



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4714th
Date: Monday, February 27, 2023
Time: 7:00 P.M.
Location: Council Chamber, City Hall
Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa
Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Taylor Crinklaw - Director of Infrastructure and Development Services, Tim Wolfe - Director of Community Services, Karmen Krueger - Director of Corporate Services, Anne Kircos - Director of Human Resources, Chris Bantock - Deputy Clerk

To watch the Council meeting live, please click the following link:

<https://video.isilive.ca/stratford/live.html>

A video recording of the meeting will also be available through a link on the City's website

<https://calendar.stratford.ca/meetings> following the meeting.

Pages

1. Call to Order:

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

Councillor Briscoe provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

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:

10 - 24

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated February 13, 2023 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 February 27, 2023 be added to the Agenda as printed.

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

5.1 February 27, 2023, Committee of the Whole In-camera Session

The February 27, 2023, Committee of the Whole In-camera Session has been cancelled.

6. Hearings of Deputations and Presentations:

6.1 Presentation by Mayor Ritsma

Mayor Ritsma to extend thanks and appreciation to Director of Social Services, Kim McElroy, on 25 years of service with the City of Stratford.

7. Orders of the Day:

7.1 Correspondence - Resignation from Energy and Environment Committee

Motion by

THAT the resignation of Justine Nigro from the Energy and Environment Committee be accepted.

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Infrastructure, Transportation and Safety Committee:

Motion by

THAT the Report of the Infrastructure, Transportation and Safety Committee dated February 27, 2023 be adopted as printed.

9.1.1 Drinking Water Quality Management Standard 2022 Infrastructure Review (ITS23-002) 25 - 31

THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

9.1.2 Drinking Water Quality Management Standard 2022 Management Review (ITS23-003) 32 - 47

THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

9.1.3 Earth Day Canada 2023 (ITS23-004) 48 - 51

THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.

9.1.4 Amendment to Business Licensing By-law 187-2004 (ITS23-005) 52 - 53

THAT Business Licensing By-law 187-2004, as amended, be further amended to increase the minimum commercial general liability requirements of all business licenses from \$2 million to \$5 million.

9.2 Report of the Planning and Heritage Committee:

Motion by

THAT the Report of the Planning and Heritage Committee dated February 27, 2023 be adopted as printed.

9.2.1 Heritage Conservation District (HCD) Incentive Program Applications – 56-62 Wellington Street (PLA23-001) 54 - 70

THAT Council approve the Building Code Upgrade Loan application submitted by Rebecca and Geoffrey Cheney for 56-62 Wellington Street in the amount of \$50,000 to assist with physical repair of the roof system, plumbing, electrical and ventilation systems;

THAT Council approve the Façade Improvement Loan application submitted by Rebecca and Geoffrey Cheney for 56-62 Wellington Street in the amount of \$25,000 to assist with physical repair and replacement of masonry and windows;

AND THAT Council approve the Rehabilitation Grant to Rebecca and Geoffrey Cheney for 56-62 Wellington Street in the amount of 10% of increased taxes.

9.3 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated February 27, 2023 be adopted as printed.

9.3.1 Festival Hydro Financial Results 2022 Q3 (FIN23-007)

71 - 86

THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2022, be received for information;

AND THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending September 30, 2022, be received for information.

9.3.2 Downtown Stratford Business Improvement Area 2023 Draft Budget (FIN23-006)

87 - 89

THAT the 2023 budget of the Downtown Stratford Business Improvement Area be approved as submitted in the amount of \$325,272.50;

THAT the sum of \$299,472.50 shall be levied on properties located within the boundaries of the Downtown Stratford Business Improvement Area for the year 2023;

AND THAT staff be directed to bring the prepared by-law to a subsequent meeting for approval.

9.3.3 2023 Ont Reg 284/09 Excluded Expenses (FIN23-004)

90 - 93

THAT the report titled, "Ontario Regulation 284/09 – Excluded Expenses" (FIN23-004), be adopted.

9.3.4 Asset Retirement Obligations (ARO) (FIN23-005)

94 - 104

THAT the draft Asset Retirement Obligation Policy attached to Report FIN23-005, be approved;

AND THAT staff be authorized to establish a new Asset Retirement Obligation Reserve Fund if/as required, and this new reserve fund be added to F.1.13 Reserve and Reserve Fund Policy.

10. Notice of Intent:

10.1 Notice of Public Meeting under the Planning Act

Stratford City Council will hold a public meeting on Monday, March 20, 2023 at 6:00 p.m. to hear from interested persons with respect to the following planning application:

- Zone Change Application Z09-22 for 46 General Hospital Drive and 130 Youngs Street, Stratford.

For more information please visit the City's website.

10.2 Notice of Motion

105 - 126

At the March 27, 2023, Regular Council meeting, Councillor Sebben intends to put forward the following motion for consideration:

THAT Council consider the November 9, 2021 motion from Heritage Stratford and adopt the following motion, as Heritage Stratford has adequately demonstrated that the heritage attributes of the site meets one or more of the provincial designation criteria set out in Ontario Regulation 9/06:

"THAT Council issue an intent to designate 86 & 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act specifically the:

1. 1891 hospital (Avon Crest), including the semi-circular landscaped entrance driveway;
2. 1910 extension;
3. 1904 Gardener's cottage; and
4. 1929 Nurses' residence."

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 11.2 be taken collectively.

Motion by

THAT By-laws 11.1 to 11.2 be read a First and Second Time.

Motion by

THAT By-laws 11.1 to 11.2 be read a Third Time and Finally Passed.

11.1 Downtown Stratford Business Improvement Area (BIA) Levy for 2023 127 - 129

To levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2023.

11.2 Amend Business Licensing By-law 187-2004 to Increase Minimum Insurance Requirements 130 - 131

To amend Business Licensing By-law 187-2004, as amended, to increase minimum insurance requirements for business licenses to \$5 million.

12. Consent Agenda: CA-2023-017 to CA-2023-020 132 - 140

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 March 27, 2023 in the Council Chamber, City Hall.

Motion by

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

- **Planning and Heritage Committee [7:05 p.m. or thereafter following the Regular Council meeting];**
- **Social Services Committee [7:10 p.m. or thereafter following the**

Regular Council meeting]; and

- Community Services Committee [7:15 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 February 27, 2023 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

15.2 Committee Reports

15.2.1 Social Services Committee

Motion by

THAT Item 6.2 of the Social Services Committee meeting dated February 27, 2023 be adopted as follows:

6.2 Salvation Army Tax Program – Stratford and North Perth (SOC23-008)

THAT the Mayor and Clerk, or their respective delegates, be authorized to enter into two agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth, respectively;

THAT City Council delegates its approval authority to the Director of Social Services or the Chief Administrative Officer to execute annual renewal agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth, subject to no

contract performance issues or amendments to funding identified by the City;

AND THAT Delegation of Authority By-law 135-2017, as amended, be further amended to delegate Council's authority to enter into income tax program agreements on behalf of The Corporation of the City of Stratford to the Director of Social Services or the Chief Administrative Officer.

15.2.2 Planning and Heritage Committee

Motion by

THAT Item 4.1 of the Planning and Heritage Committee meeting dated February 27, 2023 be adopted as follows:

4.1 Zone Change Application Z05-22, 332 Lorne Avenue East

THAT application Z05-22 to amend the zoning for lands municipally known as 332 Lorne Avenue East from 'General Industrial Zone (I2)' to 'Special General Industrial Zone (I2-38)' with site specific regulations to permit a clinic, be approved for the following reasons:

1. the request is consistent with the Provincial Policy Statement;
2. the request is in conformity with the goals, objectives and policies of the Official Plan;
3. the zone change will provide for a development that is appropriate for the lands;
4. the public was consulted during the application circulation and comments that have been received in writing or at the public meeting have been reviewed, considered, and analyzed within the Planning report.

15.3 Reading of the By-laws (reconvene):

141 - 151

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:

By-law 11.3 Agreement for Tax Preparation Services in Listowel

To authorize the entering into and execution of an Agreement with The Governing Council of the Salvation Army in Canada, for tax preparation services in Listowel for Social Services clients effective January 1, 2023.

By-law 11.4 Agreement for Tax Preparation Services in Stratford

To authorize the entering into and execution of an Agreement with The Governing Council of the Salvation Army in Canada, for tax preparation services in Stratford for Social Services clients effective January 1, 2023.

By-law 11.5 Amend Delegation of Authority By-law 135-2017 for Execution of Annual Renewal Agreements for Delivery of the Income Tax Program in Stratford and North Perth

To amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services or the Chief Administrative Officer, or their respective delegates, to execute annual renewal agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth.

By-law 11.6 Amend Zoning By-law 10-2022 to Rezone Lands Municipally Known as 332 Lorne Avenue East

To amend By-law 10-2022, as amended, with respect to Zoning By-law Amendment application Z05-22 by Drake & Drake Management Inc. to rezone the lands municipally known as 332 Lorne Avenue East to include a 'Clinic' as a site specific permitted use in the General Industrial zone.

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 February 27, 2023.

Motion by

THAT By-laws 11.3 to 11.7 be taken collectively.

Motion by

THAT By-laws 11.3 to 11.7 be read a First and Second Time.

Motion by

THAT By-laws 11.3 to 11.7 be read a Third Time and Finally Passed.

15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the February 27, 2023 Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4713rd
 Date: Monday, February 13, 2023
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

Council Present: Mayor Ritsma - Chair Presiding, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Nijjar, Councillor Sebben, Councillor Wordofa

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Tim Wolfe - Director of Community Services, Karmen Krueger - Director of Corporate Services, Anne Kircos - Director of Human Resources, Kevin Bonnell - Manager of Equity, Inclusion and Indigenous Initiatives, Andrea Hächler – Manager of Planning, Johnny Bowes – Manager of Environmental Services, Sadaf Ghalib – Climate Change Programs Manager, Jodi Akins – Council Clerk Secretary

Also Present: Members of the Public and Media

1. Call to Order:

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

Singing of O Canada

Moment of Silent Reflection

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

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

Name, Item and General Nature of Pecuniary Interest

Councillor McCabe declared a pecuniary interest on Item 3.1 from the February 13, 2023, Committee of the Whole In-camera Session.

Councillor McCabe declared a pecuniary interest on Items 7.8, "Appointments to the Downtown Stratford Business Improvement Area Board of Management 2022-2016 (COU23-029)" and 11.3, "Amend Appointments By-law 4-2023 to Make Appointments to the Downtown Stratford Business Improvement Area Board of Management" as a member of his staff submitted an application.

3. Adoption of the Minutes:

R2023-55

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated January 23, 2023, be adopted as printed.

Carried

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

There was no addendum to the February 13, 2023, Regular Council agenda.

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

5.1 At the February 6, 2023, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

3.1 Council Obligations and Best Practices Education and Training Session
- A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1). (section 239.(3.1)).

As the purpose of the Session was to provide an education session, no member discussed or dealt with any matter that materially advanced the business or decision-making of Council.

5.2 At the February 13, 2023, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

3.1 2022 Downtown Stratford Business Improvement Area Board of Management Applications - Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

At the In-camera Session, no direction was given on this matter.

6. Hearings of Deputations and Presentations:

None scheduled.

7. Orders of the Day:

7.1 Proclamation - Kin Canada Day and Kin Canada Week

R2023-56

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT Stratford City Council hereby proclaims Monday, February 20, 2023 as "Kin Canada Day" and the week of February 19-25, 2023 as "Kin Canada Week" in the City of Stratford in celebration of all Kin Canada clubs and authorizes flying of the Kin flag at City Hall from February 19-25, 2023.

Carried

7.2 Resolution - Stratford Live Music & Food

The Stratford Live Music & Food organizing committee requested designation of the 2023 Stratford Live Music & Food event (formerly Stratford Blues & Ribfest) to be held June 16, 17 and 18, 2023 in the York

Street parking lot and around the Veterans Drive Bandshell, as a municipally significant event for the purpose of obtaining a liquor licence.

Comments were only received from Huron Perth Public Health (HPPH). HPPH advised they have no concerns with the designation of this event as municipally significant as long as all food safety requirements are met for the event. This includes forms submitted by the event coordinator at least 30 days prior to the start of the event.

R2023-57

Motion by Councillor McCabe

Seconded by Councillor Beatty

THAT City Council hereby designates the Stratford Live Music & Food event to be held June 16-18, 2023 in the York Street parking lot and on Veterans Drive as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

Carried

7.3 Resolution - Canadian Dairy XPO

Organizers of the Canadian Dairy XPO requested designation of the 2023 Canadian Dairy XPO event to be held April 6 and April 7, 2023 in the Cow Coliseum building at the Stratford Rotary Complex, as a municipally significant event for the purpose of obtaining a liquor licence.

Comments received from departments and agencies included:

- no concerns from Huron Perth Public Health;
- the Fire Department has requested that organizers contact them to address a number of issues, including location and compatibility of a private fire service tanker truck and maintenance and addition of fire routes;
- following confirmation that consumption of alcohol will be restricted to the Cow Coliseum, Facilities staff indicated no concerns; and
- following confirmation that the AGCO makes the decision regarding placement of the bar area and applicable fencing following a

concern about a children's play area adjacent to the bar area, Corporate Services indicated no concerns.

The City Clerk noted the dates for the event are April 5 and 6, 2023, and not April 6 and 7, 2023.

R2023-58

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT City Council hereby designates the 2023 Canadian Dairy XPO event to be held April 5 and 6, 2023 in the Cow Coliseum at the Stratford Rotary Complex as having municipal significance for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.

Carried

7.4 Correspondence - Resignation from Stratfords of the World (Ontario) Advisory Committee

R2023-59

Motion by Councillor Henderson

Seconded by Councillor Nijjar

THAT the resignation of Mary-Anne Krutilla from the Stratfords of the World (Ontario) Advisory Committee be accepted;

AND THAT the Terms of Reference for the Stratfords of the World (Ontario) Advisory Committee be amended to decrease the number of citizen appointments from eleven (11) members to ten members (10).

It was questioned whether the amendment to the Terms of Reference was requested by the Committee. The City Clerk advised it was not. Following appointments to the Committee in January, 2023, the number of citizen appointments was increased due to an additional application being received. Following the resignation, staff recommended decreasing the number of citizen representatives appointed to the original number instead of re-advertising for the position.

Mayor Ritsma called the question on the motion.

Carried

7.5 Correspondence - Resignation from Board of Park Management

R2023-60

Motion by Councillor Nijjar

Seconded by Councillor Beatty

THAT the resignation of Julie Robinson from the Board of Park Management be accepted.

It was questioned whether the vacant position would be re-advertised. The City Clerk advised it would be re-advertised.

Carried

7.6 Resolution - The City of Stratford Land Acknowledgement and Protocols for Use (COU23-027)

The Manager of Equity, Inclusion, and Indigenous Initiatives, referring to a PowerPoint presentation, presented the draft Land Acknowledgment. Highlights of the presentation included:

- a Land Acknowledgment being a statement that is used by non-Indigenous people to formally reflect and recognize the long history of colonization and the Indigenous people's presence and practices on the land;
- Land Acknowledgments being shared at the beginning of events, conferences, or Council, Committee and Sub-committee meetings;
- Land Acknowledgments being shared by the host of the meeting and being following by a moment of silence for reflection;
- Indigenous people being consulted, along with Elders, knowledge keepers, scholars and Indigenous people in and around the region to hear their histories and stories;
- training being provided to all staff about the Indigenous history and relation to land for staff at the City of Stratford; and
- procedures being developed for staff to think critically about how to respectfully engage Indigenous people in different aspects of our work.

Mayor Ritsma thanked staff for their work in developing the Land Acknowledgment and in the field of equity, diversity, and inclusion.

R2023-61

Motion by Councillor Henderson

Seconded by Councillor Burbach

THAT the spoken and written Land Acknowledgement as detailed in Report COU23-027, be adopted for official City use during, but not limited to, the following:

- **Regular Council Meetings,**
- **Special Council Meetings,**
- **Sub-committee Meetings,**
- **Advisory Committee Meetings, and**
- **City of Stratford events, public information and consultation sessions and staff meetings.**

Carried

7.7 Resolution - Children's Services Ontario Transfer Payment Agreement 2023-2027 (COU23-028)

R2023-62

Motion by Councillor Briscoe

Seconded by Councillor Burbach

THAT the report titled "Children's Services Ontario Transfer Payment Agreement 2023-2027" (COU23-028) be received;

THAT the Mayor and Clerk, or their respective delegates, be authorized to enter into the Ontario Transfer Payment Agreement with the Ministry of Education (Province of Ontario) that pertains to all funding allocations for all licensed child care and early years programming in Stratford, St. Marys, and Perth County;

THAT City Council delegates its approval authority to the Director of Social Services to execute individual service contracts with each licensed child care and EarlyON provider;

AND THAT section 13.9 of the Delegation of Authority By-law 135-2017, be amended to include licensed-based programs for child care, before and after school programs and EarlyON programs.

It was questioned whether the funds granted by the Province were in line with expectations. The Director of Social Services advised it did exceed expectations.

Carried

7.8 Resolution - Appointments to the Downtown Stratford Business Improvement Area Board of Management 2022-2026 (COU23-029)

R2023-63

Motion by Councillor Burbach

Seconded by Councillor Sebben

THAT Carly Douglas, Meghan Chisholm, Jennifer Birmingham, Stephanie Theodoropoulos, and Kiersten Hatanaka be appointed to the Downtown Stratford Business Improvement Area Board of Management for a four-year term to November 14, 2026, or until successors are appointed by Stratford City Council;

AND THAT Meghan Miller and Shawn Malvern be appointed to the Downtown Stratford Business Improvement Area Board of Management for a four-year term to November 14, 2026, or until successors are appointed by Stratford City Council, subject to the submission of the required Business Improvement Area Declaration by May, 31, 2023.

Carried

Councillor McCabe, having declared a pecuniary interest on this matter, did not participate in the discussion or vote.

7.9 Resignation from the Active Transportation Advisory Committee (ATAC)

The City Clerk advised that two additional applications were received, and should the resignation be accepted, staff would reach out to those applicants to see if they were still interested in serving on the Committee. If those applicants are still interested staff would prepare a report for Council's consideration.

R2023-64

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT the resignation of Donald Hathaway from the Active Transportation Advisory Committee be accepted.

Carried

8. Business for Which Previous Notice Has Been Given:

None scheduled.

9. Reports of the Standing Committees:

9.1 Report of the Social Services Committee

R2023-65

Motion by Councillor Henderson

Seconded by Councillor Briscoe

THAT the Report of the Social Services Committee dated February 13, 2023 be adopted as printed.

The target for Anne Hathaway Daycare was questioned. The Director of Social Services advised the City is at 90%.

Mayor Ritsma called the question on the motion.

Carried

9.1.1 Housing Division Update – Year in Review 2022 (SOC23-005)

THAT the report titled, "Housing Division Update – Year in Review 2022" (SOC23-005), be received for information.

9.1.2 Information on Anne Hathaway Day Care Centre's Enrollment Status (SOC23-003)

THAT the report titled, "Information on Anne Hathaway Day Care Centre's Enrollment Status" (SOC23-003), be received for information.

9.1.3 2022 Ontario Works Year in Review (SOC23-004)

THAT the report titled, "2022 Ontario Works Year in Review" (SOC23-004), be received for information.

9.1.4 Service System Manager Bi-Monthly Update to Council (SOC23-006)

THAT the report titled, "Service System Manager Bi-Monthly Update to Council" (SOC23-006), be received for information.

9.1.5 Children's Services Division Overview – 2023 Outlook (SOC23-001)

THAT the report titled, "Children's Services Division Overview – 2023 Outlook" (SOC23-001), be received for information.

9.1.6 Homelessness Division Update (SOC23-002)

THAT the report titled, "Homelessness Division Update" (SOC23-002), 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 could have been taken collectively upon unanimous vote of Council present.

R2023-66

Motion by Councillor Sebben

Seconded by Councillor McCabe

THAT By-laws 14-2023 and 15-2023 be taken collectively.

Carried unanimously

R2023-67

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT By-laws 14-2023 and 15-2023 be read a First and Second Time.

Carried two-thirds support

R2023-68

Motion by Councillor Beatty

Seconded by Councillor Wordofa

THAT By-laws 14-2023 and 15-2023 be read a Third Time and Finally Passed.

Carried

R2023-69

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT By-law 16-2023 be read a First and Second Time.

Carried two-thirds support

Councillor McCabe having declared a pecuniary interest on Item 11.3 did not participate in the discussion or vote on this item.

R2023-70

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT By-law 16-2023 be read a Third Time and Finally Passed.

Carried

Councillor McCabe having declared a pecuniary interest on Item 11.3 did not participate in the discussion or vote on this item.

11.1 Ontario Transfer Payment Agreement for Funding under the Children's Services Ontario Program - By-law 14-2023

To authorize the execution of an Ontario Transfer Payment Agreement between His Majesty the King in right of the Province of Ontario, as represented by the Minister of Education, and The Corporation of the City of Stratford for funding under the Children's Services Ontario Program for services related to childcare programs licensed under the Child Care and Early Years Act, 2014 as well as EarlyON Child and Family Centres in Stratford, St. Marys, and Perth County.

11.2 Amend Delegation of Authority By-law 135-2017 for Execution of Individual Service Contracts with Licensed Childcare and EarlyON providers - By-law 15-2023

To amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services, or their respective delegates, to execute individual service contracts with each licensed childcare and EarlyON provider.

11.3 Amend Appointments By-law 4-2023 to Make Appointments to the Downtown Stratford Business Improvement Area Board of Management - By-law 16-2023

To amend By-law 4-2023, as amended, to make an appointments to the Downtown Stratford Business Improvement Area Board of Management.

12. Consent Agenda: CA-2023-009 to CA-2023-016

12.2 CA-2023-10

The City Clerk advised Consent Agenda Item CA-2023-10 was to be amended. The amendment was to remove reference to the installation of replacement fuel tanks at the Transit and Cemetery locations as those tenders have already been issued.

