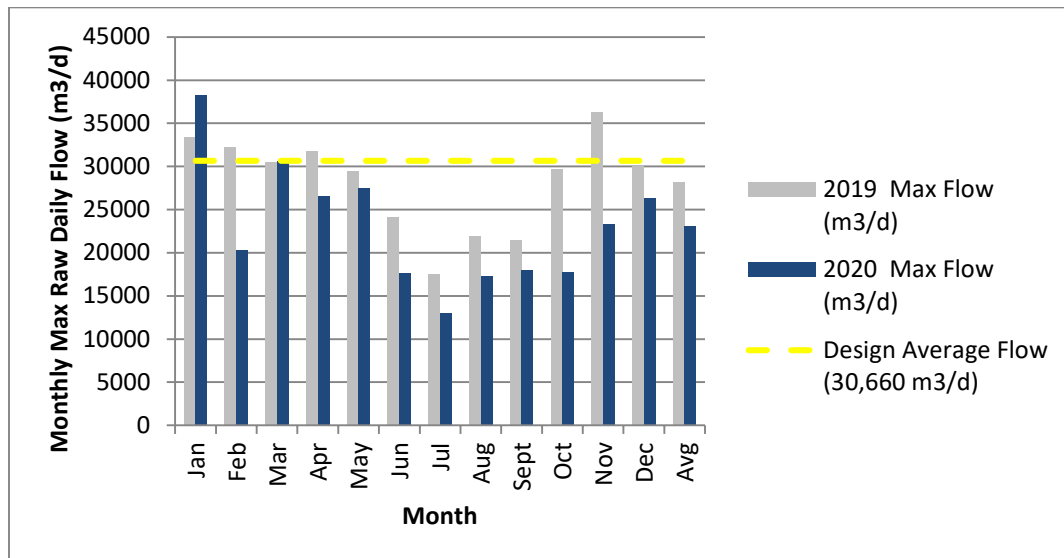
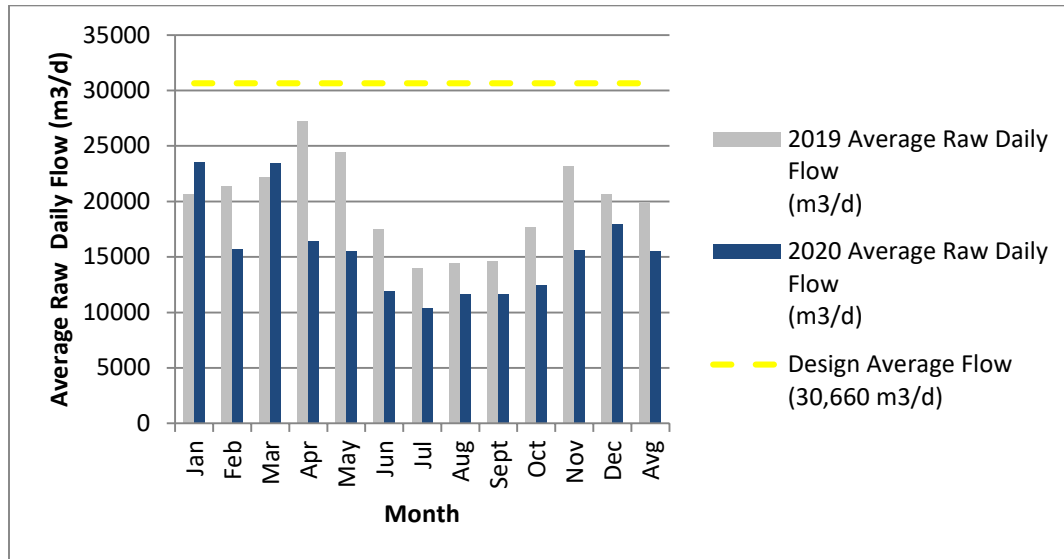
NASM Plan Site ID	Month	Volumes (m ³)
24193	April	2943
22854	April	3694
24404	August	4106
24408	October	2660
24413	November	2864
TOTAL		16,267

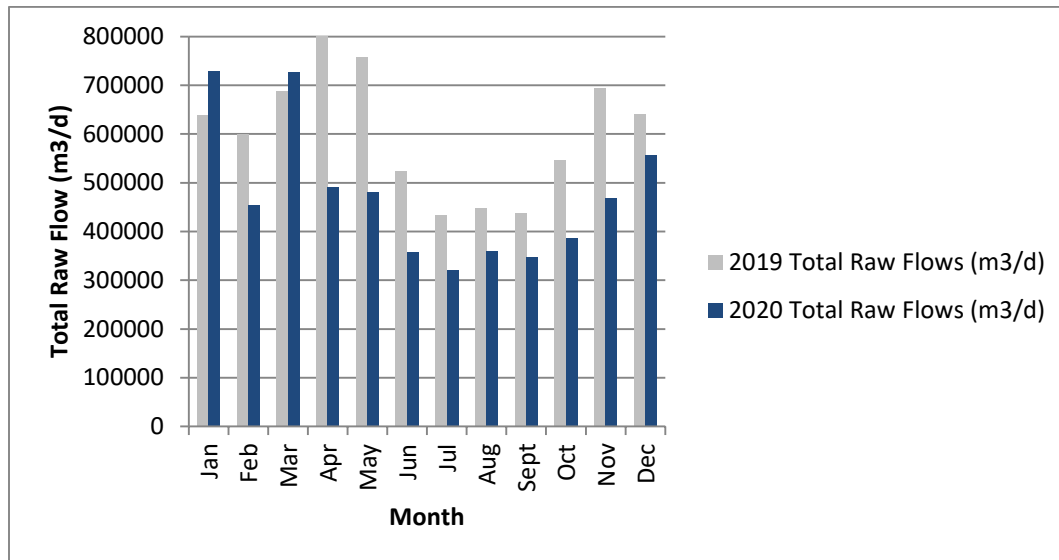
Air Quality

There were no odour complaints in 2020.

Appendix Cover Page

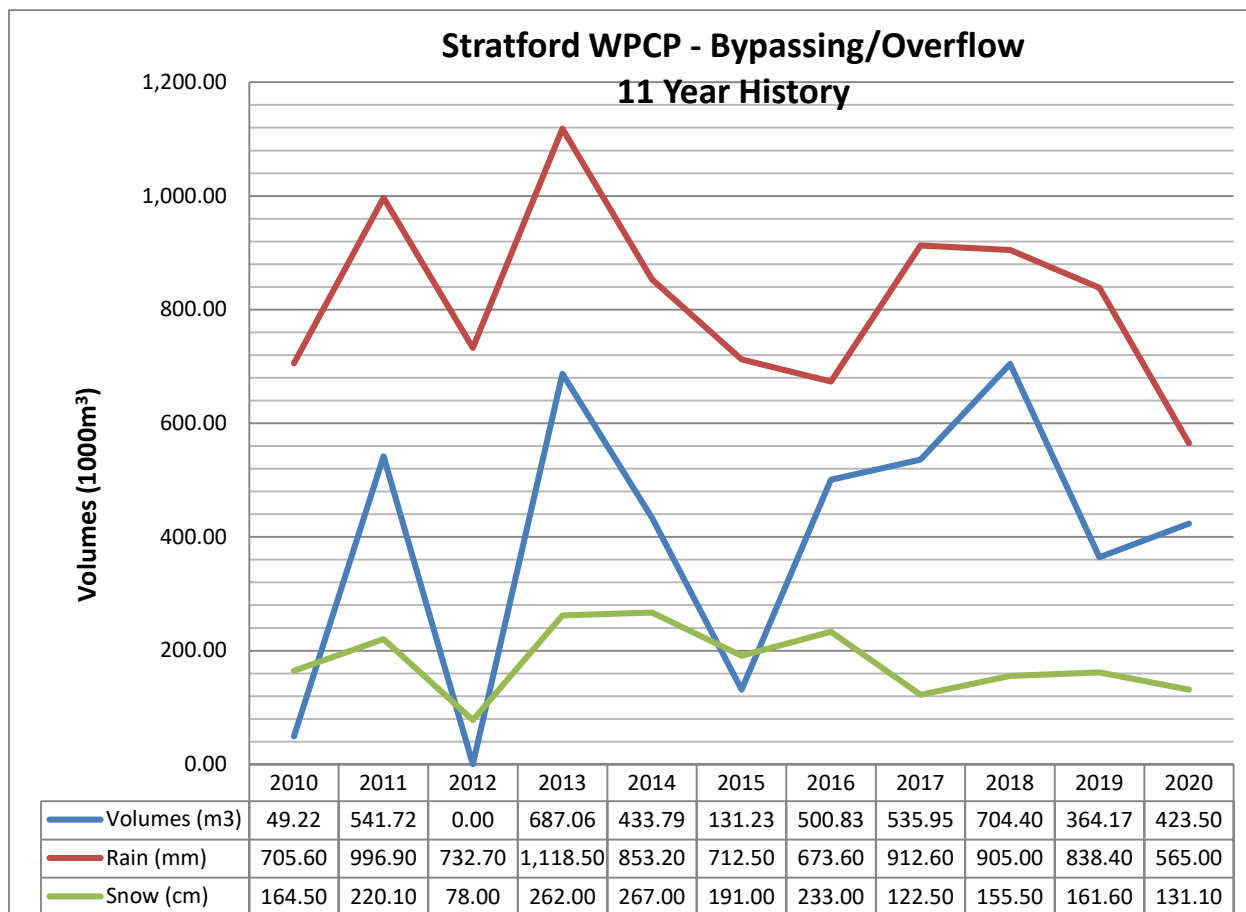
Appendix 1: Raw Sewage Influent Flows





Raw Water Influent Flows

Appendix 2: 11-Year Plant Bypass/Overflow History



Appendix 3: Plant Performance Data

Parameter	Annual Value	Loading Value
Total Flow:	5,681,718 m ³	n/a
Average Daily Flow:	15,507.24 m ³	n/a
Raw BOD :	137.9 mg/L	2,138 kg/day
Raw TSS:	147.9 mg/L	2,293 kg/day
Raw TKN:	27.6 mg/L	428 kg/day
Raw Total Phosphorus:	2.6 mg/L	40 kg/day
Effluent CBOD:	2.5 mg/L	33.6 kg/day
Effluent TSS:	4.1 mg/L	53.76 kg/day
Effluent Total Ammonia Nitrogen:	0.14 mg/L	2.076 kg/day
Total Phosphorus:	0.07 mg/L	0.93 kg/day
TSS % Removal:	98.5%	n/a
Total Phosphorus % Removal:	98.4%	n/a
Total Sludge Volume Removed:	16,267 m ³	n/a
Ferrous Chloride Used:	90,546 kg	n/a

Appendix 3: Performance Assessment Report Details

Note: The following raw data tables are not fully accessible, though can be made so by contacting the City

Performance Assessment Report

Facility: [5529] STRATFORD WASTEWATER TREATMENT FACILITY

Works: [110000702]