12.1 CA-2023-11

R2023-71

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT CA-2023-11, being a resolution from the Town of Petrolia regarding the responsibility of municipalities to conduct school board trustee elections, be endorsed.

Carried

13. New Business:

13.1 Stratford Chef School Event

A member advised the Stratford Chef School will be celebrating its 40th anniversary in 2023. To celebrate, they are having a gala dinner that will also celebrate the Class of 2023. The dinner will be held on Friday, March 10, 2023, at the Bruce Hotel and tickets are available for purchase.

13.2 By-law Enforcement

A member advised they were contacted about the City's By-law Enforcement policy, specifically the requirement that a complainant must own property or be a tenant within 120 meters for property standards complaints. Background information was requested on this requirement.

The Chief Administrative Officer (CAO) advised that for enforcement for certain property related by-laws, in 2010 Council adopted a process for how by-law complaints would be handled. For the City, there is a process that if a member of the public would like to make a complaint about another property, they must reside within 120 meters of the subject property. This requirement was implemented to deal with multiple

requests from the same property owner. In the Fall when this inquiry was submitted to staff, staff completed research on other municipal processes. Some municipalities have also implemented the 120 meter requirement and it was noted that for matters affecting health and safety those complaints are prioritized as a critical factor. Staff also identified that other municipalities have authorized staff to prioritize when by-law enforcement complaints are made by the same person. The CAO advised the City has two By-law Enforcement Officers and there must be a process as to how the City prioritizes and deals with by-law complaints so that critical ones are dealt with.

13.3 Winter Pride Days

Congratulations were extended to the Stratford Pride Organization who successfully ran four events over the February 9-12 weekend which were well received.

14. Adjournment to Standing Committees:

The next Regular Council meeting is February 27, 2023.

R2023-72

Motion by Councillor Burbach

Seconded by Councillor Biehn

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

- **Finance and Labour Relations Committee [7:05 p.m. or thereafter following the Regular Council meeting];**
- **Planning and Heritage Committee [7:10 p.m. or thereafter following the Regular Council meeting];**
- **Infrastructure, Transportation and Safety Committee [7:15 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 February 13, 2023 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

Councillor McCabe restated his declaration of pecuniary interest on items 7.8 and 11.3 of the Regular Council agenda as a member of his staff submitted an application.

15.2 Reading of the By-laws (reconvene):

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

By-law 11.4 Confirmatory By-law - By-law 17-2023

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on February 13, 2023.

R2023-73

Motion by Councillor Burbach

Seconded by Councillor Briscoe

THAT By-law 17-2023 be read a First and Second Time.

Carried two-thirds support

R2023-74

Motion by Councillor Sebben

Seconded by Councillor Burbach

THAT By-law 17-2023 be read a Third Time and Finally Passed.

Carried

15.3 Adjournment of Council Meeting

R2023-75

Motion by Councillor Beatty

Seconded by Councillor Henderson

THAT the February 13, 2023 Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 7:30 P.M.

Reconvene Meeting Start Time: 7:51 P.M.

Reconvene Meeting End Time: 7:52 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: January 25, 2023
To: Infrastructure, Transportation and Safety Sub-committee
From: Johnny Bowes, Manager of Environmental Services
Report #: ITS23-002
Attachments: Infrastructure Review 2022

Title: Drinking Water Quality Management Standard 2022 Infrastructure Review

Objective: A requirement of the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan is for the Quality Management System (QMS) representative to ensure annual infrastructure review results are conveyed to Top Management being the Director of Infrastructure and Development Services, and the Manager of Environmental Services and the Owner (Council). This report fulfills that requirement.

Background: The DWQMS is mandated through the Safe Drinking Water Act, 2002, and promotes transparency between the Owner and the Water Operating Authority (Water Division). The Infrastructure Review is 1 of 21 Elements of the Quality Management System.

Analysis: The 2022 Infrastructure Review was conducted on December 12th, 2022. The Infrastructure Review looked at 3 components:

- Maintenance Review (November 1st, 2021 to November 30th, 2022) – provided a summary of operational maintenance activities in the water distribution system.
- Major Projects Review (November 1st, 2021 to November 30th, 2022) – provided a summary of distribution and supply projects, both operational and capital, that cover a wide range of topics. A description for each project is included along with the objective of each project.
- Major Projects (completed) – provided a summary of completed projects for the review period along with costing.

Financial Implications:

Financial impact on current year operating budget: The attached Infrastructure Review Table identifies approximately \$130,000 of previously established operational and capital items that have already been funded through the 2021 and 2022 budgets. Most of the projects listed have been completed and as mentioned, were paid for from

existing reserves. Although some projects are listed as “ongoing”, the costs associated with them were covered in 2022. The outstanding work for the ongoing projects is implementation and material installation and will be completed throughout 2023.

The required annual review of capital asset information will continue to assist in ensuring that assets are maintained or replaced when required, and that the rates collected from users are sufficient to cover these costs.

Legal considerations: Maintaining a Municipal Drinking Water License is a requirement to legally operate a drinking water system. Completing this annual infrastructure review and report to Council is needed to satisfy the requirements for a Municipal Drinking Water License renewal.

Costs would be incurred by the City of Stratford if we did not meet these requirements as the MECP would be required to retain experts (at the City’s expense) to conduct an investigation into the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

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.

Alignment with One Planet Principles:

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought.

Staff Recommendation: THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

Prepared by:	Johnny Bowes, Manager of Environmental Services
Recommended by:	Taylor Crinklaw, Director of Infrastructure and Development Services
	Joan Thomson, Chief Administrative Officer



Infrastructure Review 2022

December 12th, 2022 – Hamlet Room

Drinking Water System Name:

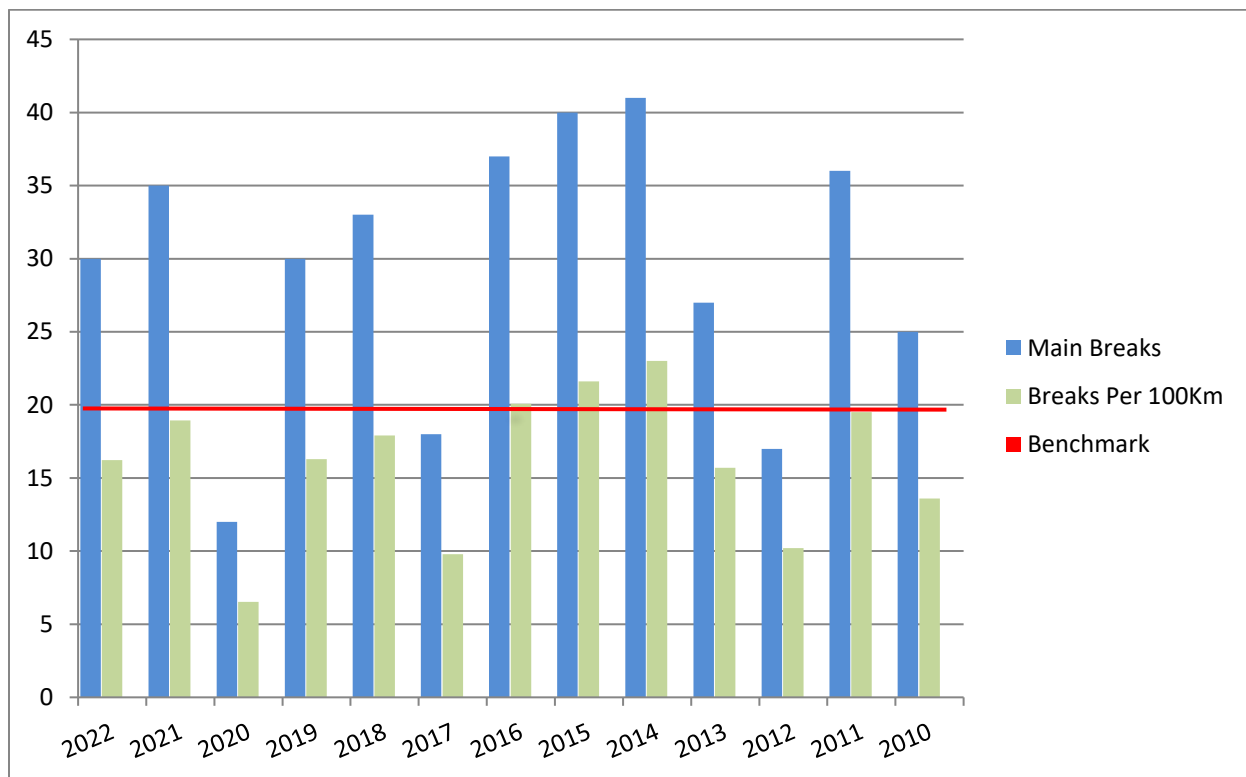
Stratford Drinking Water System

Maintenance Review

November 1st, 2021 – November 30th, 2022

1. Number of Mainbreaks

- 17 in 2020
- 35 in 2021
- 30 in 2022



**Average number of breaks per km of water distribution network*

2. Frozen Services Response

- 2021 – 0 frozen Services
 - i. Batch 1 – 7 services (Jan. 8 – April 13)
 - ii. Batch 2 – 70 services (Feb. 9 – April 13)
- 2022 – 2 frozen services (38 & 58 Norfolk Street)



Infrastructure Review 2022

December 12th, 2022 – Hamlet Room

- i. Batch 1 – 9 services (Jan. 10 – April 11)
- ii. Batch 2 – 72 services (Jan. 14 – April 11)
- iii. Batch 3 – 126 services (Jan. 31 – April 11)

3. Valve Program

- Exercise program – 197 valves exercised in 2019
- Exercise program – 121 valves exercised in 2020
- Exercise program – 588 valves exercised in 2021
- Exercise program – 196 valves exercised in 2022

4. Hydrants Checked 2022

- Hydrant maintenance program – 22 Hydrants repairs.
- Replaced 0 hydrant valves
- All public hydrants are operated to ensure hydrants are operational at a minimum of 2x per year, in conjunction with our biannual flushing program. During this time, no in-depth hydrant inspections conducted.

5. Water Loss

- Water Loss 2019 – 12.1%
- Water Loss 2020 – 8.5% (flushing, fire department, main breaks, service leaks, frozen services, automatic flusher, dead-end flushing).
- Water Loss 2021 – 21% (Hydrant flushing, fire department, main breaks, large hydrant break on Griffith Rd, service leaks, frozen services, automatic flusher, dead-end flushing, Romeo Reservoir cleaning).
- Water Loss 2022 - TBA

6. Lead Replacements Replaced (city side) or removed

- 15 in 2018 (11 were part of Ballantyne reconstruction project)
- 2 in 2019
- 0 in 2020
- 2 in 2021 (140 Norman Street & 151 Nelson Street)
- 28 in 2022 (11 on Huron Street, 16 Argyle Street, 1 Mackenzie Street)



Infrastructure Review 2022

December 12th, 2022 – Hamlet Room

Infrastructure Review 2021/2022						
Project Name	Topic	Description of Project	Costing	Budget	Action Items	Target Date
Unidirectional Flushing Program	Water Quality	Jacobs Consulting has been hired to assist in developing a UDF pilot program.	22,000	2022 Operating Budget	1. Waiting on final meeting, program package and invoice (November 21, 2022).	Ongoing
Mornington St. Well Access Hatch Replacement	Well Infrastructure Repair & Replacement	Replacement of the existing floor access hatch at the Mornington St. well. Install a new water seal tight hatch and address ladder rung issue.	\$6,000	2022 Capital Budget	None	Completed
Mornington St. Well Drainage Plumbing Replacement	Well Infrastructure Repair & Replacement	Drain the Mornington clearwell and remove failed piping. Replace with new, non-corrosive brackets and re-install to spec	\$3,500	2022 Capital Budget	None	Completed
E. Ris Software Improvements	Data Collection and Reporting	Westin (formally Eramosa) is working on continuous improvements to the existing water and wastewater E. Ris program	\$22,000	2022 Operating Budget	1. Water Taking Reporting Completed 2. Daily Data Dump Function Completed 3. Updated Reporting Tools 4. Ongoing Staff Training	Ongoing
Hydrant Monitoring	Pressure Monitoring	Ongoing leak detection using hydrant monitoring equipment. Support from Digital Water Solutions	\$20,000	2022 Capital Budget	1. Installed 2 additional pressure/leak monitors 2. Working with Digital Water Solutions for monitoring program	Completed
Field Well #7 Motor Replacement and Well	Well Infrastructure Repair & Replacement	Remove failed well pump motor from Field Well #7 located at the Romeo Control Centre. After	\$9,500	2022 Operating Budget	None	Completed



Infrastructure Review 2022

December 12th, 2022 – Hamlet Room

Performance Testing		installation of the new well, complete performance testing.				
Dunn Rd. Well and Field Well #6 Performance Testing	System Performance	Complete performance and step-testing of FW#6 and Dunn Rd. wells.	\$4,000	2022 Operating Budget	None	Completed
Dead End Optimization Program	Water Quality	Creating a new dead end hydrant program to identify and correct water quality areas of concern in the system.	N/A	2022 Operating Budget	1. Data collection and program modeling 2. Field training and program implementation	Ongoing
Romeo Control Centre Upgrades	Water Quality/Facility Maintenance	Purchase and install new check valves and isolation gate valves for pump room. To be installed by staff over winter 2022/2023	\$28,000	2022 Capital Budget	Install new gate and check valves in High Lift Pump room for 6" and 8" lines.	Ongoing
Lorne Ave., Romeo and Chestnut VFD Installation	Environmental/Electrical Upgrade	Install Variable Frequency Drive (VFD) at Lorne Ave. well. Install VFD's at Romeo CC for High Lift Pumps 2 and 3. Install VFD at Chestnut Well.	\$20,000	2022 Operating Budget	None	Completed



Infrastructure Review 2022

December 12th, 2022 – Hamlet Room

Conclusions

- Valves - Program continues to evolve on an annual basis. New valve turner machine has improved efficiency. The New Valve PM Program was implemented in 2020 which has identified all the system valves and any deficiencies.
- Flushing – Watermain flushing program will continue to be reviewed for improvements. Uni-Directional Pilot will be developed internally for spring 2023.
- Well Program – In 2022 returned to a scheduled based system 5-10 years with a preliminary step-test component to determine if the well needs a full rehabilitation. Started with performance step testing on FW6, FW7 and Dunn Rd.
- Frozen Services - will continue to be a year-by-year analysis. Need to be aware of consequences of dates and revenue impact. Program was developed in 2021 to begin addressing the most critical batch of homes that are at risk of freezing.
- Water Loss – No concerns currently. Hydrant Distribution monitoring to improve analysis.
- Watermain Breaks – No concerns currently. Below benchmark. All procedures followed.



MANAGEMENT REPORT

Date: January 25, 2023
To: Infrastructure, Transportation and Safety Sub-committee
From: Johnny Bowes, Manager of Environmental Services
Report #: ITS23-003
Attachments: Management Review Minutes 2022
 Summary Table of Action Items 2022

Title: Drinking Water Quality Management Standard 2022 Management Review

Objective: A requirement of the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan is for the Quality Management System (QMS) representative to ensure annual management review results are conveyed to Top Management, being the Director of Infrastructure and Development Services, and the Manager of Environmental Services, and the Owner (Council). This report fulfills that requirement.

This report contains a summary of information that Top Management must review annually in accordance with the DWQMS.

Background: The DWQMS is mandated through the Safe Drinking Water Act, 2002, and promotes transparency between the Owner and the Water Operating Authority (Water Division). In combination with the Infrastructure Review, this forms 1 of 21 Elements of the Quality Management System.

Analysis: The 2022 Management Review was conducted on December 12th, 2022. The review allowed for a comprehensive evaluation of the City of Stratford's Drinking Water Quality Management System. It was a prescriptive review and identified action items and the respective corrective actions. The attached documents contain a summary of information that Top Management reviewed and includes, but is not limited to, findings from the 2022 Ministry of Environment, Conservation and Parks inspection, third party and internal audit findings, and operational performance. The review period was from November 1st, 2021 to November 30th, 2022.

Financial Implications:

Financial impact on future year operating budget: In order to prepare for the 2023 DWQMS annual top management review, audits will be required by external 3rd parties. These fees are accounted for in the 2023 budget.

Legal considerations: Maintaining a Municipal Drinking Water License is a requirement to legally operate a drinking water system. Completing this annual DWQMS top management review and report to Council is needed to satisfy the requirements for a Municipal Drinking Water License renewal.

Costs would be incurred by the City of Stratford if we did not meet these requirements as the MECP would be required to retain experts (at the City's expense) to conduct an investigation into the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

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.


Alignment with One Planet Principles:

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought.

Staff Recommendation: THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

Prepared by:	Johnny Bowes, Manager of Environmental Services
Recommended by:	Taylor Crinklaw, Director of Infrastructure and Development Services
	Joan Thomson, Chief Administrative Officer

	Management Review Minutes City of Stratford Drinking Water System	Issue Date: 2022-12-12 Pages: 1 of 9
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Drinking Water System Name: City of Stratford Drinking Water System	Owner and Location: The Corporation of the City of Stratford
Review Period: November 01 st , 2021- November 30 st , 2022	

Meeting Information/Introduction	
Date/Time: December 12 th , 2022	Location: Hamlet Room
Attendees: Top Management: Taylor Crinklaw, Director of Infrastructure & Development Services; John Bowes, Manager of Environmental Services QMS Representative: Stephanie Baronette, Compliance Coordinator Additional: Todd Smythe, Supervisor of Environmental Services	
Regrets: Joel Desrosiers, Water Resource Technician	
Distribution: <i>City Council</i>	
Minutes Taken By: Stephanie Baronette	

Introduction:

The purpose and objectives of the Management Review was reviewed as follows:

Purpose:

To evaluate the continuing suitability, adequacy and effectiveness of the QMS.

Objectives:

The Management Review participants will review/discuss the standing agenda items and the data presented, identify deficiencies, make recommendations and/or initiate action plans to address identified deficiencies as appropriate.

The Management Review includes a review of the DWQMS operational plan, SAI audit report(s), internal audit report(s) and other related operational documents/records as detailed in the meeting minutes. The information reviewed during the Management Review was provided/made available to attendees

This meeting covers all standing agenda items for the DWS noted above. Details of the discussion, any deficiencies identified, decisions made and applicable action items related to each standing agenda item are described under the appropriate item number within the following table. Additional comments/discussion items are described under section 2.



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 2 of 9

Any follow up on actions and/or additional actions required are detailed under item.

Meeting Minutes				
Item #	Documentation Reviewed/Discussion Points/Issues Raised/Action Taken to Date /Decisions Made	Actions Identified during Management Review	Responsibility/ Assigned To	Target Date
1 [a]	Incidents of regulatory non-compliance: A routine MECP inspection was conducted on June 8 th , 2022 by Neville Rising. There was no non-compliance identified and as such the inspection rating was 100%. Six BMP were identified (refer to Item q).			
[b]	Incidents of adverse drinking water tests: There was an AWQI reported on November 22 nd , 2021 with a result of 1cfu/100mL TC at 303 Fredrick St. (Public Works). Up and down stream samples were collected as well resamples from the source. All samples came back negative, no further action required. Water quality exceedances for Fluoride and Sodium were observed in samples taken in 2018. Fluoride is naturally occurring in Stratford's drinking water supply source. Fluoride & Sodium exceedances are reportable every 57 months. Next reportable exceedances will be in 2023			
[c]	Deviations from Critical Control Point limits and response actions: There were seventeen CCP limits reached during the Management Review period. Since elogbooks have been implemented CCPs are now being tracked using the e-logbook.			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 3 of 9

<p>Lorne Av. Well: Nov 2nd, 2021- Low cl2 alarm, due to booster pump failure Oct 20th, 2022 – low chlorine alarm, due to cracked suction fitting on head</p> <p>Mornington Well: Nov 4th, 2021- low cl2 alarm, Faulty alarm due to SCADA upgrades Nov 16th, 2021- low cl2 alarm, cl2 tank switch over failure Nov 19th -22nd, 2021- low cl2 alarm due to issues with cl2 tanks Dec 20th, 2021 – low cl2 alarm, due to maintenance on analyzer Dec 24th, 2021- low cl2 alarm, issues with analyzers electrolyte June 20th, 2022- low cl2 alarm, Aug 21st, 2022- low cl2 alarm,</p> <p>Romeo: Nov 17th, 2021- low cl2 alarm, well house offline due to maintenance and flushed to waste for bacti sample</p> <p>Chestnut: Dec, 30th, 2021- low cl2 alarm, caused by plumbing issues with analyzer and eye wash Feb 22nd, 2022- low cl2 alarm, well house offline at time due to issues with cl2 tanks Mar 25th, 2022- low cl2 alarm, Aug 23rd, 2022- low cl2 alarm, Sept 1st, 2022- low cl2 alarm, due to flushing to waste Oct 12th – Present – low cl2 alarm, due to chlorine gas system requiring repair</p> <p>Dufferin: July 22nd, 2022- low cl2 alarm, due to low residual at Chestnut</p>	<p>Need to determine if Towers are CCP:</p>		
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Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 4 of 9

[d]	<p>Effectiveness of the risk assessment process:</p> <p>Once every calendar year a review of the Risk Assessment is required. on June 23rd, 2022 the 36 month risk assessment was completed by Joel Desrosiers, Johnny Bows, Justin Wilker, Brad Houben, Dennis Carter, Jason Brenzil, Todd Smythe, Paul Ceppi, Neill Witzel, Darren Eicher, Josh Stacey, Mark Bouw.</p> <p>The risk assessment was revised to included up to date control limits and measures, ratings, and revision dates. Additional revisions include OP-08 & 07 including; detectability to capability, MECP Hazards Reference and CCP high rating.</p>	<p>-Review Summary of Risk Assessment new template and rate/ discuss tower analyzers low chlorine, low level and Table 2.</p> <p>-Revision history and risk assessment history being tracked on new document</p> <p>-36 months risk assessment minutes state to add as CCP</p> <p>Notes: Towers were deemed regulatory & rated withing Risk Assessment. Alarm set points for tower will be determined once Dufferin Tower clean out has been completed.</p>	QMS Rep & Envrio. Manager	2023-06-30
[e]	<p>Internal and third-party Audit results:</p> <p>The last External Audit was conducted on March 29th, 2022 by Janet McKenzie for the System Audit and April 28th, 2022 by Janet McKenzie for the Re-Accreditation Audit. There were no non-conformances and two OFI's identified.</p> <ol style="list-style-type: none"> 1. Ensure the Document Master List is referencing the most current versions of QMS documentation. With new revisions to OP, Master list has been made obsolete and replaces with Summary of Action Items Table 2. Logbooks on e.RIS need clear identification of ORO/OIC. Completed <p>The last internal audit was conducted by Brigitte Roth & Stephanie Baronette on October 6th, 2022. There were no</p>			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 5 of 9

	non-conformances identified and 6 opportunities for improvement. All OFI's were completed under the 2022 OP Revisions. The OP has been revised and pending release, once complete OP is required to be re-endorsement.			
[f]	Results of emergency response testing: Emergency Response Training will be scheduled for December 2022	Provide staff with Emergency Response Training- 2022 Topic Security Breach	QMS Rep.	2022-12-31
[g]	Operational performance: <ul style="list-style-type: none"> Well Rehabilitation – <i>Continuing</i> 3 wells step tested in 2022, remaining to be completed in 2023 Work-Order System – <i>Continuing (transitioning to e.Ris 2023)</i> Automatic Flushers – <i>Continuing</i> SCADA – <i>Continuing (trialing online CT calculator)</i> Dead End Flushing Program – <i>Continuing</i> Hydrant Flushing Program– <i>Continuing</i> Hydrant Maintenance Program– <i>Continuing</i> Valve Turning Program Inventory Tracking System – <i>Water Tech.</i> Annual Fluoride Notice – <i>Completed for 2022</i> The CT online trial is currently underway 	Discuss use of valve turners data reports: Turner to be used in 2023		
[h]	Raw water supply and drinking water quality trends: The Raw Water Supply and Drinking Water Quality Trends Reports were reviewed.			
[i]	Follow-up on action items from previous Management Reviews: <ul style="list-style-type: none"> Re-Evaluate Well Rehab Procedures 			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 6 of 9

	<ul style="list-style-type: none"> Continue External training courses for Water Staff – <i>Continuing</i> Continue Third Party Auditor for Internal Audits, 36-Month Third Party Risk Assessment and Training - <i>Third party will only be brought in every 36 months to prepare for Reaccreditation</i> Touchpads for Electronic forms to reduce errors. Easier access to Operational Plan and SOP's out in the field. Document Control Management System – <i>Continuing, e.Ris will assist with this with new forms</i> Reviewing all emergency plans – <i>Continuing review and create shortage of staff and other emergency plan as identified within City's Emergency Plan</i> New Action Item Tracking System - <i>Completed</i> New Position Sub-Foreperson- <i>Completed</i> 			
[j]	Status of management action items identified between reviews: No management action items were identified between the review periods			
[k]	Changes that could affect the QMS: The QMS Rep. has changed from Joel Desrosier to Stephanie Baronette. Joel is the QMS alternate and will provide support to the new rep during the transition <ul style="list-style-type: none"> Operational Plan Revisions (QMS statement & Letter, risk assessment) Addition of forms (new tracking system, training, etc.) removal of forms (master list, document change form) 	QMS Letters going to suppliers once OP is endorsed, QMS statement going into City contracts in 2023		



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 7 of 9

	<ul style="list-style-type: none"> Procedure revisions (new template, revision history tracking) 			
[l]	<p>Consumer feedback: Customer complaints are broken down into two systems. One system is Festival Hydro or City staff create service orders which are stored upon the Festival Hydro Daffron system and normally require staff to visit customer. The second system are customer complaints received by City Staff and resolved over the phone and no service order required.</p> <ul style="list-style-type: none"> 16 Discolored Water 16 Pressure 5 Taste/Odor 208 Miscellaneous 	<p>Discuss means of recording complaints / what is to be documented : all complaints received by the City will be documented similar to Festival Hydro</p>		
[m]	<p>Resources needed to maintain the QMS: There are adequate resources supplied to maintain the QMS. -External auditors will only be brought in on</p>			
[n]	<p>Results of the infrastructure review: Infrastructure Review Report & Action Items were reviewed.</p>	<p>Trialing annual hydrant flushing in 2023</p>		
[o]	<p>Operational Plan currency, content and updates: The Operational Plan last revisions took place 2022-11-15 with significant updates to the existing plan. The Operational Plan will be released once final comments have been provided by Brigitte Roth.</p>	<p>Obtain re-endorsement</p>	<p>Manager of Enviro. Services</p>	<p>2023-03-30</p>



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
Pages: 8 of 9

	The Operational Plan was last endorsed on April 6th, 2020 but will require re-endorsement once new OP is released.			
[p]	Staff suggestions: Discuss direction for meters in the future			
[q]	Review/consideration of any applicable Best Management Practices (BMPs): The MECP inspection report noted 6 recommendations for the system. <ol style="list-style-type: none"> To confirm if the volumetric capacity of the sodium silicate secondary containment to ensure it is sufficient to contain all stored liquid in the event of a spill. Containment to be inspected It was noted within the CT calculations for several of the Treatment Plants, that the setpoints for free chlorine alarms and lock outs are very close to the concentration required to meet with adequate primary disinfection. Currently trialing online continuous CT calculations for Chestnut & Mornington to no longer use a ratio. Once CT calculators have been running under different operation conditions will review trends to determine alarm set points well above the worst-case scenario for primary disinfection. Remining well houses will be adjusted as well. The continuous online data reports did not include the water levels present within the reservoirs at the Treatment Plants. Daily Chlorine Reports used from 24/72 hr. trending 	Refer to Summary of Action Items Tables Ref# 12- 17		



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12
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	<p>review have been revised to include reservoir levels for Chestnut, Mornington & Romeo.</p> <p>4. Conduct verification checks on the portable chlorine analyzers on a weekly basis. Manufacturer instructions does not indicate a required frequency and there has been no previous concerns with units reliability. Verifications will continue to be conducted quarterly</p> <p>5. Install alarm systems within each facility that are connected to a dialing system to advise of any unauthorized entry. Completed</p> <p>6. Install overflow screens and flap gates on the Forman and Dufferin water towers to meet with the requirements of Standard. Completed</p>			
2.	Roundtable/Other:			

Details of next Management Review meeting:

Next Meeting:

Next Management Review will be scheduled in 2023

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Stratford Drinking Water Systems
Summary Table of Action Items



SOURCE OF/ISSUE IDENTIFIED BY:
IA: Internal Audit or **EA:** External Audit - (**MN:** Minor Non-Conformance, **Mj:** Major Non-Conformance, **OFI:** Opportunity for Improvement)
MR: Management Review, **S:** Staff; **CC:** Community Complaint; **Own:** Owner
MINISTRY: Inspection Findings (NC or Best Practice identified); **E:** Emergency/Incident;
BMP: Best Management Practice
Other (Please specify)

TYPE OF ACTION INITIATED:
PA: Preventive
CA: Corrective
N/A: Not Applicable

Last Updated: 2022-12-12

Ref #	Description of Issue/Non-Conformance or Finding/Recommendation	Date Action Created/ Issue Added to Table	Source	PA or CA	Root Cause	BMP Identified/ Considered	Proposed Action	Summary of Actions Taken/Required	Responsibility / Assigned To	Target Date	Status	Verification/ Effectiveness of Action (include date and details)
1	Lowering high risk ranking from 12 to 9 or 10.	2020-05-10	EA-OFI	CA	Continual Improvement	N/A	Revise OP-07	Adjust OP-07 risk assessment ranking of high risk items	QMS Rep	2022-08-31	Comp	Form 08-011 revised to have high risk category changes from 12 to 10+ on 2022-06-23
2	Update Table 08-001 Summary of Critical Control Points	2020-06-24	EA-OFI	CA	Continual Improvement	N/A	Revise OP-08 Table 08-001	Add CCP #3 distribution system chlorine residual (as identified in the latest Form 08-001 Risk assessment outcomes) and listing related CCL information	QMS Rep	2022-05-31	On-Going	
3	Review & investigate 1st batch of frozen services	2020-11-25	MR	CA	Continual Improvement	N/A	Review & investigate issues	Determine if issues are on city side or property own side	Enviro. Supervisor	2023-12-31	On-Going	On-going. Budgeting to try and lower services below frost line. In the meantime, we ask the properties to run their taps during the winter to avoid freezing.
4	Establish division-wide use of work orders for asset-based work	2021-06-04	EA-OFI	CA	Continual Improvement	N/A	Use work orders and service requests division wide	Establishing division-wide use of work orders for asset-based work; and a service request system to better track required preventive maintenance and reactive maintenance in order to support requirements within OP-15	Enviro. Manager	2023-12-31	On-Going	In 2022 we used pearl work orders to track some maintenance activities. In 2023, we will be using a combination of e.Ris and Outlook calendar bookings as a means to track work – similar to a traditional work order system.
5	Update APPX 17-001 Calibration & Maintenance Schedule Summary, dated November 21, 2016 to ensure the checking and calibrating of measuring instrumentation that forms part of the monitoring system for CT is aligned with the new requirements of the latest Municipal Drinking Water Licence's Schedule C Section 4.0 Calibration of CT Monitoring System.	2021-06-04	EA-OFI	CA	Continual Improvement	N/A	Revise OP-17	Update appx 17-001 to ensure CT measuring equipment is meeting requirements within MDWL sec. 4	QMS Rep	2022-05-31	Comp	Revised OP-17 Rev. 0 2022-11-15 to include CT equipment. Reservoir Level transmitters being replace to allow for calibrations, free chlorine analyzers included in annual calibration list

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Stratford Drinking Water Systems
Summary Table of Action Items



SOURCE OF/ISSUE IDENTIFIED BY:
IA: Internal Audit or **EA:** External Audit - (**MN:** Minor Non-Conformance, **Mj:** Major Non-Conformance, **OFI:** Opportunity for Improvement)
MR: Management Review, **S:** Staff; **CC:** Community Complaint; **Own:** Owner
MINISTRY: Inspection Findings (NC or Best Practice identified); **E:** Emergency/Incident;
BMP: Best Management Practice
Other (Please specify)

TYPE OF ACTION INITIATED:
PA: Preventive
CA: Corrective
N/A: Not Applicable

Last Updated: 2022-12-12

Ref #	Description of Issue/Non-Conformance or Finding/Recommendation	Date Action Created/ Issue Added to Table	Source	PA or CA	Root Cause	BMP Identified/ Considered	Proposed Action	Summary of Actions Taken/Required	Responsibility / Assigned To	Target Date	Status	Verification/ Effectiveness of Action (include date and details)
6	Establish division-wide use of work orders for asset-based work	2021-06-04	Other- Staff Feedback	PA	Continual Improvement	N/A	Use work orders and service requests division wide	Establishing division-wide use of work orders for asset-based work; and a service request system to better track required preventive maintenance and reactive maintenance.	Enviro. Manager	2022-05-31	On-Going	Revised OP-17 Rev. 0 2022-11-15 to include CT equipment. Reservoir Level transmitters being replace to allow for calibrations, free chlorine analyzers included in annual calibration list
7	Each air vent and overflow associated with reservoirs and elevated storage structures are equipped with screens in accordance with the "Ten States Standards".	2021-11-04	Ministry BMP	PA	Continual Improvement	BMP Considered	Install screens	Install screens in accordance with the standard on all reservoir and vents	Enviro. Supervisor	2022-05-03	Comp	Refer to #17
8	Ensure the Document Master List is referencing the most current versions of the QMS documentation	2022-03-29	IA-OFI	CA	Continual Improvement	N/A	Revise OP-05	Revise Master List to ensure reference to the most current versions	QMS Rep	2023-03-01	On-Going	After OP 2022 revision, Master List is obsolete. Translon of all Documents and SOP's to include revision history and # is on going

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Stratford Drinking Water Systems
Summary Table of Action Items



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9	Various aspects of document control are not being adhered to	2022-05-05	IA- MJ	CA	Continual Improvement	N/A	Adhere to what's identified in OP-05 and update applicable documentation	i) Operational Check records in the Control Centre date back to 2014 and are out in the open. As per b.III & Section 2.3.5 of QMS 5, historic records should be stored to ensure they are protected and safe from harm. ii) Version Control of forms and associated SOPs need to be readdressed for consistency with review dates and document history tables. iii) QMS Policy posted in Control Centre is not current. iv) QMS Rep's binders – not current for several documents (Watermain Disinfection Report, Emergency Contact List.)	QMS Rep	2022-10-01	On-Going	Translon of all Documents and SOP's to include revision history and # is on going, onsite documentation revised, removed, etc. as required.
10	No evidence at the time of the audit to show that relevant aspects of the QMS are communicated to essential suppliers	2022-05-05	EA-MJ	CA	Continual Improvement	N/A	Improve QMS communications to essential suppliers	Improve and provide evidence of QMS communications as identified in OP-13	QMS Rep	2022-10-01	On-Going	QMS Letter for essential suppliers and QMS disclaimer has been created and currently pending approval from top management and engineer department
11	Logbooks on e.RIS need clear identification of ORO/OIC	2022-05-05	EA-OPI	PA	Continual Improvement	N/A	Update E.ris and provide training to staff	Include shifts for ORO and OIC's. Provide training to all staff on the use of the shifts	QMS Rep	2022-10-01	On-Going	Shift logs for ORO and OIC implemented 2022-05-05, staff provided e.Ris training on 2022-01-28

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Stratford Drinking Water Systems
Summary Table of Action Items



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N/A: Not Applicable

Last Updated: 2022-12-12

Ref #	Description of Issue/Non-Conformance or Finding/Recommendation	Date Action Created/ Issue Added to Table	Source	PA or CA	Root Cause	BMP Identified/ Considered	Proposed Action	Summary of Actions Taken/Required	Responsibility / Assigned To	Target Date	Status	Verification/ Effectiveness of Action (include date and details)
12	The Owner / Operating Authority could not confirm if the volumetric capacity of the sodium silicate secondary containment floor grate system in the Romeo Treatment Plant was sufficient to contain all stored liquid in the event of a spill.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Identified	Determine if the volumetric capacity on containment	To determine if the volumetric capacity of the sodium silicate secondary containment floor grate system is sufficient to secure all liquids associated with its usage. In addition, it is recommended that the Owner / Operating Authority post the maximum allowable volume of the containment system as a means of ensuring appropriate storage of sodium silicate.	Enviro. Manager	2022-12-31	On-Going	
13	It was noted within the CT calculations for several of the Treatment Plants, that the setpoints for free chlorine alarms and lock outs are very close to the concentration required to meet with adequate primary disinfection.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Reassess the alarm	Reassess the alarm and lock out setpoints for free chlorine at the Treatment Plant to determine if they should be increased to provide the Operating Authority more time to respond prior to lock out conditions	QMS Rep/ Water Tech	2023-09-30	On-Going	
14	The continuous online data reports did not include the water levels present within the reservoirs at the Treatment Plants.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Revise data reports	Revise data reports to include water level measurements from the reservoirs	QMS Rep	2022-09-30	Comp	All required data provided to inspector. In addition daily reports have been revised to include reservoir levels for trending review
15	Conduct verification checks on the portable chlorine analyzers on a weekly basis	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Identified	No proposed action	Verifications are conducted as required by manufactures instructions	QMS Rep	2022-09-30	Comp	Pocket colorimeters are verified on the quarterly biases by the Water Tech. The manufactures instructions does not state a required verification frequency
16	Install alarm systems within each of their Treatment Plants that are connected to a dialing system to advise the Operating Authority of any unauthorized entry.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Install security system	All well houses installed with alarms systems	Enviro. Manager	2022-06-30	Comp	All wellhouses have been equipped with alarm systems for unauthorized entry
17	Instal overflow screens and flap gates associated with the Forman and Dufferin water towers to meet with the requirements of Standard	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Install screens	Screens were installed on tower overflows as per the standards and photos forwarded to inspector	Enviro. Supervisor	2022-08-03	Comp	Screens have been installed and photos forwarded to inspector

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TYPE OF ACTION INITIATED:

PA: Preventive

CA: Corrective

N/A: Not Applicable

Last Updated: 2022-12-12

[illegible]



MANAGEMENT REPORT

Date: January 25, 2023
To: Mayor and Council
From: Sadaf Ghalib, Climate Change Programs Manager
Report #: ITS23-004
Attachments: None

Title: Earth Day Canada 2023

Objective: To provide an overview of the City's plan to organize a tree planting event in recognition of Earth Day 2023 and seek approval of Council to proceed with this event.

Background: Earth Day will be celebrated globally on April 22, 2023. The City of Stratford intends to acknowledge this day with a program offering to residents and organizations who would like to participate and make a difference through a community tree planting event. It is further intended that the City register this Earth Day activity with the Earth Day Canada organization.

Earth Day, first celebrated in 1970, was conceived as a means of raising public environmental consciousness. Although Earth Day incorporates many environmental themes, there has been a great focus in more recent years on efforts related to addressing the impacts of climate change globally. Given the City's strengthened commitment to climate action and as a means of working towards our emissions reduction goals, this event is intended to foster community participation and direct efforts toward improving the city's urban tree canopy cover.

Analysis: The development of a community tree planting event is supported by principles outlined within the following guiding documents and strategies:

- [2018-2022 Strategic Priorities](#)
- [Official Plan](#) (2015)
- [Climate Emergency Response](#) (2020)
- [Greenhouse Gas \(GHG\) Reduction Plan](#) (2021)
- [Private Tree Preservation By-law](#) (2020)

Staff have signed up the City of Stratford as a Municipal Partner for the Mobilizing Municipalities campaign organized by Earth Day Canada and intends to organize one

tree planting event as a part of the Earth Day Canada Tree Planting Relay starting in April, 2023. As a part of this Relay, on the 22nd of every month until Earth Day 2024, cities across Canada will announce their pledge to plant trees in celebration of Earth Day. As planting trees is an important strategy for climate change mitigation and adaptation, this event will be an opportunity for the city to highlight its dedication to addressing climate change and to reiterate their commitment to sustainability.

In creating a plan for Earth Day, the following criteria were considered:

- Promotes environmental stewardship and awareness within the community.
- Highlights ongoing efforts related to climate action at a local level.
- Encourages participation from residents of all ages and contribute to a robust urban tree canopy cover.
- Supports the City's work towards implementation of overarching climate action goals and emissions reduction targets.

Staff will be collaborating with Energy and Environment Advisory Committee (E&E), Upper Thames River Conservation Authority (UTRCA) and partnering with community-led groups such as Climate Momentum and ReLeaf to maximize opportunities for public participation.

Staff have shared the plan for acknowledging Earth Day 2023 with the E&E and Climate Change Working Group for feedback. Further, a working group consisting of Staff, members of E&E and other community-led groups will be established to refine and promote the event. By also registering this event with the Earth Day Canada organization, the City will be joining over 100 communities across the country in making environmental commitments to create healthier environments for their citizens.

Aligning with Earth Day Canada's 2023 Tree Planting Relay wherein municipalities pledge to plant at least 50 trees in honor of Earth Day, a community tree planting event is planned to take place during the week of April 17-23, 2023. The City of Stratford intends to go above and beyond the minimum requirements of planting 50 trees, and is committed to planting a minimum of 250 native tree and shrub saplings in natural areas.

This event will be open to volunteers from the community to participate in and support the planting of native trees to contribute to the city's urban tree canopy cover. Details such as the date of the event will be established by the working group in due course. Staff are coordinating with UTRCA to procure native tree and shrub saplings, expected to arrive by Spring 2023.

As a next step, Staff will identify public lands in the City where there is a need for reforestation or afforestation and establish locations where the tree planting event will take place. Staff from Infrastructure and Development Services Department will coordinate with the Community Services Department, E&E, UTRCA and community partners.

Staff would like to announce the City's pledge to plant 250 native tree saplings as a part of the Tree Planting Relay in celebration of Earth Day. The event will be promoted through the City's website, social media channels and traditional media outlets in advance of Earth Day, to gather maximum community interest and participation. It is further intended that final count of tree and shrub saplings planted be communicated publicly after the event.

Financial Implications

Financial impact to current year operating budget:

There will be a financial impact on the 2023 operating budget, and future year operating budget should this program be implemented and further expanded annually. Additional analysis may be required at the time. Staffing costs to manage and implement this initiative are included in the Infrastructure and Development Services, and Parks and Forestry Division 2023 draft budget. It is anticipated that a planting of 250 trees and shrubs will cost approximately \$6,000 – \$7,000. Procurement costs for tree and shrub saplings can be managed in the proposed draft 2023 Parks and Forestry Division operational budget.

Financial impact on future year operating budget:

Community tree plantings will be accounted for within future year operating budgets. Newly planted trees will become part of the City's tree inventory and the associated costs of maintenance will be absorbed into the Parks and Forestry Division operational budget.

Established trees have several additional benefits, some that could result in operational savings. These savings are difficult to quantify at this time.

If this event or future pledges are continued in future years, the respective costs would be determined at that time.

Link to asset management plan and strategy:

As per Provincial guidelines under O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure, trees are not currently included in the city's core infrastructure comprising tangible capital assets, nor in the required Asset Management Plan. There is no direct link to the City's Asset Management Plan at this stage, however, the Parks Division does maintain an inventory of trees for maintenance and replacement purposes.

Alignment with Strategic Priorities

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Alignment with One Planet Principles

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Land and Nature

Protecting and restoring land for the benefit of people and wildlife.