	01/2020	02/2020	03/2020	04/2020	05/2020	06/2020	07/2020	08/2020	09/2020	10/2020	11/2020	12/2020	<--Total-->	<--Avg.-->	<--Max.-->	<--Criteria-->
Flows:																
Raw Flow: Total - Raw Sewage (m³)	729065.00	455498.00	726722.00	491999.00	480474.00	358012.00	321320.00	360130.00	348298.00	385290.00	468580.00	556330.00	5681718.00			
Raw Flow: Avg - Raw Sewage (m³/d)	23518.23	15706.83	23442.65	16399.97	15499.16	11933.73	10365.16	11617.1	11609.93	12428.71	15619.33	17946.13		15507.24		
Raw Flow: Max - Raw Sewage (m³/d)	38200	20250	30570	26583	27450	17570	13000	17300	17950	17750	23250	26350			38200.00	
Eff. Flow: Total - Final Effluent (m³)	675906.00	403057.00	675809.00	442165.00	419358.00	318318.00	276894.00	316390.00	300303.00	336225.00	421578.00	502363.00	5088366.00			
Eff. Flow: Avg - Final Effluent (m³/d)	21803.42	13898.52	21800.29	14738.83	13527.68	10610.60	8932.06	10206.13	10355.28	11207.50	14052.60	16205.26		13944.85		
Eff. Flow: Max - Final Effluent (m³/d)	37050.00	18481.00	28804.00	24802.00	25674.00	15951.00	11547.00	15684.00	16334.00	17226.00	21806.00	25845.00			37050.00	
Carbonaceous Biochemical Oxygen Demand: CBOD:																
Eff: Avg cBOD5 - Final Effluent (mg/L)	2	2	2	2.25	2	2.4	2	3	6	2.5	2	2.2	<	2.529	6.000	10.0
Eff: # of samples of cBOD5 - Final Effluent (mg/L)	5	4	5	4	4	5	4	4	5	4	4	5	53			
Loading: cBOD5 - Final Effluent (kg/d)	43.607	27.797	43.601	33.162	27.055	25.465	17.864	30.618	62.132	28.019	28.105	35.652	<	33.590	62.132	306.0
Biochemical Oxygen Demand: BOD5:																
Raw: Avg BOD5 - Raw Sewage (mg/L)	98.250	157.250	92.600	130.250	138.000	214.600	184.250	134.500	128.800	114.250	126.750	135.000		137.875	214.600	
Raw: # of samples of BOD5 - Raw Sewage (mg/L)	4	4	5	4	4	5	4	4	5	4	4	5	52			
Total Suspended Solids: TSS:																
Raw: Avg TSS - Raw Sewage (mg/L)	133.25	199	106.8	189.75	155.5	181.4	199.75	93.25	117.8	102.75	144	151.4		147.888	199.750	
Raw: # of samples of TSS - Raw Sewage (mg/L)	4	4	5	4	4	5	4	4	5	4	4	5	52			
Eff: Avg TSS - Final Effluent (mg/L)	2.6	3	3.2	3	3.5	5.4	4.5	9.5	3.4	3.75	3.25	4.2	<	4.108	9.500	10.0
Eff: # of samples of TSS - Final Effluent (mg/L)	5	4	5	4	4	5	4	4	5	4	4	5	53			
Loading: TSS - Final Effluent (kg/d)	56.689	41.696	69.761	44.217	47.347	57.297	40.194	96.958	35.208	42.028	45.671	68.062	<	53.761	96.958	306.0
Percent Removal: TSS - Raw Sewage (mg/L)	98.049	98.492	97.004	98.419	97.749	97.023	97.747	89.812	97.114	96.350	97.743	97.226			98.492	
Total Phosphorus: TP:																
Raw: Avg TP - Raw Sewage (mg/L)	1.823	2.403	1.416	2.148	2.243	3.27	3.825	2.595	3.158	3.025	3.365	2.51		2.648	3.825	
Raw: # of samples of TP - Raw Sewage (mg/L)	4	4	5	4	4	5	4	4	5	4	4	5	52			
Eff: Avg TP - Final Effluent (mg/L)	0.056	0.078	0.066	0.08	0.078	0.066	0.088	0.068	0.05	0.063	0.063	0.058	<	0.068	0.088	0.2 - 0.5
Eff: # of samples of TP - Final Effluent (mg/L)	5	4	5	4	4	5	4	4	5	4	4	5	53			
Loading: TP - Final Effluent (kg/d)	1.221	1.077	1.439	1.179	1.048	0.7	0.782	0.689	0.518	0.7	0.878	0.94	<	0.931	1.439	0.0
Percent Removal: TP - Raw Sewage (mg/L)	96.927	96.774	95.339	96.275	96.544	97.982	97.712	97.399	98.417	97.934	98.143	97.689			98.417	
Nitrogen Series:																
Raw: Avg TKN - Raw Sewage (mg/L)	21.65	24.175	14.78	22.975	24.425	30.5	33.675	26.5	37.58	34.65	33.4	26.48		27.566	37.580	
Raw: # of samples of TKN - Raw Sewage (mg/L)	4	4	5	4	4	5	4	4	5	4	4	5	52			
Eff: Avg TAN - Final Effluent (mg/L)	0.16	0.125	0.32	0.1	0.1	0.1	0.1	0.1	0.24	0.125	0.1	0.1	<	0.139	<	0.320
Eff: # of samples of TAN - Final Effluent (mg/L)	5	4	5	4	4	5	4	4	5	4	4	5	53			
Loading: TAN - Final Effluent (kg/d)	3.489	1.737	6.976	1.474	1.353	1.061	0.893	1.021	2.485	1.401	1.405	1.621	<	2.076	<	6.976
Eff: Avg NO3-N - Final Effluent (mg/L)	16.57	21.2	16.58	23.75	22.925	27.48	28.475	23.75	23.5	22.6	25.8	22.82		22.954	28.475	
Eff: # of samples of NO3-N - Final Effluent (mg/L)	5	4	5	4	4	5	4	4	5	4	4	5	53			
Eff: Avg NO2-N - Final Effluent (mg/L)	0.354	0.283	0.138	0.03	0.03	0.066	0.05	0.033	0.234	0.063	0.055	0.066	<	0.117	0.354	
Eff: # of samples of NO2-N - Final Effluent (mg/L)	5	4	5	4	4	5	4	4	5	4	4	5	53			
Disinfection:																
Eff: GMD E. Coli - Final Effluent (cfu/100mL)	5.826	4.472	5.448	7.141	6.620	1.741	2.000	2.000	1.516	2.991	2.000	2.491		3.687	7.141	200.0
Eff: # of samples of E. Coli - Final Effluent (cfu/100mL)	4	4	5	4	4	5	4	4	5	4	4	5	52			

DO, pH, Unionized Performance Assessment Report

	01/2020	02/2020	03/2020	04/2020	05/2020	06/2020	07/2020	08/2020	09/2020	10/2020	11/2020	12/2020	Total	Avg	Max	Min
Final Effluent / Dissolved Oxygen: DO - mg/L																
Count IH	31	29	30	30	29	26	24	25	23	24	21	23	315			
Max IH	11.32	10.91	11.24	11.43	11	10.09	9.3	9.14	10.15	10.25	10.97	12.46			12.46	
Mean IH	10.404	10.141	10.231	10.705	10.36	9.232	8.667	8.53	9.097	8.831	10.177	10.972		9.821		
Min IH	8.5	8	8.83	9.93	9.44	8.32	7.69	7.06	7.12	7.61	9.57	9.97				7.06
Final Effluent / Un-ionized Ammonia: NH3 - mg/L																
Count IH	5	4	5	4	4	5	4	4	5	4	4	5	53			
Max IH	0.002	0.001	0.003	0.001	0.001	0	0.001	0	0.003	0.001	0	0.001			0.003	
Mean IH	0.001	0	0.001	0	0	0	0	0	0.001	0.001	0	0		0.001		
Min IH	0	0	0	0	0	0	0	0	0	0	0	0				0
Final Effluent / pH - ---																
Count IH	31	29	30	29	29	26	24	25	23	24	21	23	314			
Max IH	7.52	7.69	7.61	7.65	7.56	7.18	7.24	7.47	7.25	7.28	7.76	7.48			7.76	
Mean IH	7.252	7.134	7.239	7.159	7.117	6.823	6.925	6.926	6.952	7.057	7.147	7.189		7.084		
Min IH	6.92	6.71	6.98	6.9	6.66	6.39	6.61	6.6	6.68	6.86	6.84	7.01				6.39

Sludge Performance Assessment Report

	01/2020	02/2020	03/2020	04/2020	05/2020	06/2020	07/2020	08/2020	09/2020	10/2020	11/2020	12/2020	Total	Avg	Max	Min
Stored Sludge / Arsenic: As Dry Wt - mg/kg																
Mean Lab	8	4	6	5	4	3	< 4	4	6	4	5	5	<	4.833		
Stored Sludge / Cadmium: Cd Dry Wt - mg/kg																
Mean Lab	0.9	0.6	0.8	0.7	1	0.8	0.5	0.8	0.9	0.5	0.6	0.6		0.725		
Stored Sludge / Chromium: Cr Dry Wt - mg/kg																
Mean Lab	250	160	190	180	160	130	87	130	150	130	140	140		153.917		
Stored Sludge / Cobalt: Co Dry Wt - mg/kg																
Mean Lab	18	11	14	15	11	10	7	10	11	14	13	12		12.167		
Stored Sludge / Copper: Cu Dry Wt - mg/kg																
Mean Lab	1100	730	890	890	820	800	590	910	1100	690	820	820		846.667		
Stored Sludge / E. Coli: EC - cfu/100mL																
Mean Lab	21000	80000	60000	6000	26000	66000	64000	30000	240000	15500000	290000	55000		1369833		
Stored Sludge / E. Coli: EC Dry Wt - cfu/g																
Mean Lab	5512	20942	15228	1523	7008	16625	22695	8499	79208	4599407	134884	18333		410822		
Stored Sludge / Hauled Vol. - m³																
Count IH	0	0	0	9	0	0	0	8	0	4	3	0	24			
Max IH				1144				843		900	1188				1188	
Mean IH				737.444				513.25		665	954.667			677.792		
Min IH				215				132		264	532					132
Total IH				6637				4106		2660	2864		16267			
Stored Sludge / Lead: Pb Dry Wt - mg/kg																
Mean Lab	30	19	23	23	21	19	43	93	99	51	45	38		42		
Stored Sludge / Mercury: Hg Dry Wt - mg/kg																
Mean Lab	0.6	0.29	0.51	0.46	0.3	0.3	0.21	0.88	0.79	0.33	0.37	0.3		0.445		
Stored Sludge / Molybdenum: Mo Dry Wt - mg/kg																
Mean Lab	30	17	23	24	18	16	16	28	38	24	31	28		24.417		
Stored Sludge / Nickel: Ni Dry Wt - mg/kg																
Mean Lab	180	120	140	140	92	73	67	140	200	160	190	170		139.333		
Stored Sludge / Phosphorus: P Dry Wt - mg/kg																
Mean Lab	46000	25000	29000	35000	28000	26000	19000	26000	30000	25000	28000	28000		28750		
Stored Sludge / Potassium: K Dry Wt - mg/kg																
Mean Lab	5300	2600	3100	3400	3000	2300	2200	1800	2500	2200	3200	2700		2858.333		
Stored Sludge / Selenium: Se Dry Wt - mg/kg																
Mean Lab	5	3	4	4	4	4	< 4	3	4	< 3	< 5	4	<	3.917		
Stored Sludge / Total Ammonia Nitrogen: NH3 + NH4 as N MGKG - mg/kg																
Mean Lab	25000	25000	28000	28000	30000		23000	16000	16000	2800	26000	21000		21890.91		
Stored Sludge / Total Kjeldahl Nitrogen: TKN MGKG - mg/kg																
Mean Lab	63000	59000	67000	64000	68000	59000	57000	48000	59000	46000	67000	61000		59833.33		
Stored Sludge / Volatile Acids - mg/L																
Mean Lab									84						84	
Stored Sludge / Zinc: Zn Dry Wt - mg/kg																
Mean Lab	4000	2200	2400	2300	1600	1200	1400	2700	3400	2300	2800	2700		2416.667		