Sustainable Water

Using water efficiently, protecting local water resources and reducing flooding and drought.

Staff Recommendation: THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.

Prepared by:	Sadaf Ghalib, MPM, B. Arch., Climate Change Programs Manager
Recommended by:	Taylor Crinklaw, M.Sc., P.Eng., Director of Infrastructure and Development Services Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: February 13, 2023
To: Infrastructure, Transportation and Safety Committee
From: Chris Bantock, Deputy Clerk
Report #: ITS23-005
Attachments: None

Title: Amendment to Business Licensing By-law 187-2004

Objective: To amend the City's Business Licensing By-law for the purpose of increasing the minimum commercial general liability requirement for all business license types from \$2 million to \$5 million.

Background: On December 19, 2022, Council approved the extension of 2022 business licenses until March 31, 2023, to allow for time to consider an increase to minimum insurance requirements under the Business Licensing By-law.

In accordance with the City's Notice Policy, a Public Meeting was held on January 16, 2023, to hear from members of the public regarding proposed amendments to the Business Licensing By-law.

Staff have reconfirmed the recommendation from the City's insurer to increase liability requirements to \$5 million for all business licenses. It has also been noted that this recommendation is not one specifically being made for business licenses and has been recommended by the City's insurer for incorporation in all third-party relationships.

Analysis: Under section 151(1) of the Municipal Act, 2001, the City has the authority to set requirements for obtaining, holding or renewing a business license. Staff are proposing to amend the Business Licensing By-law to bring into effect the recommendation from the City's insurer as follows:

- 2.50 All businesses required to be licensed in accordance with this by-law shall provide and maintain, at their own expenses, liability and property damage insurance in the minimum amount of \$5,000,000, or such other amount as determined by the City from time to time, to protect the City as owner of the municipal property against all liability.

Additional housekeeping amendments to the by-law, including the renumbering of subsequent sections and removing reference to current liability requirements would also be undertaken through approval of the above.

The purpose of this amendment is to mitigate risks for both the City and business licensees. As \$2 million liability is largely considered to be no longer sufficient in many cases from a coverage perspective, requiring \$5 million liability makes it more likely licensees will not be under-insured. In cases where a third-party may be under-insured, the City could be responsible for picking up a disproportionate share of costs related to potential claims. Having higher liability coverage also increases protection for business licensees in the event of a claim against them and ensuring adequate coverage.

At the January 16, 2023, Public Meeting, one delegation presented concerns that tattoo/piercing businesses would not be able to obtain commercial general liability insurance in the amount of \$5 million. Following the Public Meeting, as it was unknown at the time, staff consulted with the City's insurer who confirmed specifically for these business types that insurance in this amount is available and to their knowledge can be obtained.

Financial Implications:

Insurance considerations:

The City's insurer has reviewed the application of recommended insurance requirements and confirmed that a minimum \$5 million commercial general liability should be requested by the City of all business license holders.

Alignment with Strategic Priorities:

Not applicable: The proposed increase to insurance requirements under the City's Business Licensing By-law, as recommended by the City's insurer, is an administrative update and does not directly align with the Strategic Priorities.

Alignment with One Planet Principles:

Not applicable: The proposed increase to insurance requirements under the City's Business Licensing By-law, as recommended by the City's insurer, is an administrative update and does not directly align with the One Planet Principles.

Staff Recommendation: THAT Business Licensing By-law 187-2004, as amended, be further amended to increase the minimum commercial general liability requirements of all business licenses from \$2 million to \$5 million.

Prepared by:

Chris Bantock, Deputy Clerk

Recommended by:

Karmen Krueger, CPA, CA, Director of Corporate Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 26, 2023
To: Planning and Heritage Sub-committee
From: Jeff Bannon, MCIP, RPP, Planner
Report #: PLA23-001
Attachments: Heritage Conservation District Community Improvement Plan

Title: Heritage Conservation District (HCD) Incentive Program Applications – 56-62 Wellington Street

Objective: To recommend approval for a Heritage Conservation District Façade Improvement Loan, a Building Code Upgrade Loan and Rehabilitation Grant for lands municipally known as 56-62 Wellington Street and owned by Rebecca and Geoffrey Cheney.

Background: Section 28 of the Ontario Planning Act allows municipalities, where there are provisions in its Official Plan relating to community improvement, to designate by By-law, a “Community Improvement Project Area”, and subsequently provide for the preparation of a “Community Improvement Plan”. For the purposes of carrying out the community improvement plan, a municipality may offer grants or loans to owners of land or buildings to pay for the whole or part of any cost of rehabilitating such lands or buildings.

In May 2004, the Ministry of Municipal Affairs and Housing gave final approval to the City of Stratford Heritage Conservation District (HCD) Community Improvement Plan (CIP) attached to this report for reference.

The HCD CIP provides three types of programs:

1. Façade Improvement Loans,
 2. Building Code Upgrade Loans, and
 3. Rehabilitation Grants
1. The Façade Improvement loan program covers 50% of the cost of the improvements to a maximum of \$25,000. This loan is granted to property owners upon receipt of invoices for all completed work and City inspection of all completed improvements. Loans are secured through the registration of a lien on title for the total loan amount. Interest-free loan payments begin six months

after the advancement of funds. Repayment of the loan based on monthly repayments over a 10-year amortization period.

2. The Building Code Upgrade loan program covers 50% of the cost of improvements to a maximum of \$50,000. Loans are granted to property owners upon receipt of invoices for all completed work and City inspection of all completed improvements. Loans are secured through the registration of a lien on title for the total loan amount. Interest-free loan payments begin six months after the advancement of funds. Repayment of the loan is based on monthly repayments over a 10-year amortization period.
3. Under the Rehabilitation Grant program, the City has committed to granting back to the owner the difference in the municipal portion of the increased taxes that result from a reassessment from the improvements under the HCD Façade Improvement Loan and/or the Building Code Improvement Loan. The amount of the grant is 100% of the increase in municipal taxes that are attributed to the work completed under the program only and is applied to the outstanding balance of the Façade Improvement Loan. This grant applies in the first year of the loan and will be reduced by 10% every year for a period of ten years. The amount of grants provided for a property over the life of this program will not exceed the value of the work done that resulted in the increased level of municipal tax assessment.

In all cases, funding will not be advanced until all the work has been completed and inspected by City staff.

In August of 2022, the owner made application to the City for all three components of the Heritage District programs for 56-62 Wellington Street.

Location

The subject property is located on the west side of Wellington Street between Downie Street and St. Patrick Street and are legally known as Plan 20 Pt Lot 301.

Analysis: The owner of the property is proposing to replace windows and complete masonry work.

In accordance with the requirements of the Façade Improvement Loan Program, two quotes have been received. The lowest of the two quotes is applicable and was calculated at \$60,208.91. The loan program would cover 50% of the cost of the improvements to a maximum of \$25,000. The maximum loan amount of \$25,000 would be applicable once receipts of all invoices have been provided for the completed work.

The owner is also proposing to complete roof repairs, install plumbing, electrical, and improve ventilation. In accordance with the requirements of the Building Code Upgrade Loan Program, two quotes have been received, both in excess of \$100,000. The lowest of the two quotes is applicable with a calculated value of \$124,306.00. The maximum

loan amount of \$50,000 would be applicable once receipts of invoices have been provided for the completed work.

Under the Rehabilitation Grant Program, a subset of the Heritage Conservation Façade Improvement Loan, the applicant is eligible for a grant in the amount of the increase in the municipal portion of the taxes resulting from a reassessment of the property due to the renovations, provided that the applicant remains the owner of the property during the grant period.

The works are in keeping with the Building Code Upgrade and HCD Façade Improvement Programs and the loan applications are complete. Planning staff and building staff have reviewed the applications and are in support of the requests.

A Heritage Permit has been issued and the applicant has started work on the building.

This is the first application under the CIP in 2023. Other applications have been granted in previous years, but not funded as outlined in the CIP. These were funded by default from general operating funds. As a result of this application, it has been determined that the City had not previously established a fund or funding source for any of these programs as was outlined in the Community Improvement Plan and original By-law 173-97 passed in 1997. All of the CIP programs were intended to be funded by 'an interest bearing revolving fund, which will receive loan repayments and accumulate interest' and applications for assistance were to be capped at \$150,000 annually, but was never established.

In order to give this application consideration despite recognition that the funding was not established, staff are recommending that these applications be approved with the funding for these loans as follows:

1. Façade Improvement Loan in the amount of \$25,000 from the tax stabilization reserve (G-R11-TAXS)
2. Building Code Upgrade Loans in the amount of \$50,000 from the tax stabilization reserve (G-R11-TAXS)
3. Rehabilitation Grant in the amount of 10% of increased taxes from the City's write-off account in operations (G-139-1240-5050)

Further, that upon repayment of the loans, payments are returned to a newly established Heritage Conservation District CIP Reserve Fund for this purpose in the future.

When preparing the 2024 budget, staff will assess applications received in the current and previous years to determine an appropriate amount to start up the Reserve Fund. Once established, any loans or grants under the CIP program would flow through this reserve fund, and not impact general operations.

It should be noted that these by-laws do indicate that applications are considered insofar as funding is available, so staff are also recommending that no further applications would be considered and if any applicants are received, they be advised that funding has been utilized for the 2023 year.

Given the time that has elapsed since the Plan was implemented, and the many changes to the Planning Act, planning staff intend to undertake a review of the CIP to determine whether it requires any further revisions. This may be a multi-year review, but is recognized as required nonetheless.

Financial impact to current year operating budget:

Because the recommendation is to fund these applications from an existing reserve, there is no impact to the current year operating budget.

Financial impact on future year operating budget:

There will be a future year budget impact to be determined but estimated at this time to be between \$50,000 and \$150,000.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Land and Nature

Protecting and restoring land for the benefit of people and wildlife.

Zero Carbon Energy

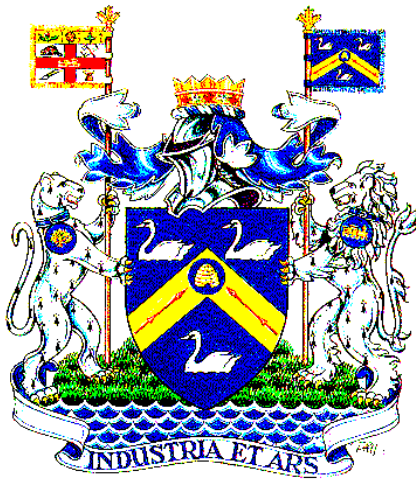
Making buildings and manufacturing energy efficient and supplying all energy with renewables.

Staff Recommendation: THAT Council approve the Building Code Upgrade Loan application submitted by Rebecca and Geoffrey Cheney for 56-62 Wellington Street in the amount of \$50,000 to assist with physical repair of the roof system, plumbing, electrical and ventilation systems;

THAT Council approve the Façade Improvement Loan application submitted by Rebecca and Geoffrey Cheney for 56-62 Wellington Street in the amount of \$25,000 to assist with physical repair and replacement of masonry and windows;

AND THAT Council approve the Rehabilitation Grant to Rebecca and Geoffrey Cheney for 56-62 Wellington Street in the amount of 10% of increased taxes.

Prepared by:	Jeff Bannon, MCIP, RPP, Planner
Recommended by:	Andrea Hächler, Manager of Planning
	Joan Thomson, Chief Administrative Officer



CITY OF STRATFORD

HERITAGE CONSERVATION DISTRICT

COMMUNITY IMPROVEMENT PLAN

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1.0 INTRODUCTION:

The City of Stratford has long been renowned for its unique and historically significant downtown area. This area has been the focus of several studies and was recently designated as a Heritage Conservation District (HCD) under Part V of the Ontario Heritage Act.

The purpose of this community improvement plan is to provide the context for a coordinated municipal effort to preserve the heritage aspects of Stratford's Heritage Conservation District by encouraging the restoration, rehabilitation and adaptive reuse of buildings within this area. While primarily focused on heritage preservation, it is also intended that this community improvement plan will accomplish several other Official Plan goals and policies with respect to Stratford's Downtown Core. The focus of these initiatives, and of the community improvement plan, is to; promote the preservation of heritage buildings, but also to improve the economic and social climates of the area and increase the supply of residential units within the Heritage Conservation District to ensure a viable downtown population.

The community improvement plan will be administered through the Building and Planning Department, with assistance provided by the various other Departments.

2.0 AREA OF APPLICATION:

The lands that are subject to the community improvement plan are described as the City of Stratford Heritage Conservation District and are shown on the attached Schedule "A"

3.0 SECTION 28 – ONTARIO PLANNING ACT

Section 28 of the Ontario Planning Act allows municipalities, where there are provisions in its Official Plan relating to community improvement to designate by By-law, a "Community Improvement Project Area", and subsequently provide for the preparation of a "Community Improvement Plan". For the purposes of carrying out the community improvement plan, a municipality may:

- i) acquire, hold, clear, grade, otherwise prepare, sell, lease or otherwise dispose of lands;
- ii) construct, repair, rehabilitate or improve buildings on lands acquired or held by the municipality;
- iii) make grants or loans to owners of land or buildings to pay for the whole or part of any cost of rehabilitating such lands or buildings; and

- iv) enter into agreements with any government authority for the preparation, implementation and financing of plans

provided that the above actions are in conformity with the approved community improvement plan.

The Ontario Planning Act allows Council to adopt a by-law to designate all or part of an area identified in the Official Plan as a Community Improvement Project Area. Where such a by-law is adopted Council can adopt a community improvement plan pursuant to the Planning Act requirements. This plan gives the municipality the legislative basis to offer financial incentives notwithstanding certain statutory limitations in the Municipal Act.

4.0 CITY OF STRATFORD OFFICIAL PLAN

On January 25th, 1993 City Council adopted By-law 14-93, approving a new Official Plan for the City of Stratford, entitled “*Official Plan 1993 – 2013*”.

Section 11 of the City of Stratford Official Plan sets out the Community Improvement Goals and Objectives for the City of Stratford. The community improvement policies contained in this section of the Official Plan provide the basis for undertaking community improvement plans and community development projects to help ensure the ongoing maintenance, improvement and rehabilitation of Stratford’s residential, commercial and industrial districts.

Section 11.4 of the City of Stratford Official Plan sets out Community Improvement Policies for heritage properties and states that the City will encourage the upgrading of architecturally and significant properties or areas within the community improvement areas.

Section 6.2 of the Official Plan deals with the Downtown Core and states that it is a compact, multi-use and multi-functional area located at the historic and geographic centre of the City. Its strategic location at the centre of the City and at the termination of five major arterial roads makes it highly accessible to all parts of the City and the surrounding region and is considered a major contributing factor for its continued health and prosperity. In large measure, the Downtown Core defines the City of Stratford, establishing the identity and image of the City for both residents and visitors.

Based on the above, the City of Stratford has adopted the following goals and objectives for the Downtown Core:

- i) To encourage the development, re-development, enhancement and maintenance of a downtown which is vibrant, compact, multi-functional,

attractive and people friendly and which constitutes the primary focus of the City with its own distinct identity and character.

- ii) To increase the diversity and number of residential opportunities.
- iii) To encourage the rehabilitation and “recycling” of functionally obsolete buildings and floor space no longer suited for the purpose for which they were originally designed or built.

Section 6.2.4 of the Official Plan states that the City also recognizes the importance and benefits of an increased resident population in the “Downtown Core”. For its residents, the “Downtown Core” offers a unique living environment in the City. At the same time, a resident population enhances the vibrancy and safety of the downtown, provides an additional market for downtown shops and services, and provides a viable use for functionally obsolete buildings and floor space. The City encourages the conversion of upper storey floor space and obsolete buildings to residential purposes.

Section 6.2.10 of the Official Plan has recognized the significance of certain buildings, groups of buildings and streetscapes in terms of their importance to the City’s identity and character. To maintain these streetscapes, the Official Plan outlines that the City may take measures to protect their continued existence and integrity, to encourage their restoration, maintenance and functional use; and to enhance their surroundings. Thus far, the City has implemented these goals by establishing a Heritage Conservation District and adopting standards that will apply to any alterations taking place in the Heritage Conservation District. The Heritage Conservation District area is currently identified as a Community Improvement Area in the City of Stratford Official Plan.

5.0 STRATFORD DOWNTOWN HERITAGE CONSERVATION DISTRICT STUDY AND PLAN

In 1994, the City of Stratford commissioned Polymath&Thaumaturge Inc. and Baird/Sampson Architects to study Stratford’s downtown core and prepare a report as to how to best conserve the architectural and civic heritage. This study began in the spring of 1994 and comprised research, documentation and analysis as well as three formal public meetings. The study was guided by a steering committee and was presented to Council in the fall of 1994.

The purpose of the study was to provide a comprehensive architectural and historical study in support of a then proposed Heritage Conservation District designation, under Part V of the Ontario Heritage Act, of Stratford’s downtown area. The study also was intended to provide planning and urban design recommendations that would aid in managing future change and development in the area.

This study recommended that a Heritage Conservation District be established and listed civic policies and initiatives that should be adopted to support heritage conservation in the downtown. The study also recommended that the City develop incentives to help support and reinforce the Heritage Conservation District.

6.0 ESTABLISHMENT OF A HERITAGE CONSERVATION DISTRICT AND HERITAGE CONSERVATION DISTRICT STANDARDS

On October 27, 1997, the City passed By-law 173-97, which designated an area of the downtown core as a Heritage Conservation District. This was done through Part V of the Ontario Heritage Act (Heritage Conservation Districts).

In 1998, the Heritage Conservation District Committee was formed to develop standards for the Heritage Conservation District that would apply to any alterations taking place within the HCD. Council adopted these standards on February 24th, 2003.

On June 25th, 2001, Stratford City Council approved the principle of a loan program for the restoration and maintenance of buildings in the Heritage Conservation District.

7.0 COMMUNITY IMPROVEMENT PLAN

7.1 Area of Applicability

The provisions of this community improvement plan dated March 7, 2003 shall apply to the City of Stratford Heritage Conservation District as identified by Municipal By-law 173-97 and as illustrated in Schedule "A" to this plan.

7.2 Goals and Objectives

This community improvement plan encourages property owners and developers in the Heritage Conservation District to pursue a range of incentives offered in support of preservation, restoration, rehabilitation and adaptive reuse projects.

The plan allows for the City of Stratford to offer technical and financial assistance to encourage completion of such projects in accordance with municipal and provincial standards. Use of these incentives is intended to support long-term heritage preservation and investment in Heritage Conservation District and to implement Official Plan policies for the Downtown Core.

The intent of offering these incentives as part of the Community Improvement Plan is to:

- Improve and maintain the existing building inventory in the downtown
- Encourage the rehabilitation and creation of 2nd and 3rd floor residential and commercial space in the Heritage Conservation District.
- Preserve heritage features within the Heritage Conservation District and encourage rehabilitation that is consistent with the *“City of Stratford Heritage Conservation District Standards”*.
- Provide opportunity for investment in downtown buildings that improves the economic climate of the area and increases its importance as a destination for residents and visitors.

7.3 Plan Parameters:

This community improvement plan will assist in rehabilitating existing buildings and structures in the Heritage Conservation District, and address poor building conditions as a result of age, construction and alignment.

The Community Improvement Plan encourages:

- a) improvements to building facades in accordance with the *“City of Stratford Heritage Conservation District Standards”*.
- b) Building Code upgrades to existing buildings in accordance with the *“City of Stratford Heritage Conservation District Standards”*.
- c) Rehabilitation of existing buildings within the Heritage Conservation District in accordance with the *“City of Stratford Heritage Conservation District Standards”*.

In order to ensure the preservation or restoration of unique and/or original features of architectural and historic significance, any rehabilitation in this area will have to be designed and constructed in accordance with the *“City of Stratford Heritage Conservation District Standards”* in order to qualify for any of the programs.

Where buildings in the Heritage Conservation District are removed or demolished through fire, inclement weather or other act of God, on a property within the area identified in Schedule “A” to this plan, City Council at its sole discretion may determine that part or all of the programs provided for this plan shall not apply to the rehabilitation of that same property.

Based on the above the following programs may be implemented by the City through the community improvement plan:

- 1) Providing clear and concise design guidelines that outline procedures available to receive assistance
- 2) Developing promotional material to successfully market the programs and assistance offered under this community improvement plan
- 3) Providing grants for application, permit and development charge fees
- 4) Providing interest free loans for façade improvements
- 5) Providing interest free loans for Building Code Upgrades
- 6) Providing a grant calculated on the basis of the increase in the municipal portion of taxes resulting from rehabilitation over a maximum 10 year period.

All loans and grants provided as part of this community improvement plan would only be paid out after the applicable improvements have been completed and inspected by the City and after all applicable taxes for the property have been paid in full.

In all situations, the total level of loan or grant provided to an applicant under the community improvement plan, shall not exceed the cost of rehabilitation.

The City will make available a maximum annual amount of \$150,000 for interest free loans under this community improvement plan. All applications for loan assistance under this community improvement plan will be considered on a “first come, first served” basis and will be restricted to the limit of the budgeted funding. Should the number of eligible projects exceed the annual funding available, those eligible projects will be held in queue until funding becomes available in the following year.

Prior to approving an application under this community improvement plan, the City reserves the right to request an independent audit of the applicants accounts, at the expense of the applicant, and to ensure that all other work orders or requests to comply from other departments or agencies have be satisfactorily addressed.

This Community Improvement Plan is consistent with Provincial Policy, guidelines and legislation, and implements the City’s Official Plan, Zoning By-law and Heritage Conservation District Standards.

7.3.1 The Heritage Conservation District Façade Improvement Loan Program

Where a building façade improvement project is proposed which satisfies the “*City of Stratford Heritage Conservation District Standards*”, City Council can approve an interest free loan to cover up to 50% of the capital cost of the façade improvement to a maximum of \$25,000 per building.

Where an application has been approved, the loan would be payable after the owner executes a commitment agreement with the City, after the presentation of proof of accounts paid for the completed project and after an inspection of the completed work by City staff. The commitment agreement would specify eligible works and specify a maximum 10-year repayment period.

7.3.2 The Heritage Conservation District Building Code Upgrade Loan Program

Where a project is proposed to renovate and/or redevelop residential or commercial space in existing buildings, and it satisfies the “*City of Stratford Heritage Conservation District Standards*”, City Council can approve an interest free loan to cover up to 50% of the capital cost of health and safety related improvements to a maximum of \$50,000 per building.

Where an application has been approved, the loan would be payable after the project is complete, after the owner executes a commitment agreement with the City, after the presentation of proof of accounts paid for the completed project and after an inspection of the completed work by City staff. The commitment agreement would specify eligible works and specify a 10-year repayment period.

7.3.3 The Heritage Conservation District Rehabilitation Grant Program

Under this program, owners would indicate their interest in the tax incentive program by completing an application at the building permit stage. If approved by Council, a commitment agreement would be executed confirming participation in the program.

The difference between the municipal portion of the taxes prior to the work being completed, and the municipal portion of the taxes after completion of the works would be calculated. The municipal portion of the tax increase would then be granted back to the applicant after all taxes (including the increase) have been paid for the entire year. The amount of the grant would be pro-rated over 10 years and would be split into two different types of grants. If the improvements do not result in an increase in assessment, there will be no grant.

Type A grants would apply to rehabilitation projects in buildings built prior to 1976. Type A grants would be based on the following:

Type A – Year/Type Factors

Year	Grant Amount	Year	Grant Amount
1	100%	6	50%
2	90%	7	40%
3	80%	8	30%
4	70%	9	20%
5	60%	10	10%

Type B grants would apply to rehabilitation projects in buildings built after 1976. Type B grants would be based on the following:

Type B – Year/Type Factors

Year	Grant Amount	Year	Grant Amount
1	60%	6	20%
2	60%	7	10%
3	50%	8	10%
4	40%	9	10%
5	30%	10	10%

The amount of the grants provided for a property over the life of this program will not exceed the cost of rehabilitation done that resulted in the increased level of municipal tax assessment. For this reason the amount of grants will be monitored in relation to the total value of work done and the grants will cease if they equal the value of the work done.

Accounting practices will be established by the Corporate Services Department to monitor, report and reconcile these on-going incentives and include the appropriate figures in the annual budget.

8.0 Plan Implementation:

The programs which may be established under the Community Improvement Plan will be implemented over five years, but City Council may elect to extend the program for an additional period where Council deems it appropriate or necessary to do so. It is intended that plan implementation commence November 1st, 2003 and end December 31st, 2008 except where Council extends plan implementation in accordance with the City's official plan.

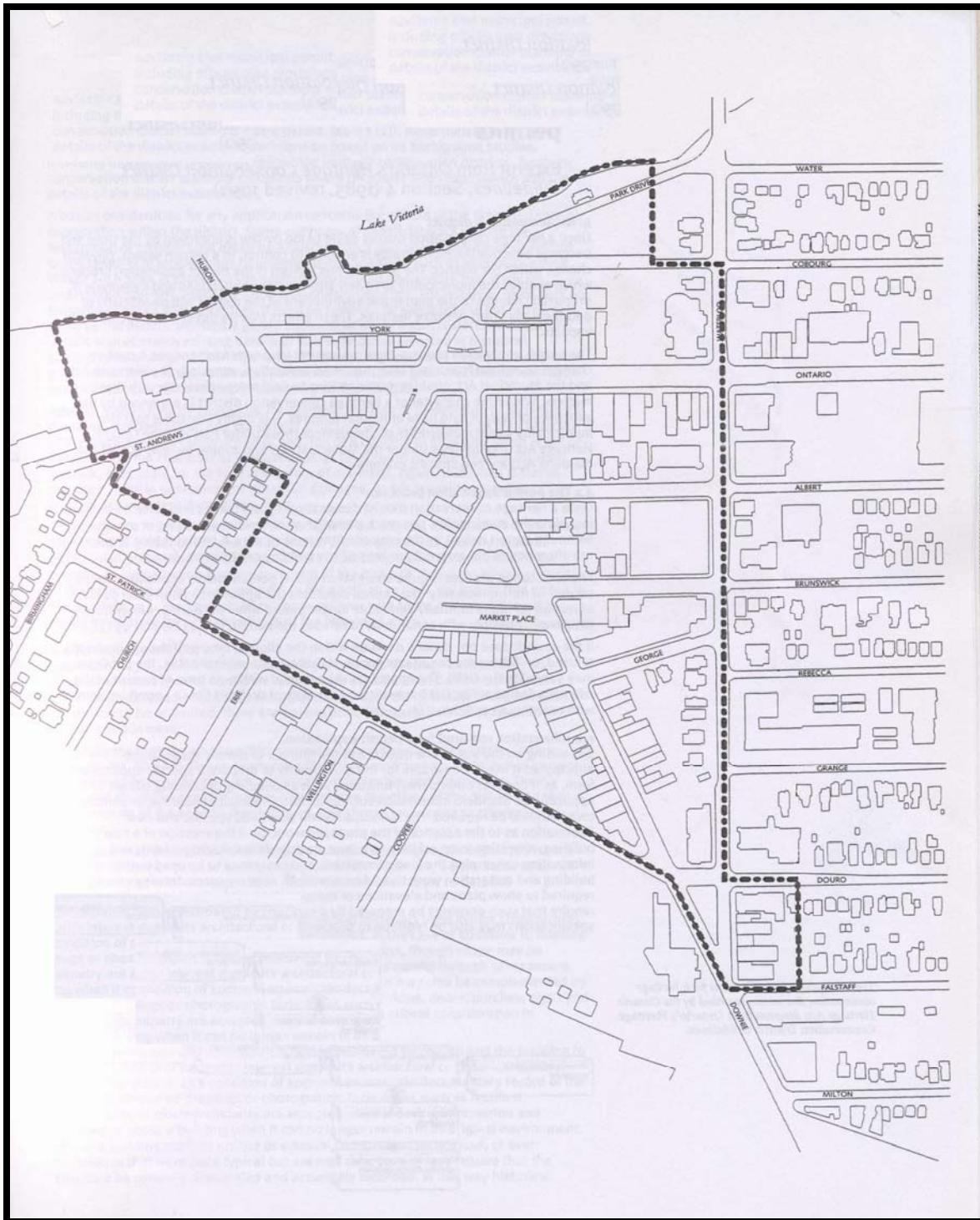
City Council shall prepare and adopt a set of guidelines and procedures to establish the specifics of how the plan components will operate. The guidelines will address such issues as the nature of improvement projects that will be approved, the application and approval procedures, requirements for legal agreements, and in the case of competing projects how decisions will be made as to which project receives priority approval.

At the time City Council establishes its annual budget, Council will determine the maximum contribution to be made available to the various programs under this Community Improvement Plan for the current year.

Council will conduct periodic reviews of the programs being implemented under this community improvement plan to determine their effectiveness and to determine whether funding levels should be increased or decreased, or whether modifications to the program should be made.

Should Council decide that additional programs are to be added to this plan or to significantly increase the financial commitment to the programs, an amendment to this plan will be required.

APPENDIX "A" – CIP AREA OF IMPLEMENTATION





MANAGEMENT REPORT

Date: January 17, 2023
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report #: FIN23-007
Attachments: 1. FHI Financial Results to September 30, 2022;
 2. FHSI Financial Results to September 30, 2022

Title: Financial Results, Statements and Commentary for Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI), for the period ending September 30, 2022

Objective: To receive an update on Festival Hydro activities for the period ending September 30, 2022.

Background: City Council is updated regularly on the financial and operating activities of Festival Hydro.

Analysis: As noted in the attached statements. Representatives from Festival Hydro have been invited to attend as a delegation to present the attached reports.

Financial Implications:

Financial impact to current year operating budget:

The reports are being provided for information so there are no significant financial impacts to note.

The City receives quarterly interest payments of \$282,750 for the loan. To September 30, 2022, two quarterly interest payments were received = \$565,500 and no dividends for 2022 to date. Budgeted revenues for interest and dividends for 2022 were estimated at \$1,658,900.

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.

Alignment with One Planet Principles:

Culture and Community

Nurturing local identity and heritage, empowering communities, and promoting a culture of sustainable living.

Staff Recommendations: THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2022, be received for information;

AND THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending September 30, 2022, be received for information.

Prepared by:

Karmen Krueger, CPA, CA, Director of Corporate Services

Recommended by:

Karmen Krueger, CPA, CA, Director of Corporate Services

Joan Thomson, Chief Administrative Officer



Financial Statements

Prepared For:

The Finance & Labour Relations

Committee

January 2023

To: The Finance and Labour Relations Committee
From: Alyson Conrad, CFO
Re: Commentary on FHI Financial Results –
 For the period ended September 30, 2022

Net income for the period is \$1.745M, which is \$333K 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 \$651K more than it was in September of 2021. This variance is the result of the following:

- Electric receivables are \$145K higher than September 2021, the majority of this being current balance i.e., not in arrears. Arrears balances have decreased by \$26K compared to September 2021.
- Water and sewer receivables are \$19K higher than September 2021, similarly this is mostly current balances as arrears have decreased by \$31K.
- Miscellaneous receivables have increased in the quarter due to large receivable balances from construction and City work completed through the summer and Q3.

Electric receivables that are in arrears are being diligently reviewed and acted on by the customer service team as we prepare for the next Winter disconnection moratorium which will start on November 15. We generally see arrears increase through the disconnection period so we attempt to be in the best state prior to that start date.

Due from FHSI – The balance in this account decreased from June 30, 2022, balance by \$95K. The change is due to ongoing work being completed by FHSI staff for FHI as well as a HST refund of \$29K.

Unbilled Revenue – This balance is \$113K lower than the balance in June of 2022. The main difference between June and September was a due to a decrease in global adjustment rates through the period.

Regulatory Assets – The regulatory asset balance has decreased by \$2.6M since June 2022 and is driven virtually all by IESO cost of power amounts. \$800K relates to Global Adjustment (GA) Variance. Non-RPP customers are billed on the first estimate which was 8.29 cents in June and 4.01 cents in September. These rates also impact the cost of power variances for RPP customers which changed by approximately \$2M since June 2022; these are cleared through our monthly settlement process.

A/P and Accrued Liabilities – This balance has increased by \$1.1M from the June 2022 balance. The majority of this variance relates to a higher accrued HST payable by \$725K, in Q2 we accrued for a large HST refund that was not received until the beginning of July. This is not typical timing for payments or refunds of HST. The remaining increase is a mixture of general accounts payable and the accrued IESO.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q3 2022 is \$204K above budget. The majority of this increase is due to the actual IRM inflationary increase that was built into rates is higher than what was included in the budget in October.

Other Revenue – Other revenue is running \$14K above budget at the end of Q3. We were higher than budget on scrap metal but below budget on late payment charges and streetlight maintenance which offset a portion of the increase.

Controllable Costs - Total controllable costs are \$333K less than budget to the end of Q3.

Operating and Maintenance expenses are down overall by \$28K compared to the budget. The main variance is due to less maintenance or reactive work up to the end of Q3. Through the summer months, more labour is charge to capital work due to the cyclical nature of work in the year. Also, reactive work can be difficult to budget. There was less charged to overhead and stations and more work needed in underground compared to budget.

Billing, Collecting and Meter Reading expenses are down \$87K compared to the budget. This is mainly due to FHI's dedicated IT staff leaving in May and a long-term leave in customer service. This position has been backfilled. In addition, postage is below budget; per unit cost increases were anticipated in the year but were not realized. We made a vendor change for express notices that significantly decreased the cost.

Administration expenses are down overall by \$218K. The majority of this balance is due to the vacancy of the VP of IT position for the first half of the year and incentive plans that were budgeted but not implemented. There are also several costs that will hit Q4 as the services and events occur.

Interest expense costs have increased compared to budget by \$50K mainly because of the line of credit interest rate increasing in Q3. This trend will continue to the end of the year.

CASH FLOW COMMENTARY

As per the cash flow statement, the September 30 cash balance increased by \$1.7M since June 2022. We have been seeing large swings in IESO invoices throughout the year varying from \$10.2M to \$1.7M. The summer months were more consistent around \$5.3M. Hopefully we will continue to see a consistent payment for the remainder of the year however the inconsistencies could cause a negative cash balance at the end of December compared to budget. We are continuing to monitor the cash flow changes.

LOAN COVENANT RATIOS

The Loan Covenant liquidity ratios and debt to equity ratios as prescribed by our lender, RBC, are being met.

Presented for information purposes.

FESTIVAL HYDRO INC.

Balance Sheet

For the period ending September 30, 2022

	YTD as at Sep 30, 2021	YTD as at Dec 31, 2021	YTD as at Sep 30, 2022		YTD as at Sep 30, 2021	YTD as at Dec 31, 2021	YTD as at Sep 30, 2022
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Accounts Receivable	7,706,505	8,517,199	8,357,624	Bank Indebtedness	730,025	15,768	1,111,759
Inventory	379,711	163,445	468,422	Accounts Payable & Accrued Liabilities	10,234,085	10,920,398	9,534,506
Prepaid Expenses	173,732	357,282	250,483	Current Portion of Consumer Deposits	1,061,799	1,169,541	936,528
Due from FHSI	418,025	332,803	201,894	Current Portion of Long Term Loans	119,999	707,717	179,712
Corporate PILS Recoverable	128,437	356,057	405,962	Dividends Declared	—	500,556	—
Unbilled Revenue	5,044,070	5,230,771	5,442,859	Promissory Note	15,600,000	15,600,000	15,600,000
	13,850,481	14,957,557	15,127,244		27,745,908	28,913,981	27,362,505
Property, Plant & Equipment	55,843,885	57,113,909	57,193,434	Other Liabilities			
Other Assets				Unrealized loss on interest rate swap	1,585,033	938,948	938,948
Intangible Assets	1,801,404	1,734,841	1,810,613	Deferred Revenue	2,226,794	2,648,087	2,607,528
Future payments in lieu of income taxes	(947,981)	(3,109,920)	(3,109,920)	Employee Future Benefits	1,492,917	1,361,643	1,361,643
Regulatory Assets	2,180,324	4,597,210	4,010,827	Long Term Debt			
				Consumer Deposits over one year	—	594,311	—
				RBC Loan - LT Portion	10,366,000	10,540,477	10,540,477
				Infrastructure Ontario Loan - LT Portion	—	—	—
				TOTAL LIABILITIES	43,416,652	44,997,447	42,811,100
				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	14,181,416	15,085,499	17,010,448
				Accumulated Other Comprehensive Income	(438,343)	(357,737)	(357,737)
				TOTAL EQUITY	29,311,461	30,296,150	32,221,099
TOTAL ASSETS	72,728,113	75,293,597	75,032,199	TOTAL LIABILITIES AND EQUITY	72,728,113	75,293,597	75,032,199

FESTIVAL HYDRO INC.

Income Statement

For the period ending September 30, 2022

	YTD as at Sep 30, 2021	YTD as at Sep 30, 2022	YTD Budget at Sep 30, 2022	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	54,091,480	56,970,163	64,917,843	(7,947,680)	(12%)
Cost of Power	45,370,865	47,670,713	55,822,050	(8,151,337)	(15%)
GROSS MARGIN (DISTRIBUTION REVENUE)	8,720,615	9,299,450	9,095,793	203,657	2%
Other Operating Revenue	831,750	843,849	829,892	13,957	2%
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	110,347	121,441	143,629	(22,188)	(15%)
Distribution Lines & Services Overhead	1,160,131	1,270,979	1,325,171	(54,192)	(4%)
U/G Distribution Lines & Services	188,163	174,003	157,623	16,380	10%
Distribution Transformers	81,527	59,273	59,217	56	0%
Distribution Meters	198,541	349,795	320,709	29,086	9%
Customer Premises	164,398	130,039	127,303	2,736	2%
TOTAL OPERATING AND MAINTENANCE	1,903,107	2,105,530	2,133,652	(28,122)	(1%)
ADMINISTRATION					
Billing, Collecting & Meter Reading	985,324	984,841	1,071,599	(86,757)	(8%)
Administration	1,802,175	1,976,352	2,194,098	(217,745)	(10%)
TOTAL ADMINISTRATION	2,787,498	2,961,194	3,265,696	(304,503)	(9%)
Allocated Depreciation	(91,644)	(94,522)	(94,522)	—	—
TOTAL CONTROLLABLE COST	4,598,961	4,972,202	5,304,826	(332,624)	(6%)
NET INCOME BEFORE DEP'N, INTEREST & TAX	4,953,403	5,171,097	4,620,859	550,238	12%
Depreciation	1,793,162	1,919,507	1,919,507	—	—
Interest Expense	1,233,496	1,207,822	1,158,105	49,717	4%
Interest Income	(24,791)	(52,346)	(24,750)	(27,596)	111%
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	1,951,536	2,096,114	1,567,997	528,117	34%
Current Tax	436,706	351,000	156,000	195,000	125%
NET INCOME BEFORE SWAP & ICM	1,514,830	1,745,114	1,411,997	333,117	24%
Unrealized Gain/Loss on Swap	—	—	—	—	—
Marketable Security - recorded as OCI	—	—	—	—	—
NET INCOME	1,514,830	1,745,114	1,411,997	333,117	24%

FESTIVAL HYDRO INC.

Cash Flow Statement

For the period ending September 30, 2022

	YTD as at Dec 31, 2021	YTD as at Sep 30, 2022
Cash from Operations		
Net Income	3,195,240	1,745,114
Depreciation	2,412,000	1,919,507
Amortization of deferred revenue in other revenue	(65,645)	(40,559)
Unrealized loss on interest rate swap	(646,085)	—
Decrease/(Increase) in Receivables	(1,111,618)	159,576
Decrease/(Increase) in Inventory	9,168	(304,977)
Decrease/(Increase) in Prepaids	32,568	106,798
Decrease/(Increase) in Due from FHSI	294,268	130,910
Decrease/(Increase) in PILS	(178,120)	(49,905)
Decrease/(Increase) in Unbilled Revenues	1,140,450	(212,088)
Decrease/(Increase) in Future Tax (offsetting entry in payal	2,161,939	—
Decrease/(Increase) in Regulatory Assets	(3,330,007)	586,383
Increase/(Decrease) in Payables	1,322,917	(1,385,892)
Increase/(Decrease) in Deposits	269,859	(827,325)
Increase/(Decrease) in Employee Future Benefits	(131,274)	—
Contributed Capital	486,469	247,183
Net Cash Provided	5,862,129	2,074,724
Cash from Financing		
Loan Repayments	529,445	528,005
Cash Used - Capital Expenditures	3,865,723	2,321,988
Cash Used - TS expansion	—	—
TS Expansion Construction Loan Proceeds	—	—
Cash Used - Dividends paid current year	390,330	695,721
Cash Used - Dividends declared in prior year	115,211	—
Net Cash Used	4,900,709	3,545,714
Increase (Decrease) in Cash Position	961,420	(1,470,990)
Bank Indebtedness, Beg of Period	(977,188)	(15,769)
Bank Indebtedness, End of Period	(15,769)	(1,486,759)
Bank and Line of Credit Analysis	2021	2022
High balance (YTD)	3,245,015	3,383,301
Low Balance (YTD)	(4,904,523)	(8,463,958)
Overdraft interest (annualized)	24,449	47,241
Interest rate (avg annual for period)	2.45%	5.25%
Average overdraft balance	997,918	899,828

Key Financial Ratios:	Actual Ratio	Required Ratio
RBC Compliance Ratio - Funded Debt to Total Capital	0.47	Less than 0.65
Debt to Equity Test	28:72	Less than 75:25
Debt Service Ratio	2.55	Not less than 1.30X

FESTIVAL HYDRO INC.

Statement of Capital

For the period ending September 30, 2022

	YTD as at Sep 30, 2021	YTD as at Sep 30, 2022	YTD Budget at Sep 30, 2022	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION					
Distribution Overhead	682,607	785,372	668,648	116,724	(23%)
Underground Conductor and Devices	505,268	236,733	824,256	(587,523)	(61%)
Distribution Transformers	316,205	255,213	146,306	108,906	74%
Services	254,683	260,215	146,306	113,908	(100%)
Distribution Meters	34,393	156,634	290,362	(133,727)	(46%)
SCADA/Distribution Automation	11,409	20,143	41,250	(21,107)	(51%)
Tools and Miscellaneous Equipment	11,867	11,190	22,500	(11,310)	(50%)
TOTAL DISTRIBUTION	1,816,432	1,725,500	2,139,629	(414,129)	(19%)
OTHER CAPITAL					
Land and Buildings	345,703	190,369	206,019	(15,650)	(8%)
Transformer Station	77,513	16,080	104,250	(88,170)	(85%)
Vehicles and Trailers	11,590	63,625	157,500	(93,875)	(60%)
Computer Hardware and Software	281,058	326,414	340,725	(14,311)	(4%)
TOTAL OTHER CAPITAL	715,863	596,488	808,494	(212,006)	(26%)
TOTAL CAPITAL	2,532,295	2,321,988	2,948,123	(626,135)	(21%)



Festival Hydro Services Inc.

Financial Statements

Prepared For:

The Finance & Labour Relations

Committee

January 2023

To: The Finance and Labour Relations Committee
From: Alyson Conrad, CFO
Re: Commentary on FHSI Financial Results –
 For the period ended September 30, 2022

The net income for the period was \$53K which is \$14K higher than budget but \$54K lower than at 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 slightly lower than Q2 by \$6K. This is lower due to a portion prepaid amount of joint use expenses being recognized in the period.