Appendix 4: Glossary of Terms

Term	Acronym	Meaning in Relation to the Operational Compliance Report
Acute Lethality		Indicator of an effluent of a quality level such that it kills more than 50% of rainbow trout subjected to it for a period of a 96-hours
Biochemical Oxygen Demand	BOD ₅	Measure of the amount of oxygen needed by aerobic biological organisms in a body of water to break down organic material at a certain temperature over 5 days. Indicator of the level of organic materials present in water.
Bypass		Diversion of sewage around one or more treatment processes, excluding Preliminary Treatment System, within the Sewage Treatment Plant with the diverted sewage flows being returned to the Sewage Treatment Plant treatment train upstream of the Final Effluent sampling point(s) and discharged via the approved effluent disposal facilities
Bypass, Primary	PrBy	Diversion of sewage that has subjected to grit removal and disinfection (but not primary, secondary or tertiary treatment) before being released into the receiving waters
Bypass, Secondary	ScBy	Diversion of sewage that has been subjected to grit removal and primary treatment (settling and primary sludge removal) and disinfection (but not secondary or tertiary treatment) before being released into the receiving waters
Bypass, Tertiary	TeBy	Diversion of sewage that has been subjected to grit removal, primary treatment, secondary treatment (e.g. aeration) and typically nitrogen and phosphorous removal and disinfection (but not tertiary treatment) before being released into the receiving waters
Carbonaceous Biochemical Oxygen Demand	CBOD ₅	Measure of the amount of oxygen needed by aerobic biological organisms in a body of water to break down organic material at a certain temperature over 5 days. Nitrification inhibited during the 5 day testing of unfiltered sample. Indicator of the level of organic materials present in water.
Chlorine Residual		Concentration of chlorine remaining in the chlorinated water at the end of a given contact time that is available to continue to disinfect. Measured as Free Chlorine, Combined Chlorine and Total Chlorine.


Term	Acronym	Meaning in Relation to the Operational Compliance Report
Composite Sample		Quantity of undiluted effluent collected continually at an equal rate or at a rate proportionate to flow over a designated sampling period.
Contact Time	CT	The CT disinfection concept uses the combination of a disinfectant residual concentration (in mg/L) and the effective disinfectant contact time (in minutes), to quantify the capability of a chemical disinfection system to provide effective pathogen inactivation to the required level.
Contaminant		Any solid, liquid, gas, odour, heat, sound, vibration, radiation or combination of any of them resulting directly or indirectly from human activities that causes or may cause an adverse effect.
Disinfection		Destruction or inactivation of pathogenic and other kinds of microorganisms by physical or chemical means.
Dissolved Oxygen	DO	Molecular (atmospheric) oxygen dissolved in water or wastewater.
Environmental Certificate of Approval	ECA	Legal instrument, issued by the MECP, which permits the construction or alteration and operation of wastewater systems, or parts thereof.
Escherichia coli	E.coli	Species of bacteria naturally present in the intestines of humans and animals. If animal or human waste containing E. coli contaminates drinking water it may cause gastrointestinal disease in humans. Most types of E. coli are harmless, but some active strains produce harmful toxins and can cause severe illness. The presence of even one colony forming unit (CFU) of EC in a microbiological sample is an AWQI.
Exceedance		Violation of a limit for a contaminant as prescribed by a regulation or legal instrument for a facility (e.g. Certificate of Approval).
Grab Sample		Quantity of undiluted sample collected at any given time.
Safety Data Sheet	SDS	Document that contains information on the potential hazards (health, fire, reactivity and environmental) and how to work safely with the chemical product.

Term	Acronym	Meaning in Relation to the Operational Compliance Report
Maximum Allowable Concentration	MAC	Concentration that represents the limit above which an exceedance occurs.
Micrograms Per Litre (µg/L)	µg/L	Measure of the amount of a compound in a solution in terms of micrograms of the compound per litre of solution. It is equivalent to a part per billion in water.
Milligrams Per Litre (mg/l)	mg/L	Measure of the amount of a compound in a solution in terms of milligrams of the compound per litre of solution; equivalent to a part per million in water.
Mixed Liquor Suspended Solids	MLSS	Suspended solid particles in the mixed liquor of an aeration tank.
Non-Agricultural Source Material	NASM	Materials from non-agricultural sources that can be applied to agricultural land to provide valuable nutrients to soil and crops.
Nitrate (NO ₃)/ Nitrite (NO ₂)		MAC for Nitrate (NO ₃) is 10 mg/L (as nitrogen). The MAC for Nitrite is 1 mg/L (as nitrogen). NO ₃ and NO ₂ combined have a MAC of 10 mg/L. Nitrate is commonly found in source water, especially ground water. Nitrite can be formed in water systems from either ammonia or nitrate.
Overflow		Means a discharge to the environment from the Works at designed location(s) other than the approved effluent disposal facilities or via the effluent disposal facilities downstream of the Final Effluent sampling point.
Pathogen		An organism capable of causing illness or death.
pH	pH	pH is a numerical measure of acidity, or hydrogen ion activity used to express acidity or alkalinity. Neutral value is pH 7.0, values below pH 7.0 are acid, and above pH 7.0 are alkaline.
Phosphorus	Phos	Phosphorus is an essential nutrient that contributes to plant productivity. In excessive amounts, this nutrient may contribute to a buildup of nutrients (called eutrophication), which can in turn encourage the overgrowth of weeds, algae, and cyanobacteria (blue-green algae).

Term	Acronym	Meaning in Relation to the Operational Compliance Report
Return Activated Sludge	RAS	Settled activated sludge collected in the secondary clarifier and returned to the aeration basin to mix with incoming raw or primary settled wastewater.
Sanitary Sewer Overflow	SSP	a discharge to the environment from a sanitary sewer system.
Sanitary Sewer System		a separate sewer system which conveys sanitary sewage (domestic, commercial and industrial wastewaters), infiltrated groundwater and limited amounts of stormwater where an adjoining separate storm sewer system exists as the primary collection system to receive stormwater flows from catch basins and other sources of stormwater.
Supervisory Control And Data Acquisition	SCADA	Automated system used by operations staff to monitor and control wastewater equipment and processes to ensure all plant parameters stay within target ranges.
Total Ammonia Nitrogen	TAN	Indicates the content of both un-ionized ammonia (NH ₃) and ionized ammonia (NH ₄ ⁺). NH ₃ is the principal form of toxic ammonia. Toxicity levels are both pH and temperature dependent.
Total Kjeldahl Nitrogen	TKN	Indicates nitrogen content in the form of organic proteins or their decomposition product ammonia, as measured by the Kjeldahl Method.
Total Suspended Solids	TSS	Particles larger than 2 microns found in water. Anything smaller than 2 microns (average filter size) is considered a dissolved solid. TSS in mg/L can be calculated as: (dry weight of residue and filter - dry weight of filter alone, in grams)/ mL of sample * 1,000,000.
Un-ionized Ammonia	NH ₃	Ammonia is un-ionized, and has the formula NH ₃ . Ammonium is ionized, and has the formula NH ₄ ⁺ . The major factor that determines the proportion of ammonia or ammonium in water is water pH. The activity of ammonia also is influenced by temperature and ionic strength. This is important as the unionized NH ₃ is the form that can be toxic to aquatic organisms. The ionized NH ₄ is basically harmless to aquatic organisms.

Term	Acronym	Meaning in Relation to the Operational Compliance Report
Waste Activated Sludge	WAS	The excess growth of microorganisms which must be removed from the process to keep the biological system in balance.
Wastewater System Effluent Regulation	WSER	Federal regulation established under the Fisheries Act that includes mandatory minimum effluent quality standards that can be achieved through secondary wastewater treatment. Requirements for monitoring, record-keeping, reporting and toxicity testing.
Work Management System (also known as Computerized Maintenance Management System)	WMS	<p>Software tool that allows staff to categorize work activities (Work Orders) into 4 types based on nature of work performed. These include corrective, preventive (e.g. weekly PM), capital, and operational. The work orders provide staff with all the information, instructions, and procedures that they need to complete the work.</p> <p>Contains a snapshot of the general overall condition, cost, criticality and life expectancy of equipment and plant assets. OCWA's uses the WMS to manage work, maintain equipment, and manage the assets within their care. Assets are registered within the WMS along with maintenance plans and schedules. As work orders containing this information are generated and closed, data is collected and used for reporting, and supporting modification of the preventive maintenance program.</p>

Appendix 5: 2021 Sampling Calendar

	Sample Schedule 2021 Stratford WPCP		Issued: 2020-12-08 Rev.#: 0 Pages: 1 of 12
	Reviewed by: QEMS Representative	Approved by: Operations Management	

January 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 STAT	2
3	4 IH Full Monthly Sludge, Raw & Effluent Acute Lethality	5	6	7 IH Full	8	9
10	11 IH Full Weekly Raw & Effluent Samples	12	13	14 IH Full	15	16
17	18 IH Full Weekly Raw & Effluent Samples	19	20	21 IH Full	22	23
24	25 IH Full Weekly Raw & Effluent Samples	26	27	28 IH Full	29	30
31						

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS,N, HG,AS,CD, CO, CR, CU, K, MO, NI, TP, PB,SE, ZN, TKN, TAN, E.coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS,TP, Alk.,TKN, TAN, NO₂+NO₃, Uni.)


Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.**Revision History**

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette

	<h2>Sample Schedule 2021 Stratford WPCP</h2>		Issued: 2020-12-08 Rev.#: 0 Pages: 2 of 12
	Reviewed by: QEMS Representative	Approved by: Operations Management	

February 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 IH Full Monthly Sludge, Raw & Effluent	2	3	4 IH Full	5	6
7	8 IH Full Weekly Raw & Effluent Samples	9	10	11 IH Full	12	13
14	15 STAT	16 IH Full Weekly Raw & Effluent Samples	17	18 IH Full	19	20
21	22 IH Full Weekly Raw & Effluent Samples	23	24	25 IH Full	26	27
28						

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)


Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette

	Sample Schedule 2021 Stratford WPCP		Issued: 2020-12-08 Rev.#: 0 Pages: 3 of 12
	Reviewed by: QEMS Representative	Approved by: Operations Management	

March 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 IH Full Monthly Sludge, Raw & Effluent	2	3	4 IH Full	5	6
7	8 IH Full Weekly Raw & Effluent Samples	9	10	11 IH Full	12	13
14	15 IH Full Weekly Raw & Effluent Samples	16	17	18 IH Full	19	20
21	22 IH Full Weekly Raw & Effluent Samples	23	24	25 IH Full	26	27
28	29 IH Full Weekly Raw & Effluent Samples	30	31			

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)


Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette

	Sample Schedule 2021 Stratford WPCP		Issued: 2020-12-08 Rev.#: 0 Pages: 4 of 12
	Reviewed by: QEMS Representative	Approved by: Operations Management	

April 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 IH Full	2 STAT	3
4	5 STAT	6 IH Full Monthly Sludge, Raw & Effluent	7	8 IH Full	9	10
11	12 IH Full Weekly Raw & Effluent Samples	13	14	15 IH Full	16	17
18	19 IH Full Weekly Raw & Effluent Samples	20	21	22 IH Full	23	24
25	26 IH Full Weekly Raw & Effluent Samples	27	28	29 IH Full	30	

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette



Sample Schedule 2021 Stratford WPCP

Issued: 2020-12-08
Rev.#: 0
Pages: 5 of 12

Reviewed by: QEMS Representative

Approved by: Operations Management

May 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3 IH Full Monthly Sludge, Raw & Effluent	4	5	6 IH Full	7	8
9	10 IH Full Weekly Raw & Effluent Samples	11	12	13 IH Full	14	15
16	17 IH Full Weekly Raw & Effluent Samples	18	19	20 IH Full	21	22
23	24 STAT	25 IH Full Weekly Raw & Effluent Samples	26	27 IH Full	28	29
30	31 IH Full Weekly Raw & Effluent Samples					

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)


Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette

	Sample Schedule 2021 Stratford WPCP		Issued: 2020-12-08 Rev.#: 0 Pages: 6 of 12
	Reviewed by: QEMS Representative	Approved by: Operations Management	

June 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3 IH Full	4	5
6	7 IH Full Monthly Sludge, Raw & Effluent	8	9	10 IH Full	11	12
13	14 IH Full Weekly Raw & Effluent Samples	15	16	17 IH Full	18	19
20	21 IH Full Weekly Raw & Effluent Samples	22	23	24 IH Full	25	26
27	28 IH Full Weekly Raw & Effluent Samples	29	30			

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)


Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette

	<h2 style="text-align: center;">Sample Schedule 2021 Stratford WPCP</h2>		Issued: 2020-12-08 Rev.#: 0 Pages: 7 of 12
			Reviewed by: QEMS Representative

July 2021						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 STAT	2 IH Full	3
4	5 IH Full Monthly Sludge, Raw & Effluent	6	7	8 IH Full	9	10
11	12 IH Full Weekly Raw & Effluent Samples	13	14	15 IH Full	16	17
18	19 IH Full Weekly Raw & Effluent Samples	20	21	22 IH Full	23	24
25	26 IH Full Weekly Raw & Effluent Samples	27	28	29 IH Full	30	31

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS,N, HG,AS,CD, CO, CR, CU, K, MO, NI, TP, PB,SE, ZN, TKN, TAN, E.coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS,TP, Alk.,TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.**Revision History**

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette



Sample Schedule 2021 Stratford WPCP

Issued: 2020-12-08
Rev.#: 0
Pages: 8 of 12

Reviewed by: QEMS Representative

Approved by: Operations Management

August 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 STAT	3 IH Full Monthly Sludge, Raw & Effluent	4	5	6 IH Full	7
8	9 IH Full Weekly Raw & Effluent Samples	10	11	12	13 IH Full	14
15	16 IH Full Weekly Raw & Effluent Samples	17	18	19	20 IH Full	21
22	23 IH Full Weekly Raw & Effluent Samples	24	25	26	27 IH Full	28
29	30 IH Full Weekly Raw & Effluent Samples	31				

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)


Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette

	Sample Schedule 2021 Stratford WPCP		Issued: 2020-12-08 Rev.#: 0 Pages: 9 of 12
	Reviewed by: QEMS Representative	Approved by: Operations Management	

September 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2 IH Full	3	4
5	6 STAT	7 IH Full Monthly Sludge, Raw & Effluent	8	9 IH Full	10	11
12	13 IH Full Weekly Raw & Effluent Samples	14	15	16 IH Full	17	18
19	20 IH Full Weekly Raw & Effluent Samples	21	22	23 IH Full	24	25
26	27 IH Full Weekly Raw & Effluent Samples	28	29	30 IH Full		

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette



Sample Schedule 2021 Stratford WPCP

Issued: 2020-12-08
Rev.#: 0
Pages: 10 of 12

Reviewed by: QEMS Representative

Approved by: Operations Management

October 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4 IH Full Monthly Sludge, Raw & Effluent	5	6	7 IH Full	8	9
10	11 STAT	12 IH Full Weekly Raw & Effluent	13	14 IH Full	15	16
17	18 IH Full Weekly Raw & Effluent Samples	19	20	21 IH Full	22	23
24	25 IH Full Weekly Raw & Effluent Samples	26	27	28 IH Full	29	30
31						

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS,N, HG,AS,CD, CO, CR, CU, K, MO, NI, TP, PB,SE, ZN, TKN, TAN, E.coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS,TP, Alk.,TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette



Sample Schedule 2021 Stratford WPCP

Issued: 2020-12-08
Rev.#: 0
Pages: 11 of 12

Reviewed by: QEMS Representative

Approved by: Operations Management

November 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 IH Full Monthly Sludge, Raw & Effluent	2	3	4 IH Full	5	6
7	8 IH Full Weekly Raw & Effluent Samples	9	10	11 STAT	12 IH Full	13
14	15 IH Full Weekly Raw & Effluent Samples	16	17	18 IH Full	19	20
21	22 IH Full Weekly Raw & Effluent Samples	23	24	25 IH Full	26	27
28	29 IH Full Weekly Raw & Effluent Samples	30				

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette



Sample Schedule 2021 Stratford WPCP

Issued: 2020-12-08
Rev.#: 0
Pages: 12 of 12

Reviewed by: QEMS Representative

Approved by: Operations Management

December 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2 IH Full	3	4
5	6 IH Full Monthly Sludge, Raw & Effluent	7	8	9 IH Full	10	11
12	13 IH Full Weekly Raw & Effluent Samples	14	15	16 IH Full	17	18
19	20 IH Full Weekly Raw & Effluent Samples	21	22	23 IH Full	24	25
26	27 STAT	28 STAT	29 IH Full Weekly Raw & Effluent Samples	30	31 IH Full	

IH (In House) Full:

Raw (Temp., pH, DO)

Aeration (Set Test, MLSS, DO, pH, Temp.) RAS (SS)

Effluent Composite (TP, NH₃+NH₄, SS); Grab (DO, pH, Temp.)

Monthly Sludge Sample:

Grab Stored Sludge (TSS, N, HG, AS, CD, CO, CR, CU, K, MO, NI, TP, PB, SE, ZN, TKN, TAN, E. coli)

Grab Primary Sludge (Volatile Acid)

Monthly Samples:

Composite Monthly Raw (BOD₅, TSS, TP, Alk., TKN)

Weekly Samples:

Composite Weekly Raw (BOD₅, TSS, TP, TKN)

Effluent Samples:

Composite (cBOD₅, SS, TP, Alk., TKN, TAN, NO₂+NO₃, Uni.)

Grab (E. coli)

Annual Effluent:

Acute lethality for Rainbow Trout

Notes: Initial on date when sample was taken. Add any additional sampling completed for the facility. At the end of the month hand in to the PCT.

Revision History

Date	Revision #	Reason for Revision	Revision By
2020-12-08	0	Create Schedule	Stephanie Baronette



MANAGEMENT REPORT

Date: April 28, 2021
To: Infrastructure, Transportation and Safety Sub-committee
From: Allison Jordan, Events Coordinator
Report#: ITS21-010
Attachments: 2021 The HUB Stratford - Letter of Request; 2021 The HUB Stratford - Letter to Residents

Title: Request for Exemption from Noise Control By-law 113-79 for The HUB Stratford's five-year anniversary

Objective: To consider the request from The HUB Stratford for an exemption from Noise Control By-law 113-79 for their five-year anniversary on Thursday, July 1, 2021

Background: The City has been approached by Management of The HUB Stratford for an exemption from the City's Noise Control By-law 113-79 for their five-year anniversary event. The celebration will include live music on the roof-top patio of The HUB Stratford at 31 Market Place Road on Thursday, July 1, 2021 from 2:00 p.m. to 10:00 p.m.

The production, reproduction or amplification of sound is one of the sounds regulated by Noise Control By-law 113-79 as follows:

No person shall make, cause or permit an unreasonable noise or a noise that is likely to disturb inhabitants of the City [Schedule 1 clause 8].

The operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers, and intended for the production, reproduction or amplification of sound [Schedule 2 clause 2]. Prohibited Zones and Times:

Quiet Zone – Prohibited at all times;

Residential Zone – Prohibited all day Sundays and Statutory Holidays, and from 17:00 hours of one day to 07:00 hours next day.

Commercial Zone - Prohibited all day Sundays and Statutory Holidays, and 23:00 hours of one day to 7:00 hours next day Monday to Thursday, and 24:00 hours of one day to 7:00 hours next day Friday and Saturday.

Park Zone – Prohibited from 11:00 p.m. of one day to 7:00 a.m. next day; 9:00 a.m. on Sundays.

Yelling, shouting, hooting, whistling or singing [Schedule 2 clause 16]. Prohibited Zones and Times:

Quiet Zone – Prohibited at all times;

Residential Zone – Prohibited from 23:00 hours of one day to 07:00 hours next day, 09:00 hours Sundays

Commercial Zone – Prohibited from 23:00 hours of one day to 07:00 hours next day, 09:00 hours Sundays

Park Zone – Prohibited from 23:00 hours of one day to 07:00 hours next day, 09:00 hours Sundays

The operation or use of musical instruments or noise making equipment. [Schedule 2 clause 17]. Prohibited Zones and Times:

Quiet Zone – Prohibited at all times;

Residential Zone – Prohibited all day Sundays and Statutory Holidays, and from 19:00 hours of one day to 07:00 hours next day.

Commercial Zone – Prohibited from 01:00 hours to 07:00 hours the same day.

Park Zone – No prohibited times listed.

Noise By-laws are designed to reduce and control both unnecessary and excessive sound which can be a nuisance and generally degrade the quality and peacefulness of neighbourhoods.

Organizers mailed notices to property owners within 120-metres of the event location on March 30, 2021 with a deadline for comments of April 12, 2021. As of the April 12 deadline, no concerns were received for the requested noise exemption.

A notice of the request was also issued in the Town Crier with a deadline for comments of April 12, 2021. As of the April 12 deadline, the City has not received any concerns.

Analysis: The City's Noise Control By-law defines parameters for noise and emissions that may impact local citizens. Any exemption requests to these time limitations are subject to Council review and final decision. This is a first-time event request of this nature for a public event on a statutory holiday held at this location. The HUB Stratford was granted an exemption previously for a private event held at their property at 33 Market Place on Saturday, September 15, 2019 and the City is not aware of noise concerns made to the City for this previous event.

The permissibility of and operational requirements for the five-year anniversary event are contingent on Provincial Emergency Orders in effect at the time, including gathering limits. Event organizers are responsible for adhering to applicable public health guidelines and provincial regulations.

The organizers have sought public input by mailing notices to residents within 120-metres of the event location. The location is within a designated commercial zone and the 120-metre radius extends into residential zones. No submissions were received.

The intention of the noise exemption is to permit the following:

- Noise produced by live performers for the duration of the event from 2:00 p.m. to 10:00 p.m. on Thursday, July 1, 2021. Unreasonable noise is prohibited per the unreasonable noise provision [Schedule 1 clause 8].
- The operation of loudspeakers and amplification of sound from 2:00 p.m. to 10:00 p.m. on Thursday, July 1, 2021. The requested hours are prohibited all day on Statutory Holidays under Schedule 2 Clause 2 for residential zones and commercial zones.
- The operation of musical instruments from 2:00 p.m. to 10:00 p.m. on Thursday, July 1, 2021. The requested hours are prohibited on Statutory Holidays under Schedule 2 Clause 17 for residential zones.