Outstanding accounts receivable balances are generally held in Festival Hydro as they hit the intercompany account and revenues when they are billed, not when they are collected. They are being monitored through the monitoring of the miscellaneous AR aging in Festival Hydro. We will continue to monitor the aged miscellaneous AR balances regularly to ensure Rhyzone receivables are not impacting Festival's cash flows increasingly.

Capital Asset Additions – Additions to the end of September 2022 are \$89K, or 75% of Q3 budget. This includes \$59K in computer hardware additions, \$24K on Fibre and \$6K on WIFI related projects. Details on the capital spend to date are as noted below:

Computer Hardware: Total spend for FHSI on hardware YTD is \$59K of which \$52K was spent on our new server project. We had budgeted \$55K for this project. These are the main network servers as the previous servers (4) were nearing end of life from an age perspective and were at risk of failure. A couple of the old servers may be repurposed for a sandbox environment and potentially as a backup server. There was also a purchase of rack extenders for the data centre totalling \$3.5K.

Fibre Capital: Total spend on fibre capital YTD is \$24K, \$8K was spent on AdTran spare parts. This allows for quick access to critical parts in case of component failures on the primary Stratford fibre device and therefore significantly decreases lengthy outage time risks. \$11K was spent on the AdTran migration in St. Mary's. There have been limited costs related to Wightman network expansion.

WI-FI Capital: Total YTD spend on WIFI related activity is \$6K. This was spent to prepare for the St. Mary's Wi-Fi upgrade project that was delayed from 2021. This project is currently on hold.

Due to Festival Hydro Inc. – The balance in this account decreased from June 30, 2022, balance by \$95K. The change is due to ongoing work being completed by FHSI staff for FHI as well as a HST refund of \$29K.

Deferred Revenue – This balance has decreased from the June 2022 balance as a portion of the balance has been recognized into revenue for Q3 2022. No new contributions have been received in the year.

Income Statement Commentary:

Revenues – Revenues are \$62K lower than budget in Q3. Consulting revenue is down from budget by \$51K because of labour challenges in the first two quarters. A full staff compliment is in place as of the beginning of Q3. This decrease is partially offset by the increase in LIT revenue by \$24K. This revenue line is down from prior year due to the change in the Wightman contract however higher than budgeted revenues have remained consistent throughout the year. We are also behind budget for fibre, Wi-Fi and co-locate revenues by \$34K due to slower growth than projected.

Operating Expenses – Operating expenses are below budget by \$76K at the end of Q3 but higher than Q3 2021 by \$43K. While we did not have a full staff compliment in the first half of 2022, we have improved compared to the prior year which is why the business development expenses are lower than budget but higher than prior year. There are also decreases in fibre and Wi-Fi expenses compared to budget as the pole attachment rate determined by the OEB dropped from \$44.50 in 2021 to \$34.76.

Cash Flow Commentary:

The cash balance has increased to \$21K from the \$18K June 2022 balance. As discussed above, net income is ahead of budget. The variances in cash from year end and Q2 are due to the net change in receivables and payables loan repayments, capital purchases and working capital items.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet

For the period ending September 30, 2022

	YTD as at Sep 30, 2021	YTD as at Dec 31, 2021	YTD as at Sep 30, 2022		YTD as at Sep 30, 2021	YTD as at Dec 31, 2021	YTD as at Sep 30, 2022
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Cash	44,500	9,016	20,824	Accounts Payable	63,667	33,211	32,269
Accounts Receivable & Prepaids	80,780	62,215	57,840	Due to Festival Hydro Inc.	418,025	332,803	201,894
Income Tax Receivable/(Payable)	—	(62,500)	(7,299)	Current Portion of LTD	10,427	42,508	10,627
Other Assets	—	—	—	Promissory Note	372,000	372,000	372,000
Inventory	7,773	7,617	7,617				
Total Current Assets	133,053	16,347	78,981	Total Current Liabilities	864,119	780,522	616,789
Fixed Assets				Other Liabilities			
Gross Book Value	5,442,441	5,362,691	5,451,735	Deferred Revenue	619,573	597,465	543,857
Accumulated Depreciation	(2,283,160)	(2,254,559)	(2,536,415)	Deferred Tax Liabilities	238,000	212,000	243,000
Net Book Value	3,159,281	3,108,132	2,915,321				
Other Assets				Long Term Debt			
Investment in QR Fibre Co.	—	—	—	RBC Financing	—	—	—
Investment Tax Credit Receivable	6,000	6,000	—	POP Loan Long Term Portion	363,813	321,305	321,305
				TOTAL LIABILITIES	2,085,505	1,911,292	1,724,952
				EQUITY			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	963,594	969,952	1,020,115
				TOTAL EQUITY	1,212,829	1,219,187	1,269,350
TOTAL ASSETS	3,298,335	3,130,479	2,994,302	TOTAL LIABILITIES AND EQUITY	3,298,335	3,130,479	2,994,302

FESTIVAL HYDRO SERVICES INC.

Statement of Operations For the period ending September 30, 2022

	YTD as at Sep 30, 2021	YTD as at Sep 30, 2022	YTD Budget at Sep 30, 2022	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Sentinel Lights Rental	7,834	7,702	8,250	(548)	(7%)
Dark Fibre Rental	314,386	310,922	318,750	(7,828)	(2%)
WiFi Revenue	204,725	195,690	212,250	(16,560)	(8%)
LIT Revenue	217,361	194,579	171,000	23,579	14%
Consulting Revenue	165,363	192,586	243,750	(51,164)	(21%)
Services	—	—	—	—	—
Co-Locate Revenue	91,324	91,324	101,250	(9,926)	(10%)
Other Revenue - Miscellaneous	3,542	3,605	3,525	80	2%
TOTAL REVENUE	1,004,535	996,409	1,058,775	(62,367)	(6%)
EXPENSES					
Sentinel Lights	943	1,662	3,494	(1,832)	(52%)
Fibre Optics	99,150	94,861	107,472	(12,611)	(12%)
WiFi	103,031	102,981	116,861	(13,879)	(12%)
Business Development	302,501	334,240	386,506	(52,266)	(14%)
Administration Costs	61,363	68,599	74,371	(5,773)	(8%)
Outside Services	19,092	27,093	16,541	10,552	64%
Change in Fair Value of Stock Options	—	—	—	—	—
Donations	—	—	—	—	—
TOTAL EXPENSES	586,080	629,436	705,245	(75,810)	(11%)
NET INCOME BEFORE DEP'N. & INTEREST	418,455	366,973	353,530	13,443	4%
Depreciation	274,811	281,892	281,892	0	0%
Interest Expense	37,559	32,293	32,865	(572)	(2%)
Interest Income	(131)	161	—	161	—
NET INCOME(LOSS) FOR PERIOD BEFORE TAXES	106,216	52,626	38,773	13,854	36%
Current Tax	—	—	—	—	—
Future Tax	—	—	—	—	—
Total Taxes	—	—	—	—	—
NET INCOME(LOSS) FOR THE PERIOD	106,216	52,626	38,773	13,854	36%

Wightman Revenue:	YTD as at Sep 30, 2022
Dark Fibre Rental	4,500
ISP Revenue	86,772
FTTH Revenue	59,293
Rental of Server Building	15,750
Total	166,315

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending September 30, 2022

	YTD as at Dec 31, 2021	YTD as at Sep 30, 2022
Cash from Operations		
Net Income	172,110	52,626
Future tax provision	(57,000)	—
Current tax provision (ITC portion)	34,000	(20,701)
Depreciation	362,439	281,892
Amortization of contributed capital	(72,698)	(53,321)
Amortization of deferred revenue	(17,437)	(287)
Accretion of interest	—	—
Investment in QR Fibre Co.	—	—
Net Change in Receivables/Payables	(1,388)	3,433
Net Cash Provided	420,026	263,642
Cash from Financing		
Capital expenditures - Festival	(84,563)	(89,044)
Contributed capital received DSRC - AVIN	—	—
Loan - Wightman	(41,707)	(31,881)
Loan - RBC	—	—
Loan from/(repayment to) Festival	(294,268)	(130,910)
Net Cash Used	(420,539)	(251,835)
Increase (Decrease) in Cash Position	(513)	11,807
Cash Beg of Period	9,529	9,016
Cash End of Period	9,016	20,824

FESTIVAL HYDRO SERVICES INC.

Statement of Capital For the period ending September 30, 2022

	YTD as at Sep 30, 2022	YTD Budget at Sep 30, 2022	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Office Furniture & Equipment	—	—	—	—
Computer Equipment - Hardware	58,363	78,622	(20,260)	(26%)
Computer Software	—	2,982	(2,982)	(100%)
Sentinel Lighting Rental Units	—	—	—	—
Buildings	911	—	911	—
Fibre Capital	23,807	30,750	(6,943)	(23%)
WiFi Capital	5,964	5,749	215	4%
TOTAL CAPITAL	89,044	118,103	(29,059)	(25%)



MANAGEMENT REPORT

Date: January 17, 2023
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report #: FIN23-006
Attachments: Downtown Stratford BIA 2023 Draft Budget

Title: Downtown Stratford Business Improvement Area 2023 Draft Budget

Objective: To approve the 2023 draft operating budget of the Downtown Stratford Business Improvement Area (BIA).

Background: The Municipal Act, 2001, s. 204 authorizes a municipality to establish a Business Improvement Area to be governed by a board of management.

The Municipal Act, 2001, s. 205 requires that the board of management *shall prepare a proposed budget for each fiscal year by the date and in the form required by the municipality and that the board of management shall submit the budget to council by the date and in the form required by the municipality and the municipality may approve it in whole or in part but may not add expenditures to it.*

The 2023 draft budget for the BIA is attached for review.

Analysis: Representatives from Downtown Stratford BIA will be attending the meeting electronically to review the budget and answer questions.

It is worth noting that the City provides accounting services (payables, receivables, cash deposits, bank reconciliations, payment of audit fees and financial statement preparation) to the BIA at no charge.

Financial Implications:

Financial impact to current year operating budget:

There is no financial impact for The Corporation of the City of Stratford, other than the in-kind provision of services/dedication of finance staff time to perform all financial transactions and bookkeeping, as the approved amount is added to the assessed property in the business improvement catchment area as a special charge when 2023 tax rates are established.

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.

Alignment with One Planet Principles:

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendations: THAT the 2023 budget of the Downtown Stratford Business Improvement Area be approved as submitted in the amount of \$325,272.50;

THAT the sum of \$299,472.50 shall be levied on properties located within the boundaries of the Downtown Stratford Business Improvement Area for the year 2023;

AND THAT staff be directed to bring the prepared by-law to a subsequent meeting for approval.

Prepared by:	Karmen Krueger, CPA, CA, Director of Corporate Services
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services Joan Thomson, Chief Administrative Officer

DOWNTOWN STRATFORD

Proposed Budget

REVENUES	
Tax Levy	\$299,472.50
Interest on Accounts	\$1,800.00
HST Rebate	\$14,000.00
Community Collaboration	\$10,000.00
Grant Revenue – Project/City Grant	\$0.00
Miscellaneous Revenue	\$0.00
TOTAL REVENUES	\$325,272.50
EXPENSES	
Operating	
CC Support Fees - Admin, Animation, Members	\$145,950.00
Office Operations	\$6,000.00
Strategic Plan	\$5,000.00
Advocacy and Education	\$12,000.00
Insurance	\$2,600.00
AGM / Membership	\$1,000.00
Phone	\$1,050.00
Anticipated Levy Refund	\$8,772.50
Animation, Marketing and Beautification	
Community Engagement	\$6,000.00
Holiday Animation	\$25,000.00
Directory Sign Maintenance	\$500.00
Promotion	\$21,400.00
Digital Gift Certificates	\$5,000.00
Website Maintenance & Hosting	\$5,000.00
STA contribution	\$35,000.00
Beautification	\$35,000.00
Destination Animation Fund	\$10,000.00
TOTAL EXPENSE	\$325,272.50
NET INCOME/EXPENSES CURRENT YR	\$0.00



MANAGEMENT REPORT

Date: January 17, 2023
To: Finance & Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report #: FIN23-004
Attachments: None

Title: Ontario Regulation 284/09 – Excluded Expenses

Objective: To meet the legislative requirements of Ontario Regulation 284/09 for financial reporting and provide the Sub-committee, Committee and Council with information regarding expenses excluded from the budgeting process.

Background: In 2009, the Public Sector Accounting Board (PSAB) introduced revisions to the accounting standards whereby municipalities were required to move to a full accrual basis of financial statement reporting. The most significant change was with the accounting for capital assets whereby now assets are expensed (amortized) over the estimated life of the asset.

The new standards did not require that budgets be prepared on the same basis. Therefore, like most municipalities, the City of Stratford continues to budget on a modified cash basis to determine the annual tax levy. This is acceptable, as long as Council adopts a resolution to this effect.

Ontario Regulation 284/09 permits municipalities to exclude certain full accrual expenses from their estimated expenditures when setting its budget and tax rates.

The City of Stratford's 2023 draft budget excluded:

- I. Amortization expenses on tangible capital assets
- II. Post-employment benefits expenses
- III. Solid waste landfill closure and post-closure expenses.

If the budget does not include these expenses, a report to Council is required outlining the impact to the financial statements.

The report shall include:

- 1. an estimate of the change in the accumulated surplus of the municipality resulting from the exclusion of any of these expenses and

2. an analysis of the estimated impact of the exclusion of any of the expenses on the future tangible capital asset funding requirements.

In addition to the items covered in the O. Reg, the following items are also excluded from the PSAB full accrual budget, but reporting on these items is not required as these items are deemed to be taken from the municipality's surplus.

- Principal paid on debt
- Transfers to reserve accounts
- Transfers from reserve accounts
- Acquisition costs of tangible capital assets

These exclusions are why the internal financial reports and budget process differ, sometimes significantly, from the audited financial statements, that are prepared in accordance with PSAB guidelines.

Analysis:

Amortization Expenses on Tangible Capital Assets:

An estimated amortization expense for the City of \$8,817,210 was not included in the 2023 budget. This figure excludes any amortization estimates for the fully consolidated entities too.

This estimate was based on the 2020-2022 average and considers the acquisition of new assets in 2023 and the half-year rule depreciation. This annual expense would reduce the City's accumulated surplus for the purposes of this regulation, noting that investments back into the capital program do offset some of this impact.

It is worth noting, that while the City doesn't budget for amortization, which gets added during the year-end processes, it **does** budget for capital transfers to reserves and reserve funds, estimated at \$13 million in 2023. These amounts are removed from the City's prepared statements during the year-end processes.

The intent of amortization is to capture the usage of existing assets, while the transfers to reserves and reserve funds' intent is to capture the future cost of replacement of the assets.

Practically, the amount of the annual usage of the current assets will typically be less than the annual amount required as transfers to the reserve funds for their replacement.

Post-Employment Benefits Liabilities

The City is obligated to report as a liability an estimate for future employee benefits, unused sick leave payments, and WSIB benefits.

Each year, an actuarial consultant reviews the accrued benefits (the liability) and workforce demographics of the City, and forecasts future benefit obligations.

The City annually contributes funds into a reserve for these future expenses, and at 31st December 2022 the balance in the Sick & Severance Reserve was approx. \$5,994,090.

If the City were to fully fund the entirety of post-employment benefits obligations, the budget would have to increase significantly, to fund the approximate \$10 million obligation. This is adjusted each year based on actual payments and expected remaining service lifetime but there is still a shortfall in these accrued reserve funds.

The City does include an expense in their year-end adjustments to reflect the difference between what the annual contributions are and the actual expense. The planned contribution to the reserve in 2023 included in the draft budget was \$350,000 while the expense recorded will likely be greater than this, resulting in a use of these reserves.

Solid Waste Landfill Closure and Post-Closure Expenses:

The City is obligated to report as a liability the estimated future cost of landfill closure and post closure expenses.

The latest estimate of this liability is \$2,094,297. This amount has been increasing steadily over the past five years (was \$918,524 in 2014). The liability will continue to increase as landfill capacity is progressively used, we get closer to full capacity and the post closure costs keep rising.

The 2023 unbudgeted expense is estimated to be \$139,900 based on historical experience.

Based on a landfill study completed in 2021, the City has begun to contribute funds to a reserve for future landfill costs. The 2022 amount set aside through levy contributions was \$28,400, 2023 is \$85,000 and this will increase in future years based on the Waste study consultant's recommendations to shrink this gap.

Impact on Future Tangible Capital Asset Funding Requirements

It is important to note again that amortization expense is not an accurate representation of the City's "Infrastructure Deficit".

Amortization expense is a non-cash accounting entry that is recorded based on the historical cost of an asset when it was originally purchased, constructed, or put into service.

Amortization expense is recorded in our financial statements over the expected useful life of the asset with the intent to 'spread' the costs of an asset over its useful life.

Many of the City's infrastructure assets are already fully amortized and beyond their useful lives so there is no ongoing depreciation expense recorded.

The basis for amortization as historical cost tends to be only a fraction of the replacement cost, particularly in times of significant inflation. Therefore, it is a weak indicator of the amount needed to be set aside for asset replacement.

The City's comprehensive asset management plan is the best source for quantifying future capital funding needs and measuring the infrastructure deficit in today's dollars. It is intended as a living document, and updated as assets are sold and replaced, and decisions are made affecting future replacements.

Financial Implications:

Financial impact to current year operating budget:

There is no direct financial impact with this report as it does not affect the cash operating surplus/deficit. The intent of the report is to describe the conversion of the approved cash-based budget to a PSAB full accrual budget format, which complies with legislated requirements.

Under the PSAB reporting guidelines, the impact of representing a full accrual basis of budgeting would be a net annual decrease to the City's accumulated surplus of more than \$12 million and would very significantly impact the levy annually.

Link to asset management plan and strategy:

Should the City by choice or through legislation move further towards preparing the budget on a full accrual-based method, then this will impact how we levy for these types of known future liabilities, including capital asset replacements. This could occur in the future but is not anticipated at this time. For now, the modified basis currently being used, is adequate and appropriate. It ensures that reserves are in existence and being built, but are not excessive for these future estimates.

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.

Alignment with One Planet Principles:

Not applicable: This report is being prepared as required by Ontario Regulation 284/09 so there is no connection to the One Planet principles.

Staff Recommendation: THAT the report titled, "Ontario Regulation 284/09 – Excluded Expenses" (FIN23-004), be adopted.

Prepared by:	Karmen Krueger, CPA, CA, Director of Corporate Services
Recommended by:	Karmen Krueger, CPA, CA, Director of Corporate Services Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 17, 2023
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report #: FIN23-005
Attachments: 1. Draft Asset Retirement Obligation Policy
2. Draft Workplan Implementation PS 3280 - ARO

Title: Asset Retirement Obligations (ARO)

Objective: The purpose of the Asset Retirement Obligations (ARO) Report is to outline the implications of this new standard and present a draft policy. The policy will provide a framework to outline the accounting treatment for ARO so that users of the financial report can discern information about these assets, and their end of life obligations. Councils are legislatively required to adopt such a policy.

Background: Recent changes to reporting standards by the Public Sector Accounting Board (PSAB) require municipalities to identify, measure, and report certain costs associated with asset retirement.

Municipalities must prepare an Asset Retirement Obligation Policy that establishes guidelines to ensure compliance with the new standard PSAB PS 3280 – Asset Retirement Obligations. The Treasurer has developed a draft Asset Retirement Obligation Policy for Sub-committee, Committee and Council consideration which has been attached to this report as Appendix A.

The Treasurer will work with Department Heads throughout the year to review all assets owned and controlled by the City against the Asset Retirement Obligation Policy requirements to identify future liabilities. A work plan detailing the activities that must occur has been attached to this report as Appendix B.

The identified liabilities will be measured and included in the City's financial statements beginning in the 2023 fiscal year.

An ARO arises when there is a legal obligation to retire tangible capital assets. Asset retirement is defined as removing a capital asset from service and includes sale transactions, asset abandonment and asset disposal. These costs may include, but are not regularly limited to, decommissioning, dismantling, and remediation of a tangible

capital asset and meeting any legislative mandates around environmental cleanup and/or restoring assets to their original condition.

This exercise has already been undertaken for landfills, specifically under PSAB 3270 Solid Waste Landfill Closure standard, so the City's financial statements already capture these costs and liabilities. The intent of PSAB 3280 - Asset Retirement Obligations is to replace PSAB 3270 and enhance the assets that recognition of retirement obligations to include other assets such as those noted herein.

The exercise of identifying, assessing, and estimating an ARO will require a considerable effort across the City organization and may ultimately require the use of professional consultants. This project will be a significant undertaking for the Finance Division but will also involve the other City divisions as well. It will result in additional work to maintain compliance with the new standard ongoing into the future. Staff have already attended several online training webinars and Finance staff in the neighbouring municipalities in Perth County met to share practices and worked collaboratively to develop this policy.

Analysis: The City's financial statements reflect balances and disclosures aligned with public sector accounting standards addressing general liabilities, landfill liabilities, contractual obligations, contaminated sites and contingent liabilities. The new measure extends these requirements to include liabilities related to the retirement of existing assets. The standard outlines that recognizing the total cost of an asset should consist of the expenses incurred to retire that asset in the future. An ARO exists when there is a legal obligation to incur retirement costs concerning an asset. Some examples of when a legal obligation may exist:

- Assets that require compliance with standards and regulations that, if sold, disposed of or no longer in use, would require remediation, such as asbestos in buildings and in-ground piping, fuel storage tank removals, wells, fire water holding tanks, septic beds and others.
- Leases that require removal of leasehold improvements at the end of the lease.
- Land covenants needing removing equipment or cleaning up hazardous materials (more comprehensive listings to be determined with reviews of Ministry of the Environment, Conservation and Parks (MECP), Ministry of Natural Resources and Forestry (MNRF), and other legislation, beginning with specific attention to those subject to penalty or fine for failure to comply)
- Assets that need to be returned to their natural state when assets are no longer in use.

Common assets include buildings with asbestos; storage tank removal; removal of radiologically contaminated medical equipment (x-rays or MRI's); wastewater or sewage

treatment facilities; reclamation, closure and post- closure obligations associated with mining activities; closure and post-closure obligations associated with landfills; and reforestation of land subject to a timber lease.

Once an ARO liability is estimated, liability and asset of equal value are recorded on the Statement of Financial Position/Balance Sheet. The initial asset in most cases will already be captured as part of our Tangible Capital Asset registry, and these are part of the Accumulated Surplus. This effectively increases the carrying cost of the existing asset at the same time as registering the liability. Once an asset is no longer in use, then the liability for the ARO will be expensed when the asset is disposed. Estimates will include all costs directly related to the asset retirement activities but will be limited to those legally enforceable. An estimate is made today for some point in the future, at which time the liability will be extinguished. The future value is then discounted through a discount rate.

Each year there will be an accrued expense in the Statement of Operations/Income Statement to increase the liability over time as the asset approaches its end of life. This recognizes the expense while the asset is in use and results in the liability growing to equal the estimated costs on the date of retirement of the asset. Similar to amortization, this is a non-cash expense item and does not directly drive budgeted revenues. However, there is a cost to be incurred in the asset's ending life, for example, with removing asbestos, which will need to be considered and how it will be funded.

Because the City of Stratford financial statements include consolidated public sector entities (Festival Hydro Inc, Festival Hydro Services Inc, Spruce Lodge and Huron Perth Public Health, the Golf Course, Perth Stratford Housing Corporation and SeedCo/ InvestStratford), this standard will also apply to these entities. Ensuring that these entities appropriately capture asset retirement obligations will also create additional assurance work by staff as well as the auditors.

A new Asset Retirement Obligation Policy was co-developed with the municipalities in Perth to establish the steps to be followed: recognition, subsequent measurement, and staff responsibilities. The draft policy is attached for consideration.

Next steps are outlined on the drafted workplan attached.

Financial Implications:

Financial impact to 2023 and future operating budgets:

It is not anticipated that there will be a significant impact on the City's financial position as a result of recognizing asset retirement obligations. A future report will be prepared for Sub-committee, Committee and Council to outline the assets which have retirement obligations and the estimated costs of the retirement costs. Consideration should be given to creating an Asset Retirement Obligation Reserve to accumulate the necessary funds to cover retirement costs, similarly to that recently established for landfill closure and post-closure costs.

Link to asset management plan and strategy:

The City's software used for managing the asset registry (CityWide/Public Sector Digest) does contain a component that will assist with keeping track of the ARO requirements which will make reporting and reviewing once initially established simpler than recreating or managing strictly in Excel or some other system.

As outlined in this report, the total costs of asset ownership and management will increase as the costs of retirement are captured for those identified in the standard.

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.

Alignment with One Planet Principles:

Not applicable: This report and outcomes are legislative and administrative in nature and do not align with One Planet principles.

Staff Recommendations: THAT the draft Asset Retirement Obligation Policy attached to Report FIN23-005, be approved;

AND THAT staff be authorized to establish a new Asset Retirement Obligation Reserve Fund if/as required, and this new reserve fund be added to F.1.13 Reserve and Reserve Fund Policy.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
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The Corporation of the City of Stratford Policy Manual

Policy Number:	F.1.21
Policy Section:	Financial and Fiscal
Department:	Corporate Services
Date Adopted:	January xx, 2023
Date Amended:	
Scheduled for Review:	January xx, 2028
Date of Last Review:	
Policy Type:	Council-adopted Policy

Asset Retirement Obligation Policy

Policy Statement:

A policy governing the recording of Asset Retirement Obligations (AROs) under Public Sector Accounting Board (PSAB) section 3280.

Purpose:

To document processes by which asset retirement obligations will be recognized, measured, updated, and integrated into existing processes, and related roles and responsibilities so that users of the financial reporting can discern information about these assets, and their end of life obligations. The principal issues in accounting for AROs is the recognition and measurement of these obligations.

Scope:

This Policy applies to all departments, branches, boards and agencies falling within the reporting entity of the City of Stratford, that possess asset retirement obligations including:

- Assets with legal title held by the City of Stratford
- Assets controlled by the City of Stratford
- Assets reported in any entities that are consolidated with the City for financial statement purposes

- Assets that have not been capitalized or recorded as a tangible capital asset for financial statement purposes

The entities that are currently consolidated with the City of Stratford currently include:

Festival Hydro Inc., Festival Hydro Services Inc., Spruce Lodge and Huron Perth Public Health, Perth Stratford Housing Corporation and SEED Co./investStratford, and assets owned by the City for the Golf Course.

Scope of applicability (decision tree) is attached to this Policy as Appendix A.

Legislative Authority:

Municipal Act, 2001, Subsections 294 (1), A municipality shall, for each fiscal year, prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local governments as recommended, from time to time, by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. 2006, c. 32, Sched. A, s. 123; 2017, c. 10, Sched. 1, s. 38.

Definitions:

Accretion expense is the increase in the carrying amount of a liability for asset retirement obligations due to the passage of time.

Asset retirement activities include all activities related to an asset retirement obligation. These may include, but are not limited to:

- decommissioning or dismantling a tangible capital asset that was acquired, constructed, developed, or leased;
- remediation of contamination of a tangible capital asset created by its normal use;
- post-retirement activities such as monitoring; and
- constructing other tangible capital assets to perform post-retirement activities.

Asset retirement cost is the estimated amount required to retire a tangible capital asset.

Asset retirement obligation is a legal obligation associated with the retirement of a tangible capital asset.

Productive use means the tangible capital asset is held for use in the production or supply of goods and services, for rental to others, for administrative purposes, or for the development, construction, maintenance, or repair of other tangible capital assets.

Retirement of a tangible capital asset is the permanent removal of a tangible capital asset from service. This term encompasses sale, abandonment or disposal in some other manner but not its temporary idling.

Administration and Accountability:

All Departments (Directors) are required to:

- Communicate with the Treasurer on retirement obligations, and any changes in asset condition or retirement timelines;
- Assist in the preparation of cost estimates for retirement obligations; and
- Inform Finance of any legal or contractual obligations at inception of any such obligation.

Treasurer to implement the asset retirement obligation policy in accordance with the legal obligation of the Federal and Provincial legislation.

Treasurer is responsible for the development of and adherence to policies for the accounting and reporting of asset retirement obligations in accordance with Public Sector Accounting Board section 3280. This includes responsibility for:

- Reporting asset retirement obligations in the financial statements of the City and other statutory financial documents,
- Monitoring the application of this Policy,
- Managing processes within the accounting systems, and
- Investigating issues and working with asset owners to resolve issues.

All Departments (Directors), with adherence to the Official Plan, are responsible for providing cost-effective projections of asset retirement obligations, by consulting with engineers, technicians, and other personnel familiar with the assets and conditional assessments, collecting the relevant information required to minimize service cost, and providing the information to the Corporate Services/Finance Department for processing.

Reporting Requirements:

The Treasurer shall, for each fiscal year, prepare annual financial statements for Stratford in accordance with Generally Accepted Accounting Principles (GAAP) for municipalities as recommended, from time to time, by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. This includes the reporting of ARO in the annual financial statements in accordance with PSAB PS 3280.

There are no additional reporting requirements at the time of the development of this policy.

Guiding Principles:

Existing laws and regulations require public sector entities to take specific actions to retire certain tangible capital assets at the end of their useful lives. This includes activities such as removal of asbestos, and retirement of landfills. Other obligations to retire tangible capital assets may arise from contracts or court judgments, or lease arrangements.

The legal obligation, including obligations created by promises made without formal consideration, associated with retirement of tangible capital assets controlled by the City of Stratford, will be recognized as liability in the books of the City, in accordance with PS3280 which the City will adopt in its financial statement reporting effective January 1, 2023.

Asset retirement obligations result from acquisition, construction, development or normal use of the asset. These obligations are predictable, likely to occur and unavoidable. Asset retirement obligations are separate and distinct from contaminated site liabilities. The liability for contaminated sites is normally resulting from unexpected contamination exceeding the environmental standards. Asset retirement obligations are not necessarily associated with contamination.

Recognition:

A liability should be recognized when, as at the financial reporting date:

- there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- the past transaction or event giving rise to the liability has occurred;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

A liability for an asset retirement obligation cannot be recognized unless all of the criteria above are satisfied.

The estimate of the liability would be based on requirements in existing agreements, contracts, legislation or legally enforceable obligations, and technology expected to be used in asset retirement activities.

The estimate of a liability should include costs directly attributable to asset retirement activities. Costs would include post-retirement operation, maintenance and monitoring that are an integral part of the retirement of the tangible capital asset.

Directly attributable costs would include, but are not limited to, payroll and benefits, equipment and facilities, materials, legal and other professional fees, and overhead costs directly attributable to the asset retirement activity.

Upon initial recognition of a liability for an asset retirement obligation, the City will recognize an asset retirement cost by increasing the carrying amount of the related tangible capital asset (or a component thereof) by the same amount as the liability. Where the obligation relates to an asset which is no longer in service, and not providing economic benefit, or to an item not recorded by the City as an asset, the obligation is expensed upon recognition.

The capitalization thresholds applicable to the different asset categories will also be applied to the asset retirement obligations to be recognized within each of those asset categories.

Subsequent Measurement:

The asset retirement costs will be allocated to accretion expense in a rational and systemic manner (straight-line method) over the useful life of the tangible capital asset or a component of the asset.

On an annual basis, the existing asset retirement obligations will be assessed for any changes in expected cost, term to retirement, or any other changes that may impact the estimated obligation. In addition, any new obligations identified will also be assessed.

Presentation and Disclosure:

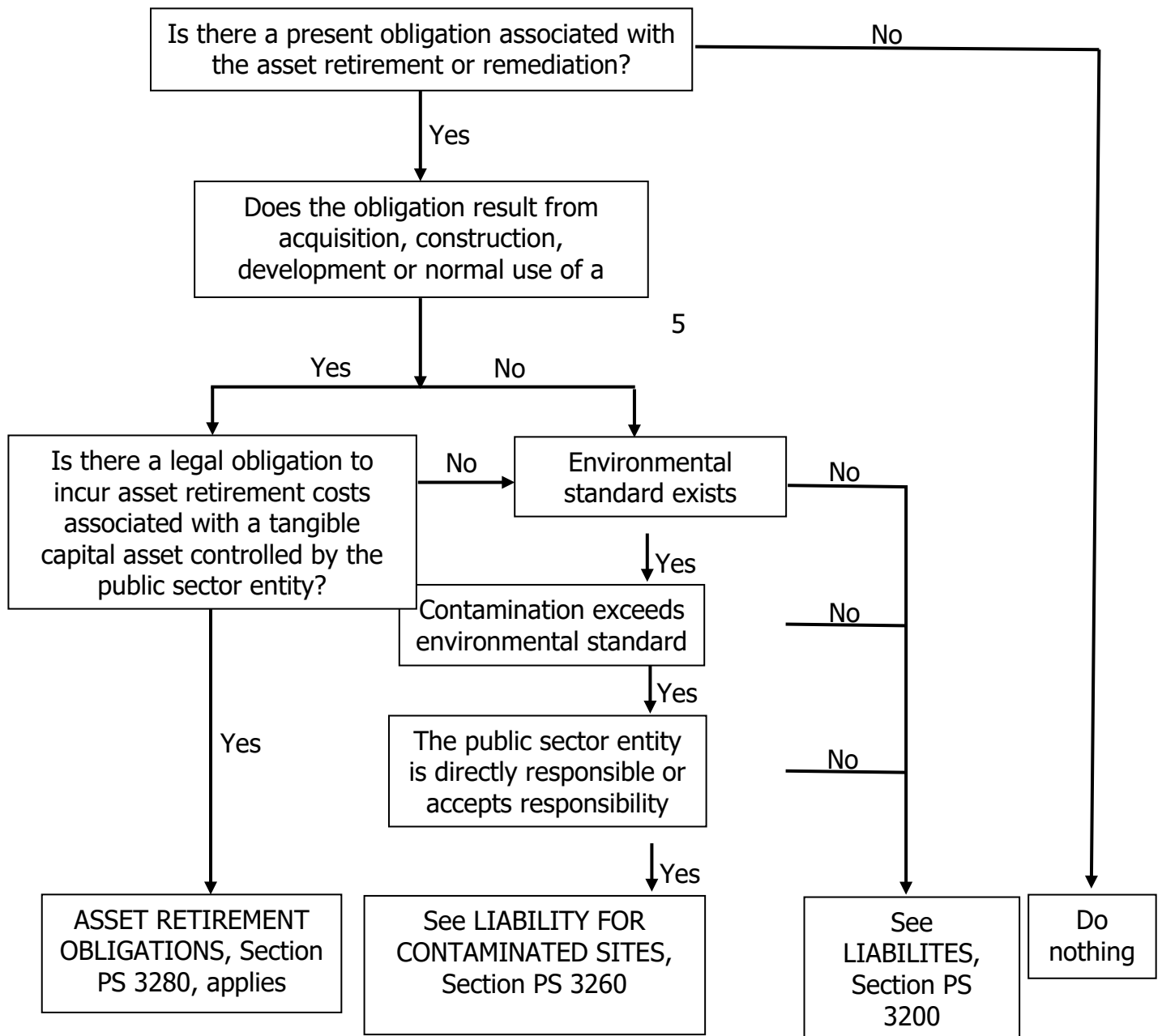
The liability for asset retirement obligations will be disclosed.

Policy Review:

This policy will be reviewed every five years, or upon direction of Council, or if staff identify an issue requiring addressing.

Appendix A

Decision Tree – Scope of applicability



CITY OF STRATFORD Proposed Work Plan and Timeline PS3280 Asset Retirement Obligations Implementation	2022		2023											
	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Phase 1 - Asset Retirement Obligations Policy Development														
Meeting with Finance staff from Perth County Municipalities to develop draft Asset Retirement Obligations Policy.														
Finalize Stratford Asset Retirement Obligation Council Report, Policy, and Work Plan.														
Present draft Asset Retirement Obligations Policy and Work Plans to Council for approval.														
Phase 2 - Asset Retirement Obligations Identification														
Project Kick Off with Department Heads to enhance project awareness.														
In conjunction with Department Heads, review asset ledgers and develop inventory of assets with retirement obligations. External consultations may be necessary.														
In conjunction with Department heads, review agreements, contracts, legislation, regulations, and by-laws to identify retirement obligations.														
In conjunction with Finance staff for consolidated entities, discuss whether retirement obligations exist in accordance with Asset Retirement Obligations Policy.														
Phase 3 - Measurement of Asset Retirement Obligations														
In conjunction with Department Heads, develop a best estimate of the liability for an ARO for each tangible capital asset.														
Determine the appropriate discount rate when applying a present value technique.														
Obtain asset retirement obligation costs from consolidated entities.														
Summarize the financial statement impact, if any, for in-scope retirement obligations.														
Update assets with associated asset retirement obligations in asset management software.														
Phase 4 - Reporting														
Prepare a report for Council to present financial statement impact of asset retirement obligations that must be recognized.														
Record identified and qualifying liabilities in 2023 consolidated financial statements.														
Draft note disclosure related to retirement obligations (including potential obligations) in the 2022 consolidated financial statements.														



MANAGEMENT REPORT

Date: June 30, 2022
To: Planning and Heritage Sub-committee
From: Alyssa Bridge, Manager of Planning
Report #: PLA22-025
Attachments: Correspondence from HPHA dated April 1, 2022

Title: Heritage Stratford Recommendation Regarding the Intent to Designate 86 John Street South and 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act

Objective: To provide Heritage Stratford's recommendation regarding the proposed intent to designate 86 John Street South and 90 John Street South (Avon Crest) under Part IV, Section 29 of the Ontario Heritage Act.

Background: On November 9, 2021, Heritage Stratford resolved the following:

That Heritage Stratford request that Stratford City Council issue a notice of intention to designate the Avon Crest property, 86 John Street South and 90 John Street South, Stratford ON under Part IV, Section 29 of the Ontario Heritage Act specifically the:

- a) 1891 hospital (Avon Crest), including semi-circular landscaped entrance driveway;
- b) 1910 extension;
- c) 1904 Gardener's cottage; and
- d) 1929 Nurses' residence.

Heritage Stratford has initiated this designation request. The property owner, the Huron Perth Health Alliance (HPHA) objects to the designation under Part IV of the Ontario Heritage Act. A letter from the HPHA outlining their concerns with the request is attached.

At the January 14, 2020, Heritage Stratford meeting the HPHA did a presentation to Heritage Stratford announcing their intention to redevelop the property. The property currently is not designated under the Ontario Heritage Act, is not included on the Municipal Heritage Register and it does not abut any properties designated under the

Ontario Heritage Act. The presentation from the HPHA to Heritage Stratford was solely for information purposes.

On February 3, 2020, the HPHA, which includes Stratford General Hospital, issued a Request for Solutions (RFS) with an aim to facilitate “the development of a new iconic building dedicated to providing healthcare-related services to the city and surrounding communities” on the Avon Crest site. The RFS noted that, “the Hospital and HPHA have not performed any analysis or review of the existing site or building conditions.” The RFS required that, “Careful demolition of the existing building must be considered.” Applications were due to HPHA August 17, 2020. No further action on the RFS has been taken by the HPHA.

Non-Designated Municipal Registry

In 2017, Heritage Stratford engaged the University of Waterloo’s Heritage Resource Centre for the purpose of compiling a list of non-designated properties to be listed on the Municipal Heritage Register. The Heritage Resource Centre reviewed over 600 properties previously assessed and identified the 438 properties deemed to have the highest cultural value or significance. The 438 properties were broken down into three lists that were based on their cultural value and significance. The subject lands were included on the second list.

As outlined by Sections 27(3)-(5) of the Ontario Heritage Act, owners of non-designated properties listed on the Municipal Heritage Register are required to provide the Council of the municipality at least 60 days’ notice if they intend to demolish or remove the building or structure.

On March 10, 2020, Heritage Stratford passed a resolution that Development Services staff commence with the second phase of the non-designated register for the properties identified in the Hamlet and Romeo Wards.

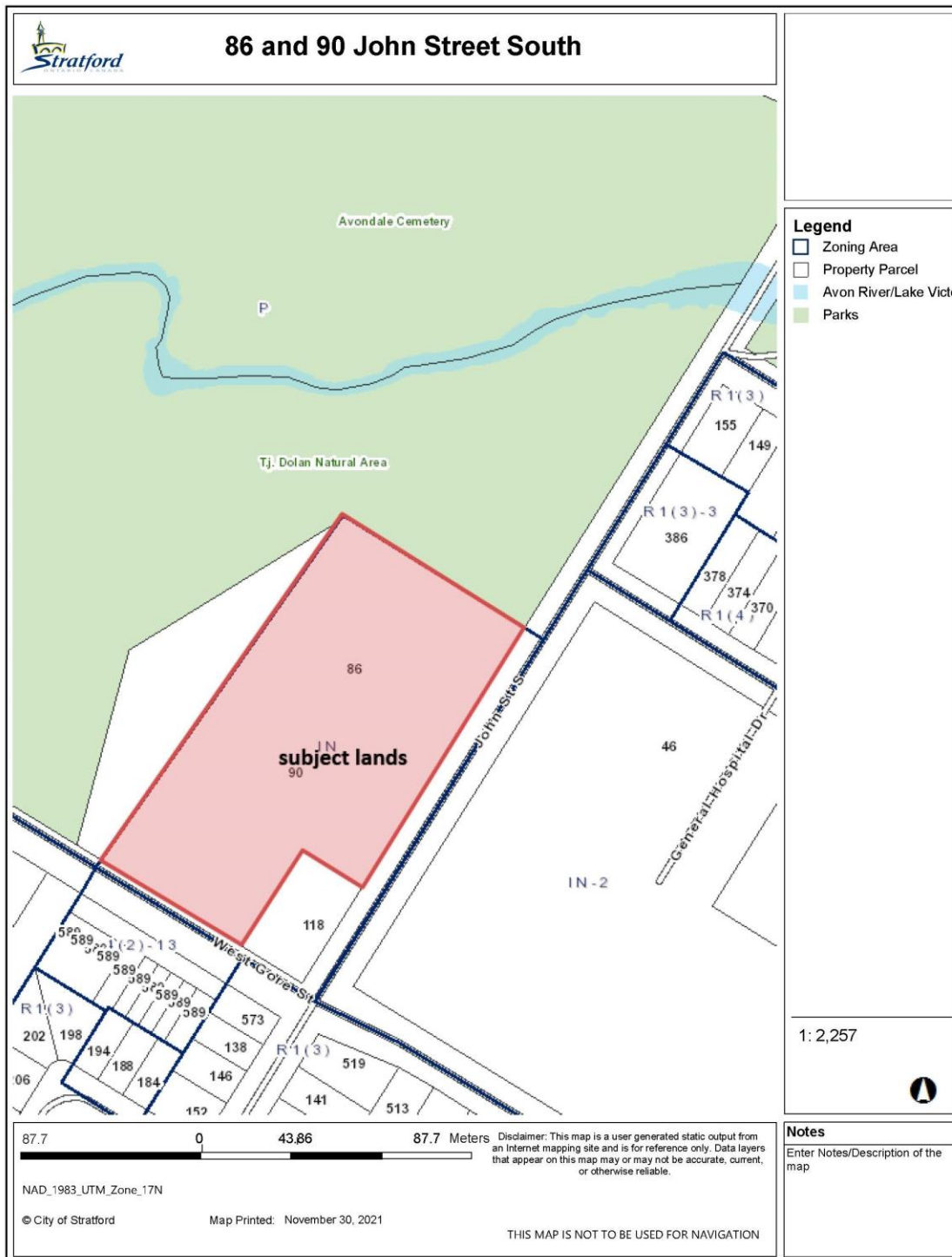
The subject lands were included on this list and are located within the Hamlet Ward. On August 10, 2020, Council adopted a resolution that directed staff to explore various forums available to host an open house, that staff notify the property owners of the Heritage Stratford resolution, that staff host an open house and that following the open house that staff forward a final recommended list of properties to be included on the Municipal Heritage Registry as non-designated properties for Council’s consideration. To date the property owners have not been notified and no further action has been taken. It is anticipated that this project will move forward in 2022.