The singing by live performers from 2:00 p.m. to 10:00 p.m. on Thursday, July 1, 2021 is permitted under Schedule 2 Clause 16 for residential zones and commercial zones, and an exemption is not required for this provision.

Financial Impact: None identified.

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 approval be given to the request from The HUB Stratford for an exemption to the Noise Control By-law 113-79 for their five-year anniversary event held at 31 Market Place on Thursday, July 1, 2021 from 2:00 p.m. to 10:00 p.m. from the following provisions:

- **Unreasonable noise [Schedule 1 clause 8]**
- **The operation of loudspeakers and amplification of sound [Schedule 2 Clause 2]**
- **The operation or use of musical instruments [Schedule 2 Clause 17],**
and,

subject to applicable Provincial Orders and Public Health Guidelines in place at that time.



Allison Jordan, Events Coordinator

A handwritten signature in blue ink, appearing to read "D St. Louis".

David St. Louis, Director of Community Services

A handwritten signature in black ink, appearing to read "Joan Thomson".

Joan Thomson, Chief Administrative Officer

March 29th, 2021

To Whom it may concern:

The HUB Stratford is requesting a noise by-law exception for Thursday, July 1st 2021. July 1st is The HUB's five year anniversary. We are planning live music on our roof-top patio to celebrate. With it being a Holiday The HUB is requesting an noise exemption from 2PM to 10PM to allow our patrons to enjoy live music. The music will also be able to be heard and enjoyed to patrons using Market Square.

Thank You

Julia Allum

519.301.2430

media@thehubfamily.com

March, 31st, 2021

To Whom it may concern:

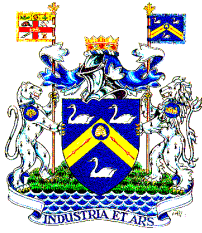
The Hub has requested a noise exemption on Thursday, July 1st from 2pm to 10pm as The HUB celebrates 5 years in business and is planning to have live music on our patio. The live music event will take place at The Hub Stratford located at 31 Market Place. If you have any concerns or comments please feel free to reach out to our Media and Marketing Manager, Julia Allum.

media@thehubfamily.com or 519.301.2430

All comments must be received by Monday, April 12th, 2021

Thank You

Julia Allum



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 60-2003 as amended,
to appoint Park Patrollers for 2021.

WHEREAS section 10.(1) of the *Municipal Act, 2001, S.O. 2001, c. 25* as amended, provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS section 15.(1) of the *Police Services Act, R.S.O. 1990, c.P.15* as amended, authorizes municipal councils to appoint persons to enforce the by-laws of the municipality;

AND WHEREAS section 15.(2) of the *Police Services Act*, provides that municipal law enforcement officers are peace officers for the purpose enforcing municipal by-laws;

AND WHEREAS the *Provincial Offences Act, R.S.O. 1990, c.P.33* as amended, provides for the designation by a Minister of the Crown of any person or class of persons as a Provincial Offences Officer for the purpose of all or any class of offences;

AND WHEREAS the Council of The Corporation of the City of Stratford adopted By-law 60-2003 to appoint Municipal By-law Enforcement Officers for the purpose of enforcing City of Stratford By-laws;

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

1. That Madeline Atchison Skubowius, Alida Voison and Michael Cossey be appointed as Municipal By-law Enforcement Officers of The Corporation of the City of Stratford to act as Park Patrollers for the enforcement of the by-laws of the Corporation and the Board of Park Management.
2. That By-law 60-2003 as amended, be further amended by deleting Schedule "B" attached thereto and replacing with Schedule "B" attached hereto and forming part of this By-law.
3. This By-law shall come into force upon Final Passage hereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of May, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "B"
TO BY-LAW NUMBER 60-2003

amending By-law 60-2003 as amended

Municipal By-law Enforcement Officers

Pursuant to the *Police Services Act, R.S.O. 1990, c.P.15* as amended, and the *Municipal Act, 2001, S.O. 2001 c. 25* as amended, and in accordance with applicable policies and by-laws of The Corporation of the City of Stratford, the persons listed below as Park Patrollers are appointed as Municipal By-law Enforcement Officers for The Corporation of the City of Stratford for the purposes of enforcing the by-laws of the Corporation and Board of Park Management.

Name of Park Patroller	Effective Date of Appointment
Madeline Atchison Skubowius	Effective May 26, 2021 to on or about August 31, 2021.
Alida Voison	Effective May 26, 2021 to on or about August 31, 2021.
Michael Cossey	Effective May 26, 2021 to on or about August 31, 2021.

11.2



**BY-LAW NUMBER _____ -2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Daytech Limited for the supply and installation of 12 5'X10' and two 4'X8' accessible bus shelters and concrete pads, as required [T-2021-14].

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

AND WHEREAS Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

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

1. That the tender [T-2021-14] of Daytech Limited for the supply and installation of 12 5'X10' and two 4'X8' accessible bus shelters and concrete pads, as required, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and installation of 12 5'X10' and two 4'X8' accessible bus shelters and concrete pads, as required [T-2021-14] is \$153,018.95 including HST.
3. That Daytech Limited is authorized to undertake the supply and installation of 12 5'X10' and two 4'X8' accessible bus shelters and concrete pads, as required, pursuant to the said tender and as directed by the Director of Community Services, or designate, of The Corporation of the City of Stratford.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of May, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe

11.3



**BY-LAW NUMBER _____ -2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender by Zamboni Company Limited for the supply and delivery of one 2021 electric ice resurfacer [T-2021-16].

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

AND WHEREAS Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

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

1. That the tender [T-2021-16] of Zamboni Company Limited for the supply and delivery of one 2021 electric ice resurfacer be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute any necessary documents and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and delivery of one 2021 electric ice resurfacer [T-2021-16] is \$185,596.85 including HST.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of May, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 60-2021, a by-law to set tax ratios, tax rates and tax reductions for prescribed subclasses for the year 2021 and govern and regulate the finances of The Corporation of the City of Stratford.

WHEREAS Section 9 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended, hereafter referred to as "the Act" provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS the Council of The Corporation of the City of Stratford has by By-Law Number 5-2021 of the City dated the 25th day of January 2021 prepared and adopted estimates of all sums required during the year for the purposes of the Municipality totaling \$63,457,400 pursuant to Section 290 of the Act;

AND WHEREAS Section 10(2)3 of the Act provides that a single-tier municipality may pass by-laws respecting financial management of the municipality and its local boards;

AND WHEREAS Section 307.(1) of the Act provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the *Assessment Act* according to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions;

AND WHEREAS Section 308.(2) and (3) of the Act provides that every municipality shall establish a set of tax ratios, and such tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1;

AND WHEREAS Section 312.(2) of the Act provides for the passing of a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

AND WHEREAS the taxes for School Purposes shall be levied, collected and administered by the Municipality in accordance with the Education Act, R.S.O. 1990, c.E.2, Ontario Regulation 400/98 made and most recently revised under that Act;

AND WHEREAS Council of The Corporation of the City of Stratford deems it necessary to amend the by-law from time to time;

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

1. That Schedule "B" to By-law 60-2021, as amended, is hereby repealed and replaced with Schedule "B" attached hereto and forming part of this By-law to amend the 2021 tax rates.
2. All other provisions of By-law 60-2021, as amended, remain in force and effect.

3. This By-law shall come into force and take effect on the date of passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of May, 2021.

Mayor – Daniel B. Mathieson

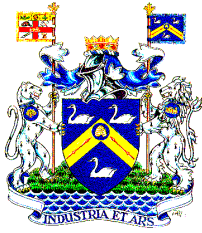
Clerk – Tatiana Dafoe

THIS IS SCHEDULE "B" TO BY-LAW _____-2021

of The Corporation of the City of Stratford
passed this 25th day of May, 2021

1. That the tax rates of The Corporation of the City of Stratford for the year 2021 for the purposes mentioned in this By-law, but not including local improvement rates or other special rates collected as taxes, shall be as follows:

<u>Class</u>	<u>Municipal</u>	<u>Education</u>
Residential-English Public	0.01214359	0.00153000
Residential-English Separate	0.01214359	0.00153000
Residential-No Support	0.01214359	0.00153000
Residential-French Public	0.01214359	0.00153000
Residential-French Separate	0.01214359	0.00153000
Residential-Education Only	0.00000000	0.00153000
Multi-Residential-English Public	0.02428718	0.00153000
Multi-Residential-English Separate	0.02428718	0.00153000
Multi-Residential-No Support	0.02428718	0.00153000
Multi-Residential-French Public	0.02428718	0.00153000
Multi-Residential-French Separate	0.02428718	0.00153000
New Multi-Residential-English Public	0.01214359	0.00153000
New Multi-Residential-English Separate	0.01214359	0.00153000
Commercial Occupied-No Support	0.02399496	0.00880000
Commercial Excess Land-No Support	0.02399496	0.00880000
Commercial Vacant Land-No Support	0.02399496	0.00880000
Shopping Occupied-No Support	0.02399496	0.00880000
Shopping Occupied-New Constr-No Support	0.02399496	0.00880000
Commercial New Construction-No Support	0.02399496	0.00880000
Commercial New Construction-Excess Land	0.02399496	0.00880000
Office Occupied-No Support	0.02399496	0.00880000
Industrial Occupied-No Support	0.03203470	0.00880000
Industrial Excess Land-No Support	0.03203470	0.00880000
Industrial Vacant Land-No Support	0.03203470	0.00880000
Industrial-New Construction-No Support	0.03203470	0.00880000
Industrial-New Construction-Excess Land	0.03203470	0.00880000
Large Ind-New Construction-No Support	0.03203470	0.00880000
Large Ind-New Constr-Excess L-No Support	0.03203470	0.00880000
Large Industrial Occupied-No Support	0.03203470	0.00880000
Large Industrial-Excess Land-No Support	0.03203470	0.00880000
Pipelines-No Support	0.01832467	0.00880000
Farmlands-English Public	0.00303590	0.00038250
Farmlands-English Separate	0.00303590	0.00038250
<u>Payments in Lieu</u>		
Residential-English Public	0.01214359	0.00153000
Commercial Occupied-CF-No Support	0.02399496	0.01250000
Commercial Occupied-CG-No Support	0.02399496	0.00000000
Commercial Occupied-Shared	0.02399496	0.01250000
Commercial Vacant Land-Shared	0.02399496	0.01250000
Commercial Vacant Land-No Support	0.02399496	0.01250000
Industrial Occupied-No Support	0.03203470	0.01250000
Industrial Vacant Land-Shared	0.03203470	0.01250000
Landfill	0.02386219	0.01250000



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 178-2018, as amended,
to appoint Councillor Gaffney to the Shared Services
Committee.

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 Section 1.25 of By-law 178-2018, as amended, be deleted and replaced with the following new Section 1.25:

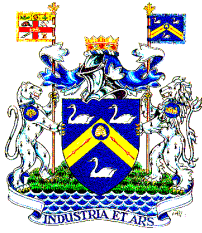
"1.25 That Mayor Mathieson, Councillor Gaffney and Councillor Henderson are hereby appointed as Council representatives to the Shared Services Committee for four-year terms ending November 14, 2022."
2. All other provisions of By-law 178-2018 remain in force and effect.
3. This By-law shall come into force upon Final Passage hereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of May, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



**BY-LAW NUMBER _____-2021
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the transfer (conveyance) to South West BuildCo Limited of part of Lot 4 Plan 44M-38 designated as Part 1 on Plan 44R-5305 being all of PIN 53264-0147 (LT) and part of Block 31 Plan 44M-38 designated as Part 3 on Plan 44R-5305 being part of PIN 53264-0155 (LT), all in the Wright Business Park.

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

AND WHEREAS Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

AND WHEREAS Section 10(2) of the *Municipal Act 2001* provides that a single-tier municipality may pass by-laws respecting economic, social and environment well-being of the municipality;

AND WHEREAS the Council of The Corporation of the City of Stratford delegated authority by By-law 135-2017 as amended, to the Chief Administrative Officer to enter into agreements of purchase and sale in accordance with established Council policies, for vacant city-owned land in the Wright Business Park or in city-owned land in an industrial plan of subdivision, or in a city-owned designated business park, under certain conditions;

AND WHEREAS The Corporation of the City of Stratford entered into an Agreement of Purchase and Sale dated the 3rd day of May, 2021 with South West BuildCo Limited for certain property described in Paragraph 2 herein;

AND WHEREAS a condition of the Agreement of Purchase and Sale is the passage of a by-law to authorize the sale of the property upon the terms and conditions contained in the Agreement by Council of The Corporation of the City of Stratford;

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

1. That the lands described in Paragraph 2 herein shall be conveyed to South West BuildCo Limited.
2. That the lands referred to in Section 1 hereof are described as:
 - a. part of Lot 4 on Plan 44M-38 designated as Part 1 on Plan 44R-5305 being all of PIN 53264-0147 (LT); and
 - b. part of Block 31 Plan 44M-38 designated as Part 3 on Plan 44R-5305 being all of PIN 53264-0155 (LT)
3. That the Mayor and Clerk or their respective delegates, representing The Corporation of the City of Stratford, are hereby authorized to execute all necessary documents to transfer (convey) the lands described in Paragraph 2 herein to South West BuildCo Limited that have been prepared by or reviewed by the City's Solicitor.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 25th day of May, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

May 25, 2021

REFERENCE NO. CONSENT AGENDA ITEM

- | | |
|-------------|--|
| CA-2021-069 | <p>Resolution from the Town of Perth requesting provincial funding for hospital major capital equipment.</p> <p>Attachment – Letter from Perth dated April 30, 2021</p> <p>For the information of Council.</p> |
| CA-2021-070 | <p>Correspondence from the Ministry of the Environment, Conservation and Parks regarding acceptance of applications for the Ontario Community Environment Fund.</p> <p>Attachment – Email from OCEP dated May 5, 2021</p> <p>For the information of Council</p> |
| CA-2021-071 | <p>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:</p> <ul style="list-style-type: none"> • Birmingham Street from St. David Street to Cambria Street, Stratford, on Wednesday, May 12, 2021 for one day only for sewer work. |
| CA-2021-072 | <p>Correspondence from the Town of the Blue Mountains regarding the Provincial Re-opening Strategy and frontline business experience.</p> <p>Attachment – Letter from Blue Mountains dated May 12, 2021</p> <p>For the information of Council.</p> |
| CA-2021-073 | <p>Resolution from the City of Barrie regarding a national 3-digit suicide and crisis hotline.</p> |

Attachment – Resolution from Barrie dated April 30, 2021

Endorsement of the resolution is requested.

CA-2021-074

Notification that the Social Services Department intends to call for tenders in accordance with the City's Purchasing Policy for the following hardware for their Connectivity project:

- Meraki, Fortinet and Server
- Saltos

CA-2021-075

Resolution from the Township of McKellar requesting consideration of tax breaks on 2020 CERB payments.

Attachment – Resolution from McKellar dated May 17, 2021

Endorsement of the resolution is requested.



**THE CORPORATION OF
THE TOWN OF PERTH**

80 Gore Street East
Perth, Ontario K7H 1H9
Phone: (613) 267-3311
Fax: (613) 267-5635

April 30, 2021

Honourable Premier Doug Ford
Premier of Ontario
Legislative Building
Queens Park
Toronto, ON M7A 1A1

Dear Premier Ford:

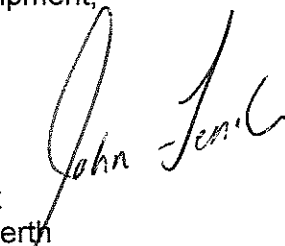
Sent via Email: premier@ontario.ca

Re: Provincial Hospital Funding of Major Capital Equipment

The Town of Perth is requesting that further consideration be given to having the province be financially responsible for the replacement costs associated with all major capital equipment in hospitals, as municipalities across the province are facing major shortfalls in meeting their financial obligations. As set out in their asset management plans and cannot afford to directly absorb the financial responsibility for the replacement costs of the hospitals' major capital equipment without jeopardizing their financial sustainability.

As well, if the province is unwilling to assume the full responsibility for funding local hospitals completely, the Town of Perth requests that the province must develop a legislative framework as to how counties and municipalities should best address the financial shortfalls facing hospitals throughout Ontario, specifically the funding of major capital equipment;

Sincerely,


John Fenik
Mayor of Perth

cc: Ontario Municipalities
AMO – amo@amo.on.ca

Aged to Perfection!

From: "Ontario Community Environment Fund (MECP)" <OCEF@ontario.ca>

Date: May 5, 2021 at 5:53:03 PM EDT

Subject: 2021 Enhanced Ontario Community Environment Fund Call for Proposals – Application
Deadline June 23rd @ 5pm

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

Good afternoon,

The Ministry of the Environment, Conservation and Parks (MECP) is currently accepting applications for our enhanced Ontario Community Environment Fund (OCEF). We are specifically looking for projects that focus on the protection and preservation of our land, air and water.

As part of our Made-in-Ontario Environment Plan commitment to protect our air, land and water, Ontario is holding polluters accountable by strengthening the enforcement tools we use to ensure compliance with environmental laws, while taking steps to help communities improve the environment in areas impacted by pollution.

Our enhanced [Ontario Community Environment Fund](#) invests money, collected from environmental penalties, back into community-based environmental projects in the region where a violation or environmental impact happened.

This year, close to \$900,000 is available for projects in four of the five regions identified by the [Ministry of the Environment, Conservation and Parks regions](#). Please visit the [OCEF webpage](#) to see if your project proposal would fall within one of the following eligible regions:

- Northern Region: \$475,009.52
- Southwest Region: \$306,151.65
- Eastern Region: \$62,864.40
- West-Central Region: \$43,298.00
- Central Region : No funding available this round because the value of penalties collected did not meet the minimum funding threshold of \$5,000.

The funding available this year (2021) was collected between 2016 and 2019, while the program was temporarily paused. During this period, the ministry considered how the fund could be enhanced in the future, outlined in our proposal to [expand the use of administrative monetary penalties](#) to a broader range of environmental violations.

Not-for-profit organizations, First Nations and Métis communities, municipalities, schools, colleges, universities and conservation authorities can apply to access these government grants. During the competitive evaluation process, applicants will be required to demonstrate

that their projects have a direct benefit to the environment, and support one, or both of the following goals:

1. **Increased environmental restoration and remediation activities, that repair environmental harm.** Project examples may include, but are not limited to:
 - a. Planting trees, shrubs or plants to help mitigate and adapt to climate change
 - b. Rebuilding fish habitat and creating fish spawning beds
 - c. Stabilizing stream banks and creating buffer strips to reduce nutrient run-off
 - d. Restoring streams to improve habitat and water quality
2. **Resilient communities and local solutions to environmental issues.** Project examples may include, but are not limited to:
 - a. Improving the resilience of natural ecosystems by restoring wetlands and preserving areas of significant environmental and ecological importance
 - b. Installing rain gardens to reduce the risk of flooding and help communities adapt to climate change

The deadline to submit an application through the [Transfer Payment Ontario portal](#) is **June 23rd, 2021 at 5:00 PM**. Please review the program [application guide](#) for guidance on applying to the program. We will notify successful applicants of the result by summer 2021 and projects may begin in fall 2021.

Need more Information? We will be holding **webinars** to provide information and updates on the program, and application process. To attend a webinar, please **respond to this email** and provide your name, organization, contact information, and preferred webinar date. You may select one of the following dates to attend:

- a. Wednesday, May 19th – 1:30PM – 3:00PM
- b. Thursday, May 27th – 10:30AM – 12:00PM

*Meeting details will follow via email, in the days leading up to the event.

If you have any additional questions, please email OCEF@ontario.ca.

Melissa Weber
 Director (A) | Divisional Compliance Branch
 Drinking Water and Environmental Compliance Division
 Ministry of the Environment, Conservation and Parks



Town of The Blue Mountains

32 Mill Street, Box 310
THORNBURY, ON N0H 2P0
<https://www.thebluemountains.ca>

OFFICE OF: Mayor Alar Soever

Email: asoever@thebluemountains.ca

Phone: 519-599-3131 Ext 400

Sent via E-mail

May 12, 2021

The Honourable Doug Ford, Premier of Ontario
Legislative Building, 1 Queen's Park
Toronto, ON
M7A 1A1
Email: premier@ontario.ca

**RE: Town of The Blue Mountains Community Recovery Task Force Request regarding
Provincial Re-opening Strategy and Frontline Business Experience**

Dear Premier,

I am writing to you at the direction of the Town of The Blue Mountains Community Recovery Task Force.

Let me begin by communicating our Council's appreciation for the difficult work you and your Cabinet have done to help manage public health in this extraordinary and unprecedented situation.

Our community is doing its best to comply with the 3rd lockdown in one year but there is an ever-increasing level of frustration and anxiety in our community because of the lack of a clearly communicated "exit plan" from this cycle of social and business restrictions. This "exit plan" needs to prioritize health outcomes, while giving clear direction to our residents and businesses on how we are going to emerge from this lockdown. I understand that the Province of Saskatchewan has just released their plan.

Local businesses, many of which have barely operated for 2 weeks during the last 5 months, are desperate for some sign of what the "new normal" will look like and how Ontario might get there. The COVID-19 Science Advisory table has recently advised you that if the stay-at-home order is lifted in the weeks and months ahead, daily cases would reach 10,000 cases a day by the beginning of July! There is no advice coming from that table on how our massive vaccination program can be a step toward some return to normalcy. I am writing to encourage you and your Cabinet to begin to lay out to the public your plan for how Ontarians can begin to return their lives back to some semblance of normal, whatever that "new normal" looks like.

Our local businesses have been community partners in health outcomes and COVID-19 transmission prevention from the beginning of the pandemic. They have implemented new operational protocols working closely with our Grey Bruce Public Health team. Many of our local businesses implemented standards that went above and beyond the public health guidelines. Our local businesses served as educators of the public to ensure that protocols were followed by visitors and guests.

Premier, our small businesses do their best to hire people, and they invest time and money in training and developing employees so that these employees can have a career. Our local small businesses hire extra part time staff where they can make some extra cash while going to school and summer break. However, our small businesses have become terrified to invest further in their businesses, drying up inventory orders that will have dramatic impacts on supply chains across many sectors. More importantly, this fear will shut down local employment and economic growth. The repeated opening and closing have forced our businesses to incur unrecoverable costs from lost perishable food items, training etc. and are not supported by current government programs.

Destinations, collaborative networks and municipalities across Ontario can work even closer with public health agencies and the Province to ensure that safety protocols are front and center as part of a planned re-opening. Early on in the pandemic, the Town of The Blue Mountains created a local Community (COVID) Recovery Task Force, and this group meets regularly to do what it can to assist local businesses deal with the devastating impact of the prolonged public health lockdowns. This group stands ready to help implement any provincially designed full recovery plan.

Most of our businesses are independently and locally owned and are near completely closed with most employees furloughed. Lack of liquidity is the greatest risk facing businesses at present, which threatens their ability to bounce back upon reopening. Uncertainty and an unclear roadmap to next steps makes the financial and emotional burden that each employer, employee, and local resident faces more difficult.

The Town of the Blue Mountains' small accommodation businesses have been prevented from qualifying for the Ontario Small Business Grant. This is a challenge in tourism-driven communities because accommodations are the key visitation driver. A loss of small accommodators will have a negative ripple effect across retail, restaurant, attractions, and other related sectors. Annual tourism receipts in the RT07 region equal more than \$1.3 billion dollars annually. With regional tourism sector losses somewhere between 30-50% year over year, the economic impact is dramatic.

Businesses urgently need to understand what the criteria will be for a full re-opening, with data points that are measurable, and understandable, in order to better plan and manage their businesses. They are also calling for time to prepare for reopening. Supply chains have been severely impacted by over a year of restrictions. We fully understand that some of the "exit" milestones and the timing of these may be subject to further change, but a plan is needed. More recovery business debt is not possible. Many of our local businesses will not survive if this next recovery is not well planned or managed by ALL PARTIES.

For our municipality, we are unique in that we are the “home” to over 2.5 million visitors each year, and during this “staycation” pandemic, likely many more. We need time to plan for these visitors so that their visit experience is something they will fondly recall and not regret. Like our local businesses, this planning needs to be based upon a public health restriction easing that is well laid out and not designed as we go. While we fully understand that the timing of this plan is subject to the achievement of certain public health milestones, we nevertheless need that plan.

Over 60,000 people recently gathered at a stadium in New Zealand to celebrate herd immunity as that country has reached its target vaccination goals. They were not wearing masks and looked to be enjoying themselves. Here in Canada, aside from the everchanging vaccine rollout parameters, we are told by the science experts that, on the one hand, everything will be normal once we reach our vaccination goal for herd immunity and then told that we will still have to wear masks and stick to public health distancing guidelines because we can still spread the virus, in spite of the vaccine. So, which is it? We need a clear positive statement of how we can return to normal.

Premier, we stand ready to help and I know many of our small business owners do so as well. Perhaps one way to move forward with some input from municipalities and businesses is to establish a COVID recovery advisory group that is tasked with providing government with economic and business recovery advice and planning. You have numerous “science” tables advising you on ways to combat the virus but is it not time to establish a COVID business and economic recovery task force outside of the Jobs and Recovery Committee of Cabinet to help you guide the Province out of this devastating lockdown sequence?

Premier, hopefully we have made a strong case for a clearly communicated plan for this province’s transition out of this pandemic that our residents and businesses can rely on. We want to see the light at the end of the tunnel!

Yours Truly,



Mayor Alar Soever
Town of The Blue Mountains

Enclosed: Samples of Frontline Business Experience

CC: Community Recovery Task Force members (via email)
 Department File – C2657

SAMPLE OF FRONT LINE BUSINESS EXPERIENCE

From a Small Local Art Gallery:

"I suppose we are still in the game as a small gallery started in late fall of 2019. If Jeff and his business weren't backing it we would have probably closed up a year ago. These closures are a killer.

We start to move ahead and generate foot traffic and sales then boom! We're closed.

- we are allowed curbside sales etc but no visits by appt or reduced number.... yet the very people who are our biggest supporters aren't supposed to travel from their homes. How do you sell art online or at the curb?

- everyone followed guidelines, our space wasn't overrun etc. but here we are. Closed. I could load up my van and try and show art in the Walmart parking lot like a sleazy salesperson in a trench coat.

- what are the numbers based on? I would like more details as to those who have tested positive... I have questions but am made to feel like a trouble maker when I question what is going on.

- the idea that we can't interact outside boggles my mind. I think it is possible to plan outdoor activities where the art is shown in a safe hygienic way.

- things taped off and not sold... it's insane. It means I will buy online and it may be Amazon that gets my business instead of say Dollarama. You're robbing these stores of sales and robbing employees of an income. Their hours are being depleted and it's depriving our neighbors of an income.

- so many shortsighted laws being put in place.

- the means by which this vaccine is being rolled out. Don't get me started People who need it still not able to get it or are due for #2. We aren't supposed to travel but some are traveling way out of their district to get the vaccine?

Eventually I think some of should be allowed to venture out into the world and not be fearful of anything invisible or Afraid of a nosy neighbor or of or someone who thinks we aren't following guidelines as they interpret them.

We're all just tired.

From a Small Local Art Gallery

“As you know, I have relocated my gallery, once again, and am impatiently awaiting the opportunity to reconnect with the public. Last year was one I wish to move on from with great haste, both for the covid crisis as well as challenges at my last address.

While I understand the moving target that the crisis presents our government, it is none the less quite frustrating to not be able to plan for the year ahead with any certainty.

If we are a low risk area, which the lack of vaccines coming this way would suggest, then why are we forced to close all our businesses in the meantime? I’m concerned the lack of vaccines will mean we will be forced to remain closed after the cities have been reopened.”

From a Small Local Fitness and Wellness Facility

“What I have to share is that our business has been greatly affected by covid. We removed all in-person services from our offerings like yoga & massage and with that we also moved to downsize & try and focus on what we thought were the areas we had more control within with things being so uncertain. We’ve had people assume we closed altogether. It literally feels like we started a new business with trying to navigate the ebbs & flows of it all. We’re working hard to be based more online but we also still want to be and have mostly operated as in-person retail with our brick & mortar. It’s been extremely difficult not keep people engaged with our offerings when there is so much online and we can’t be face to face with people. So our hope for when things reopen is that we are able to operate as functionally and consistently as possible.

We also never heard back about the grant being offered to businesses and have relied solely on what we can pull in other than cerb which doesn’t cover it. I would love to see more resources for businesses, not just on a financial level but resources for people looking for small businesses to support & ways for small businesses to advertise to more people. Essentially I would love to see the government advocate more for the little guy & want to see that flourish more than currently allowing the box stores to take over.”

From a Small Locally Funded Arts and Culture Facility:

“I think the one of the biggest impacts to the community has been the inability for groups to gather and socialize, especially over the winter. Normally, gatherings would be facilitated by our facility, the local Legion and even the churches but all of us have been severely hampered by pandemic restrictions.

It is our sincere hope that, when restrictions ease, we can provide that meeting hub which will help the community heal over the coming year; not only offering a place for simple socialization but also enrichment and fitness programmes and venues for celebrations previously postponed.

The biggest hurdle for us is that, with almost no opportunity to fundraise in our normal manner, the fundamental building expenses such as insurance and utilities have drained our finances. Critical to our growth upon opening will be our ability to hire and rehire the staff we will need. This will be our largest financial challenge and we are exploring all grant options to assist.

We would love a clear roadmap of the stages of reopening but we are fully aware that uncertainty remains a factor and will do so for some time."

From a Small Local Retailer:

"I definitely am in the languishing state, don't know how to get myself motivated. Difficult to curb side, people have to look and see what we have. Online has its problems too, silly silly questions, want it for nothing etc. Our landlord wants his rent regardless, even though he knows we are not open! He just threatens to close it all down. Hopefully they do not add more time to the existing lockdown. It would have been nice to be able to let at least one person in at a time under covid rules."

From a Small Local Retailer:

"I believe that the uncertainty around vaccine effectiveness will be a barrier to people feeling comfortable to go out and shop. Unfortunately, both levels of government have been unclear on what the world will look like once we have achieved the required level of vaccinations."

I recently saw on The National a report on over 60,000 people gathered at a stadium in New Zealand to celebrate herd immunity as that country has reached its target vaccination goals. They were not wearing masks and looked to be enjoying themselves. Here in Canada, aside from the ever-changing vaccine rollout parameters, we are told on the one hand that everything will be normal once we reach our vaccination goal for herd immunity and then told that we will still have to wear masks and stick to public health distancing guidelines because we can still spread the virus in spite of the vaccine. So which is it? We need a clear positive statement of how we can return to normal."

From a Small Local Health Professional:

Unfortunately I purchased this business March 1st 2020 right before the first lockdown. We have been forced to close (now without the possibility of CERB or EI) and my assets are draining quickly. I understand there needs to be restrictions but to restrict a regulated health professional, furthermore a nurse, from her ability to practice is cutting me at my knees. I have supported local vaccine role out but would still be able to work at my clinic. I do have patients who have medical reasons to be treated but most are cosmetic. If I can keep the public safe as a nurse in other areas of practice (ie. Emergency department) I can also keep them safe in a quiet Clinic."

The government has failed in getting vaccines out to the public and now our economy has catastrophically gone further in the red."

This will take decades to recover from and it is a true shame for our children."

Please make a reopening plan and support moving forward that includes better equipped stakeholders to the table to support our small businesses."

From a Small Local Retailer:

"It's a tough to capture succinctly the impact of the pandemic as it relates to me: an entrepreneur and proud small business owner, as there are many layers to this impact. The most obvious and easiest to measure is financial. The tougher to describe are the less measurable impacts such as cultural and emotional.

On the financial front there have been programs that have assisted but even with the hours of soul sucking paperwork and applications I know I still have a huge financial hole to dig out of as we re-start. The funds received have been appreciated but they fall short on many fronts (such as the wage subsidy doesn't allow me to apply as I am not arms length yet I continue to work hard everyday during lockdown) and don't account for the impact of stress created knowing you are not in control in anyway of the risk of losing your business.

The personal emotional impact is significant, as small business owner I invested heavily personally into my startup, in addition I invested uncountable hours into bringing my business to life and making it a success, I poured my heart and soul into my business. Only to see it crushed through no fault of my own, for the third time. Enthusiasm is one of those unique characteristics of a small business owner that helps you create and recreate your business, its so hard to stay enthusiastic as we keep attempting to pivot with pardon the pivot pun to nauseating results. For our team, I have great empathy. The heartbreak of re-issuing ROE's for your team members is both a lot of paperwork and emotionally tough.

The team here at my business is a combination of employees and contractors, regardless of their status I consider the 40 plus people here part of the team, the essence of our work community. The impact of closing and the empathy for our team members is tough. On a business front the impact to how we operate equates to changes in the requirements for additional skills, new protocols to train and cultural impact. Please don't underestimate the impact that culture has on a small business. I have invested a lot into creating a great work culture, every time we close and reopen the stop and start destroys our culture, having to reboot it every time! I believe a great guest experience starts with a great team experience – the challenges of keeping a great team experience at work at the time are difficult.

Community wise we supported many local entities including other small business and charities. The ripple effect is significant!

There are several questions that I have:

Financial – how do I dig out of the hole that has been created from over 6 months of closures? (forgive the CEBA)

Talent – Will people want to work? Will I find the right talent to fuel the business and at what cost? Is there housing available for my team that they can afford (with the crazy housing market here)? How do I retain those that have gone through the last 3 stops and starts and might prefer a more guaranteed work environment (government/ banks etc)

Re-igniting enthusiasm- How do I get personally motivated, then how to I get this great culture rolling for the team again? How do I increase employee engagement? How do I incent the team to be engaged? How do I personally get the covid fatigue away?

Consumer Demand – How do I crystal ball recovery and know what is on consumer's minds?

Pivot – What do I need to change and at what cost and is now the time to invest? Do I invest or dig out of the hole created financially?"

From a Small Local Restaurant Owner and Operator: *The impact of being shut down for so many months, is massive. Rent relief and wage subsidy have been a great help, but this is just not enough, the repeated opening and closing incurs unrecoverable costs from lost perishable food items, training, etc. Rent is not covered 100%, and in the case of a restaurant we are planning to open, no rent is covered, which does not incent operators opening new businesses. Grants are very limited in their scope, in our case we can only receive 1 grant for 5 restaurants, because we are affiliates..... How is our industry going to continue to absorb these costs for another year?*

On the staffing side, the impact on their livelihoods & mental health cannot be underestimated - we have lost 10-20% of our staff on every reopen due to this."

From a Small Local Retailer:

"We are a small retail business. We do our best to hire people, invest time and money in training and developing them so they can have a career. We hire extra part time staff where they can make some extra cash while going to school and summer break.

We offer great fashion to our customers and give amazing service so they can return back to our stores. We search many suppliers to bring great quality at the best prices.

Having said that this pandemic as been incredibly challenging. In retail if you don't buy the product on time before the seasons starts, you won't be able to find units available. At the same time if we don't purchase the product, many suppliers won't make it as they also buy the product before the seasons starts and rely on customers like us to purchase similar to the year before so they can stay in business.

If all retailers become scared and don't do their purchase according to making their sales, some suppliers will go bankrupt. So we did our purchases to the max because we were ready for business. However with the last two shutdowns, mind you without any notice, has put us in a bad situation as we invested tens of thousands of dollars to just sit there in our closed locations and have NO ROI!

We believe that the Blue Mountain did not have to shut down as they did an amazing job in controlling the traffic and follow Ontario safety guidelines, if anything they did over and above the expectations. We feel as business owners we would have been fine controlling our traffic and have a safe environment, however that did not matter and we were all shut down anyways.

It did not matter what the Blue Mountain and it's stores did to control the pandemic and were labeled as a grey zone when we were one of the best in Ontario for lowest covid cases. Many stores are still open like Shoppers Drug Mart as an example, someone can buy perfume but can't buy a top from our store, what is the difference? You can go inside Starbucks and have a line up from inside to outside the door, wait 10 to 15 minutes inside for a cup of coffee, but you can't come into our store and buy a dress. There are many examples as to how unfair this has been for everyone. Many of us have lost a lot of money for no reason what so ever, while many are making more money. There was no need to close retail stores and outdoor dining, as no proof has been provided that is where you catch Covid.

This has been a very challenging time for us and it will take some time to recover our losses, like many others."

April 30, 2021

COO

The Honourable Doug Downey, MPP, Attorney General
20 Bell Farm Road
Barrie, ON L4M 6E4
(sent via email doug.downey@pc.ola.org)

Dear Minister Downey:

Re: NATIONAL 3-DIGIT SUICIDE AND CRISIS HOTLINE

On behalf of the Council of The Corporation of the City of Barrie, I wish to advise you that City Council adopted the following resolution at its meeting held on April 26, 2021:

21-G-098 NATIONAL THREE DIGIT SUICIDE AND CRISIS HOTLINE

WHEREAS the Federal government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline; and

WHEREAS the motion calls for the federal government to consolidate all existing suicide crisis numbers into one three-digit hotline; and

WHEREAS the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200%; and

WHEREAS existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold; and

WHEREAS in 2022 the United States will have in place a national 988 crisis hotline; and

WHEREAS the City of Barrie recognized that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help;

NOW THEREFORE BE IT RESOLVED as follows:

1. That the City of Barrie endorses this 988 crisis line initiative.
2. That a letter demonstrating Barrie's support be sent to Todd Doherty, MP Caribou-Prince George, John Brassard, MP, Barrie-Innisfil, Doug Shipley, MP, Barrie-Springwater-Oro-Medonte, the Honourable Andrea Khanjin, MPP, Barrie-Innisfil, the Honourable Doug Downey, MPP, Barrie-Springwater-Oro-Medonte, the Honourable Patty Hajdu, Federal Minister of Health, the Canadian Radio-television and Telecommunications (CRTC) and all municipalities in Ontario.

If you have any questions, please do not hesitate to contact the undersigned, wendy.cooke@barrie.ca or (705) 739.4220, Ext. 4560.

Yours truly,

Wendy Cooke
City Clerk/Director of Legislative and Court Services

WC/bt

cc:

- The Honourable Patty Hajdu, MP, Minister of Health
- John Brassard, MP, Barrie-Innisfil
- Doug Shipley, MP, Barrie-Springwater-Oro-Medonte
- Todd Doherty, MP, Caribou-Prince George
- Andrea Khanjin, MPP, Barrie-Innisfil
- The Canadian Radio-television and Telecommunications (CRTC)
- All municipalities in Ontario



Township of McKellar

701 Hwy #124, P.O. Box 69, McKellar, Ontario POG 1C0

Phone: (705) 389-2842

Fax: (705) 389-1244

May 17, 2021

The Honourable Justin Trudeau
Prime Minister of Canada
Email: pm@pm.gc.ca

Re: Requesting Consideration of Tax Breaks on 2020 CERB payments

Please be advised that at its regular meeting held, May 11, 2021 the Council of the Township of McKellar passed the following resolution:

Resolution No. 21-195

Moved by: Marco Ancinelli
Seconded by: Don Carmichael

WHEREAS the Government of Canada has implemented the Canada Emergency Response Benefit (CERB) to financially assist those in dire need during the Covid-19 pandemic;

AND WHEREAS the CERB grant has helped many Canadians in dire need;

AND WHEREAS many of those that applied were single women, single parents, lower income citizens without employment and lacking in tax knowledge;

AND WHEREAS the Government of Canada did not initially inform CERB recipients that CERB was a taxable benefit;

AND WHEREAS when the CERB was merged with Employment Insurance Benefits (EI) in the fall of 2020, the Federal Government stated that they would have tax withheld similar to EI;

AND WHEREAS the Federal Government did not withhold tax on CERB for the second time as promised;

AND WHEREAS CERB recipients are surprised to learn that they are expected to pay income tax on CERB funds;

AND WHEREAS these recipients were never advised of this issue;

AND WHEREAS these recipients are now faced with an added burden of paying unexpected taxes on CERB, which they can ill afford;

AND WHEREAS the Federal Government has, in the past, found ways to assist businesses and corporations through difficult times by forgiving large loans and debts to the Government;

AND WHEREAS many businesses and corporations have the means to find ways to reduce their tax obligations;

AND WHEREAS those most in need do not have the means or understanding of how the tax system and are simply trying to survive and cope with the effects of Covid-19, feed their families and put a roof over their head;

NOW THEREFORE, since the Federal Government did not inform the recipients of the CERB grant that it is taxable;

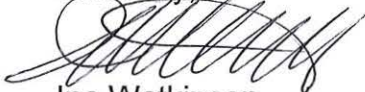
AND FURTHER when the CERB grant and EI were merged, the Federal Government did not, as they stated, withhold tax from CERB as they did on EI, and are now insisting CERB recipients repay as much as \$3,000.00 to \$4,000.00 in tax, which they can ill afford to pay;

THEREFORE we urge the Federal Government to address this serious issue and consider giving disadvantaged CERB recipients a tax break for 2020, or giving them a tax credit for 2021;

AND FURTHER, that this resolution be forwarded to the Prime Minister of Canada, the Federal Minister of Finance, Parry Sound-Muskoka MP Scott Atchison, and Ontario Municipalities.

Carried.

Sincerely,



Ina Watkinson
Acting Deputy Clerk
Township of McKellar

Encl.

cc: Chrystia Freeland, Minister of Finance
Scott Aitchison, MP, Parry Sound-Muskoka
Ontario Municipalities

TOWNSHIP OF MCKELLAR

DATE: May 11, 2021

RESOLUTION No. 21- 195

Moved by: Marco Ancinelli ☒
Don Carmichael ☐
Morley Haskim ☐
Mike Kekkonen ☐

Seconded by: Marco Ancinelli ☐
Don Carmichael ☒
Morley Haskim ☐
Mike Kekkonen ☐

WHEREAS the Government of Canada has implemented the Canada Emergency Response Benefit (CERB) to financially assist those in dire need during the Covid-19 pandemic; and

WHEREAS the CERB grant has helped many Canadians in dire need; and

WHEREAS many of those that applied were single women, single parents, lower income citizens without employment and lacking in tax knowledge; and

WHEREAS the Government of Canada did not initially inform CERB recipients that CERB was a taxable benefit; and

WHEREAS when the CERB was merged with Employment Insurance Benefits (EI) in the fall of 2020, the Federal Government stated that they would have tax withheld, similar to EI; and

WHEREAS the Federal Government did not withhold tax on CERB for the second time, as promised; and

WHEREAS CERB recipients are surprised to learn that they are expected to pay income tax for 2020 on CERB funds; and

WHEREAS these recipients were never advised of this issue; and

WHEREAS these recipients are now faced with an added burden of paying unexpected taxes on CERB, which they can ill afford; and

WHEREAS the Federal Government has, in the past, found ways to assist businesses and corporations through difficult times by forgiving large loans and debts to the Government; and

WHEREAS many businesses and corporations have the means to find ways to reduce their tax obligations; and

WHEREAS those most in need do not have the resources, means or understanding of the tax system and are simply trying to survive and cope with the effects of Covid-19, feed their families and put a roof over their head;

NOW THEREFORE, since the Federal Government did not inform the recipients of the CERB grant that it is taxable;

AND FURTHER, when the CERB grant and EI were merged, the Federal Government did not, as they stated, withhold tax from CERB as they did on EI, and are now insisting CERB recipients repay as much as \$3,000.00 to \$4,000 in tax, which they can ill afford to pay;

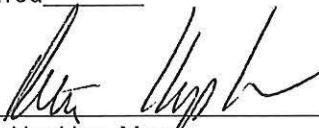
THEREFORE, we urge the Federal Government to address this serious issue and consider giving disadvantaged CERB recipients a tax break for 2020, or giving them a tax credit for 2021;

AND FURTHER, that this resolution be forwarded to the Prime Minister of Canada, the Federal Minister of Finance, Parry Sound Muskoka MP Scott Atchison, and Ontario Municipalities.

Carried ✓

Defeated _____

Deferred _____



Peter Hopkins, Mayor

DIVISION VOTE

	YEA	NAY
Councillor Marco Ancinelli	_____	_____
Councillor Don Carmichael	_____	_____
Councillor Morley Haskim	_____	_____
Councillor Mike Kekkonen	_____	_____
Mayor Peter Hopkins	_____	_____



**BY-LAW NUMBER ____-2021
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 May 25, 2021.

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 May 25, 2021 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 25th day of May, 2021.

Mayor – Daniel B. Mathieson

Clerk – Tatiana Dafoe