Location

The subject lands are located on the west side of John Street South and on the north side of West Gore Street and are known municipally as 86 John Street South and 90 John Street South and are legally described as Concession 1 Pt Lot 3 (Geographic Township of Downie) in the City of Stratford. The site comprises the Avon Crest

Hospital building, including its semi-circular drive and landscaped approach, its northern extension, its unobstructed views to the north, the gardener's cottage and the nurses' residence.

Location Map- 86 John Street South and 90 John Street South



Property History (prepared by Heritage Stratford)

In 1887 Mayor J.C. MacGregor urged the establishment of a hospital in Stratford. Citing the increasing number of industrial accidents, he recalled sending an injured man to jail, the only place then available for the purpose. A determined group of women responded, organizing a public meeting in November 1888, which resulted in the creation of the City of Stratford General Hospital Trust. Within a month over \$7,000 had been raised, enough to construct a wing and tower of what would be a building capable of expansion. But there was no need for such half-measures. As Nancy Z. Tausky and Lynn D. DiStefano explain in *Victorian Architecture in London and Southwestern Ontario*, "So efficient were the money-raising efforts, complete with bazaars and amateur theatricals, that the \$13,361 structure opened debt-free in 1891." Stratford citizens contributed 75% of those construction costs and city council granted the five acres of land upon which the building stands.

The architect, George F. Durand (1850-1889), first worked for Thomas Fuller (later to become Chief Dominion Architect for the Government of Canada) on the New York State Capital building in Albany. Returning to London, Ontario he led a series of architectural partnerships, building a wide range of buildings in Toronto (Upper Canada College) and across southwestern Ontario. According to the *London Advertiser*, Durand "was acknowledged to be the best architect in the Dominion." Durand, was no stranger to Stratford, having already designed the old Pumphouse (1883, now Gallery Stratford), the Perth County Court House (1886) and the Jail (1886). Stratford General Hospital was Durand's final building. He died before it opened.

Designed in the High Victorian Queen Anne Style, the yellow-brick, symmetrical building originally featured a central tower and protruding bay windows on the side wings. These bays were initially open-air porches, providing convalescing patients with fresh air in summer. With its tower, turrets and chimneys it would have presented a picturesque appearance on John Street, an imposing sight when viewed from the T. J. Dolan parkland below.

The five acres of land granted to the hospital by the city testifies to Stratford's farsightedness in understanding that the hospital would continue to grow. The historic property being recommended for protection, therefore, incorporates the building proper, the landscaped, semi-circular entrance drive, the accumulation of subsequent buildings – including gardener's cottage (1904), three-storey, north wing (1910), and nurses' residence (1929) and the remarkable, unobstructed northern views from Avon Crest to the T. J. Dolan parkland.

Avon Crest was constructed as part of a larger push across the country in the 19th century to build general hospitals in Canada's growing cities, often sited at some distance from the city centre, for the protection of both the patients and the healthy population. According to McGill University Professor Annemarie Adams, an expert on hospital architecture, "From roughly the Crimean War to World War I, hospitals looked

like other reform institutions that featured big, open wards. This is the hospital of Florence Nightingale, where 30-some patients lay in parallel rows of narrow beds. Ventilation, ventilation and ventilation were the three main planning ideas driving the form of this largely philanthropic institution, often called the pavilion plan because the buildings were surrounded by fresh air." Many of these early 19th-century hospitals resembled large country houses. They were rectangular structures with central entries. The typical example was a three-storey building crowned by a classical cupola or a central tower and punctuated by numerous chimneys.

As Stratford's population grew and medicine advanced, Stratford General Hospital was continuously expanded and upgraded – 1904 (gardener's cottage), 1910 (three-storey, north wing), 1915 (electricity), 1917 (telephone), 1920 (x-ray department), 1925 (laboratory) and 1929 (nurses' residence) – until finally, in 1955, it was repurposed as a convalescent facility (Dean Robinson, *For Your Health: Stratford General Hospital 1891-2002*). According to the *Stratford Beacon-Herald*, "In 1990, all remaining inpatient services offered at Avon Crest were transferred to the Stratford hospital's main campus and, more recently as between two years ago [in 2018], all outpatient and other hospital services, including laundry, were also consolidated in the newer east building, which opened in 2010."

For most of the 19th century nurses had lived in rooms scattered throughout the hospital proper, but in the early 20th-century hospitals began constructing purpose-built nurses' residences, which soon included teaching facilities in addition to individual rooms. Like the Ann Baillie Building, Kingston General Hospital's nurses' residence constructed in 1903 and recognized by the Historic Sites and Monument Board of Canada, Stratford Hospital's 1905 nurses' residence also commemorates the contribution of nurses and nursing to scientific medicine and to women's agency as health care professionals. Such buildings also celebrate and remind us of the training and professionalism of nurses, their social life and unique culture, as they emerged as leaders in the field of medicine.

Hospitals are architectural landmarks, important and sometimes beautiful buildings. When it opened in May 1891, Stratford Hospital was a symbol of progress in science and technology, one that represented Stratfordites' belief in the welfare of all its citizens. Today it is a repository of personal memory and collective social meaning, a place intimately associated with birth, illness and death within our community. Cameron Logan, an expert on hospital architecture and its preservation, believes that, "architects, preservation professionals, and municipal-planning departments must think about hospitals as historic places, whether they want to or not."

George F. Durand's drawings for the Stratford Hospital are preserved as part of the Murphy-Moore collection of architectural records (AFC-47) at the University of Western Ontario.

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Analysis:

Planning Framework

Planning Act

Section 2 of the Ontario Planning Act identifies the conservation of cultural heritage resources is identified as a Provincial interest and directs that municipalities shall have

regard to the conservation of features of significant architectural, cultural, historical, archaeological, or scientific interest. The conservation of cultural heritage resources contributes to other matters of provincial interest, including the promotion of built form that is well-designed and that encourages a sense of place.

Provincial Policy Statement, 2020

In accordance with the Wise Use and Management of Resources policies in Section 2.6 of the Provincial Policy Statement (PPS) significant built heritage resources and significant cultural heritage landscapes shall be wisely conserved and managed. Built heritage resources are defined in the PPS as a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an indigenous community. Built heritage resources are located on a property that may be designated under Part IV or V of the Ontario Heritage Act, or may be included on local, provincial, federal and/or international registers.

City of Stratford Official Plan

Section 3.5.3 of the Stratford Official Plan sets out additional criteria for designation:

- i) The City shall continue to designate by by-law individual properties and groups of properties, as well as cultural heritage landscapes, pursuant to the provisions of the Ontario Heritage Act utilizing criteria for determining heritage value or interest established by provincial regulation under the Ontario Heritage Act and the following municipal criteria:
 - a) prehistoric and historical associations with a theme of human history that is representative of cultural processes in the settlement, development and use of land in the City;
 - b) prehistoric and historical associations with the life and activities of a person, group, institution or organization that has made a significant contribution to the City;
 - c) architectural, engineering, landscape design, physical, craft and/or artistic value;
 - d) scenic amenity with associated views and vistas that provide a recognizable sense of position or place;
 - e) contextual value in defining the historical, visual, scenic, physical and functional character of an area; and,
 - f) landmark value.

The Ontario Heritage Act enables municipalities to identify and protect heritage resources by way of designation under Part IV or Part V of the act. The City of Stratford Official Plan implements key heritage principles and interests set out provincial policy regime of the Planning Act, the Provincial Policy Statement, and the Ontario Heritage Act and provides direction to further identify, protect and manage significant cultural heritage resources within the City. The designation of individual properties under Part IV of the Ontario Heritage Act is one tool that municipalities can utilize to identify and protect heritage cultural resources within the city.

Ontario Heritage Act

Buildings, structures, and landscapes may be designated under Part IV of the Ontario Heritage Act if they meet a minimum of one of the following criteria (Ontario Regulation 9/06):

1. The property has design value or physical value because it,
 - a. is a rare, unique, representative or early example of a style, type, expression, material or construction method,
 - b. displays a high degree of craftsmanship or artistic merit, or
 - c. demonstrates a high degree of technical or scientific achievement.
2. The property has historical value or associative value because it,
 - a. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,
 - b. yields, or has the potential to yield, information that contributes to an understanding of the community or culture, or
 - c. demonstrates or reflects the works or ideas of an architect, artist, builder, designer or theorist who is significant to a community.
3. The property has contextual value because it,
 - a. is important in defining, maintaining or supporting the character of an area,
 - b. is physically, functionally, visually or historically linked to its surrounding, or
 - c. is a landmark.

When putting forward a property for designation under the Ontario Heritage Act, there are four pieces of information required under O. Reg 385/21 and they are:

- Description of the portion of the property that has cultural heritage value or interest by way of site plan, scaled drawing or a description in writing;
- Statement of cultural value or interest which must identify and explain which of the designation criteria within O. Reg 9/06 is met;
- Description of heritage attributes which must explain how each heritage attribute contributes to the cultural heritage value or interest of the property; and
- Property identifier which includes the legal description, municipal address and general description of where the property is location (name of the neighbourhood/ward or closest major intersection).

Designation Process

There are seven steps to designating an individual property under Part IV of the Ontario Heritage Act. These steps are:

1. Identifying a property as a candidate for designation
2. Researching and evaluating the property
3. Serving the notice of intention to designate, with an opportunity for objection
4. Passing the designation by-law
5. Appeals and coming into force
6. Listing the property on the municipal register
7. Including property on the Ontario Heritage Trust register

Prior to designating a property under the Ontario Heritage Act, Council must pass a motion to proceed to designate the property. Council must also notify the property owner and the Ontario Heritage Trust and the Notice of Intent to designate must be published in a local newspaper. There is a 30-day objection period. If no objections to the Notice of Intent to designate are received after 30 days, Council may proceed to pass a by-law designating the property.

In 2019, through Bill 108, the More Homes, More Choices Act, amendments to the Ontario Heritage Act introduced a new review process for municipal Councils where there are objections to designation. It is now required that if a Notice of Objection is received within 30 days of the publishing of the Intent to Designate, the Council of the municipality shall consider the objection and make a decision whether or not to withdraw the Notice of Intention to designate the property within 90 days after the 30-day objection period. Should Council withdraw the Notice of Intent to designate or fail to make a decision in 90 days Notice of Withdraw is to be issued. If no objections are received or Council wishes to proceed with the Intent to Designate despite an objection, Council has 120 days from the date of the publication of the Notice of Intent to designate to pass the designation by-law. If Council fails to pass the by-law, the Notice of Intent to designate is deemed to be withdrawn and the municipality shall issue a

Notice of Withdrawal. Should Council pass a designation by-law notice is required to be published in the newspaper, given to the owner and the Ontario Trust.

Appeal process

Any person who objects to the by-law may appeal to the Ontario Land Tribunal in accordance with the Ontario Heritage Act, as amended within 30 days of the publication of the designation in the newspaper.

Statement of Cultural Value or Interest (prepared by Heritage Stratford)

The Avon Crest property municipally addressed 86 and 90 John Street South is comprised of an accumulation of late 19th century early 20th century health care buildings and a tree-lined semi-circular approach. The site is nearby the T.J. Dolan natural area and is a significant surviving example of a health care facility that testifies to the history of the medical and nursing professions in Canada. The Avon Crest is a well-known local landmark that provided a high standard of care demonstrating Stratford's commitment to its citizens well-being, which during the 19th century set Stratford apart as a settlement area and was a key component in shaping Stratford and attracting additional development in Stratford since its construction.

The overall site, including the tree-lined semi-circular drive and buildings, represents one of the best-preserved 19th century examples in Canada of how medicine was practiced, citizens served, and nurses housed and trained. The rectangular yellow-brick, three storey symmetrical Avon Crest building with central entry, with bay windows and open-air porches providing fresh air to convalescing patients, and punctuated by numerous chimneys exemplify the picturesque Queen Anne style as practiced by George F. Durand a well known Architect in Stratford and across southwestern Ontario. The tree-lined, semi-circular landscaped entrance has allowed the site to retain its 19th century context of how the site was accessed, used, and experienced during that time period.

The Avon Crest hospital has been an important medical facility and cultural feature for Stratford and Perth County, touching the lives of residents, in joy and in sadness, for over 130 years. Its yellow-brick, symmetrical plan, with bay windows and open-air porches represent Durand's skill as an architect and the historic role of hospital buildings to health care provision in Canada. The Avon Crest site has been an integral part of the overall culture, heritage and development of Stratford.

Description of Heritage Attributes (prepared by Heritage Stratford)

The specific heritage attributes of the property are:

1. Original 1891 hospital (Avon Crest)

- a. Intact massing, including 3-storey centre block with projecting entrance bay, framed by 3-storey gabled bays with projecting 2-storey bay windows.
 - b. Original yellow, stretcher bond brickwork.
 - c. Original rough stone basement foundation.
 - d. Original carved stone panel over entrance with buildings name (Stratford Hospital).
 - e. Original windows including:
 - i. Paired, arched windows with stone sills at 2nd floor over entrance and at 3rd floor over bay windows;
 - ii. Single windows with 4-over-4 overlights;
 - iii. 6- pane bay windows with overlights in projecting bays; and
 - iv. Projecting 3rd floor dormer windows, with 3-over- 3 overlights two on the principal façade and one each on the east and west roof.
 - f. Original ornamental brickwork at 3rd storey of the gabled ends and turrets of side bays.
2. Original 1910 north extension to the original 1891 hospital
- a. Intact massing;
 - b. Original yellow, stretcher bond brickwork;
 - c. 2-storey glazed solariums (originally open-air) at the west end;
 - d. Original interior layout
3. Tree lined semi-circular entrance driveway
4. 1904 Gardener's cottage
- a. Intact massing;
 - b. Original yellow, stretcher bond brickwork; and
 - c. Decorative, painted bargeboards at gabled ends of roof.
5. Original 1929 nurses' residence
- a. Intact massing

- b. Original, mid-brown brickwork; and
- c. Original, eyebrow dormer windows in roof.

Compliance with Designation Criteria (prepared by Heritage Stratford)

The heritage attributes listed above (1-5) meet the following sections of the Provincial criteria set out in Ontario Regulation 9/06:

1. The property has design value or physical value because it,
 - a. is a rare, unique, representative or early example of a style, type, expression, material or construction method. Specifically, Avon Crest is significant for the history of architecture in Canada. Few intact examples of 19th century hospitals remain.
2. The property has historical value or associative value because it,
 - a. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community. Specifically, Avon Crest is an important surviving example that testifies to the history of the medical and nursing professions in Canada.
 - a. demonstrates or reflects the works or ideas of an architect, artist, builder, designer or theorist who is significant to a community. Specifically, Avon Crest is an important example of the work of architect George F. Durand in Stratford, and across Southwestern Ontario.
3. The property has contextual value because it,
 - a. is a landmark. Specifically, Avon Crest has been a recognizable and defining feature of Stratford for over 130 years and represents a significant turning point in Stratford's commitment to caring for its citizens.

The heritage attributes (1-5) also meet the following criteria outlined within Section 3.5.3 i) of the Stratford Official Plan:

- a) prehistoric and historical associations with a theme of human history that is representative of cultural processes in the settlement, development and use of land in the City. Specifically, the establishment of a facility that provided a high standard of health care, which during the 19th century set Stratford apart as a settlement area and was a key component in shaping Stratford and attracting additional development.
- b) prehistoric and historical associations with the life and activities of a person, group, institution or organization that has made a significant contribution to the City. Specifically, the nurses, physicians and other health professionals who lived and

worked there over many years, and as a repository of personal memory and collective social meaning for the community.

- c) architectural, engineering, landscape design, physical, craft and/or artistic value. Specifically, the yellow-brick, Queen Anne-style Avon Crest building, with bay windows and open-air porches as representative of historical style. The tree lined semi-circular driveway represents the 19th century context of how the site was accessed and used during that time period.
- d) landmark value. Specifically, preserving the physical evidence of the Avon Crest Hospital, which has been a recognizable and defining feature of Stratford for over 130 years and represents a significant turning point in Stratford's commitment to caring for its citizens.

Public Comments

A written submission was received from a member of the public in December 2021, requesting that council supports Heritage Stratford's request to designate the Avon Crest site under Part IV of the Ontario Heritage Act to ensure the protection of the original 1891 hospital, 1910 extension, Gardener's cottage (1904), nurses' residence (1929), and the semi-circular landscaped entrance driveway, from possible destruction. The HPHA issued a Request for Solutions (RFS) in 2020 that instructed candidates that "careful demolition of the existing building must be considered". HPHA is the custodian of a significant piece of Stratford's historical and cultural heritage and for this too it is responsible to protect this heritage resource. The development of the site should incorporate preservation (which is the most environmentally sustainable solution). With creativity, ingenuity and determination the community can continue to enjoy and celebrate this unique example of Stratford's architectural and cultural history.

If Council does pass a motion to issue the intention to designate, all responses received will be submitted to Council for consideration.

Owner's Comments

Staff contacted the owners of the lands in November 2021 to discuss the Heritage Stratford motion. The proposed statement of cultural value or interest and description of the heritage attributes was passed along to the owner in December 2021. The owners advised that they object to designation under Part IV of the Ontario Heritage Act. Correspondence outlining the specific concerns is attached.

Photographs of 86 and 90 John Street South

Avon Crest, Principal Entrance Façade



Avon Crest, Principal Entrance Façade and 1910 Addition, From the West



Avon Crest, Principal Entrance Façade and 1910 Addition, From the East



Semi- circular Driveway



Nurses' Residence



Gardener's Cottage



Financial Implications:

Other:

There are no direct Financial Implications as a result of Heritage's Stratford recommendation to designate the subject property under Part IV of the Ontario Heritage Act.

Cost of the plaque and photography for the designation is within the existing Heritage Stratford budget.

If Council directs staff to issue the Notice of Intent to designate and an objection is received staff will seek direction from Council on how to proceed and will provide detailed information about the cost associated with an appeal.

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.

Alignment with One Planet Principles:

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT Council consider the request from Heritage Stratford to adopt the following motion, as Heritage Stratford has adequately demonstrated that the heritage attributes of the site meets one or more of the provincial designation criteria set out in Ontario Regulation 9/06:

"THAT Council issue an intent to designate 86 & 90 John Street South under Part IV, Section 29 of the Ontario Heritage Act specifically the:

- a) 1891 hospital (Avon Crest), including the semi-circular landscaped entrance driveway;**
- b) 1910 extension;**
- c) 1904 Gardener's cottage; and**
- d) 1929 Nurses' residence."**

Prepared by:

Recommended by:

Alyssa Bridge, MCIP, RPP, Manager of Planning

Taylor Crinklaw, Director of Infrastructure & Development Services

Joan Thomson, Chief Administrative Officer



HURON PERTH
HEALTHCARE
ALLIANCE

CLINTON
PUBLIC HOSPITAL

ST. MARYS
MEMORIAL HOSPITAL

SEAFORTH
COMMUNITY HOSPITAL

STRATFORD
GENERAL HOSPITAL

Friday, April 1st, 2022

Ms. Alyssa Bridge, Manager
Planning Department
City of Stratford
City Hall
1 Wellington St.,
Stratford, Ontario
N5A 2L3

**Re: 86 & 90 John Street South Stratford Avon Crest Heritage Stratford
Advisory Committee Motion**

Dear Ms. Bridge:

This letter will serve to formally acknowledge your November 26th and December 14th, 2022 e-mails to the Huron Perth Healthcare Alliance (HPHA) in relation to a Heritage Stratford Advisory Committee's recommendation to the City of Stratford to designate our Stratford General Hospital Site's Avon Crest Property under the Heritage Act. As you will recall, we did respond on both December 2nd and December 14th, 2021 confirming our wish that this designation not proceed and, at that time, committed to following up in more detail in the New Year.

In the intervening period Mayor Mathieson shared with us the letter the City received from the Stratford & District Historical Society (SDHS), dated February 25th. On February 28th we had the opportunity to meet with Mayor Mathieson, as well as Scott Boughner and Jayne Trachsel of SDHS to discuss the Society's views.

At the outset, it is important to state that as an organization we very much value the important role played by the Heritage Stratford Advisory Committee and the SDHS. We support their exemplary efforts in preserving our local heritage. In saying this, we hope that you recognize that the sole accountability of the HPHA is to support the hospital-based health care needs of the population we serve, now and into the future. We have fulfilled this vital role in Stratford for over 130 years. Simply put, this is our heritage, and something we take very seriously. Our historic role has been, and will continue to be, focused on the healthcare needs of our community, today and into the future.

In achieving this goal, we depend heavily on the generous support of our community, regularly led by the City of Stratford, to invest in the equipment and facilities necessary to support the highest quality patient care. In fact, we

46 General Hospital Drive
Stratford, Ontario
N5A 2Y6
Tel: 519-272-8210
Fax: 519-271-7137
administration@hpha.ca
www.hpha.ca

are currently gearing up for a major, \$30 million public campaign. It will help us meet the anticipated \$50+ million in equipment and facility needs we will face at our Stratford General Hospital Site over the next 4 years. Needs ranging from a new Chemotherapy Unit, to a replacement MRI, to updated Operating Room Equipment will all be addressed through this campaign. Our focus must be on these crucial investments, which are fundamental to addressing the future health care needs of those we serve.

What we do not have is either the mandate or resources to make further investments in the Avon Crest property, most notably the original hospital. For over a century the Avon Crest property played a cost-effective role in delivering community care. That is no longer the case for a property that is now incapable of meeting current, provincially mandated hospital setting requirements.

I can share that as part of our previous due diligence concerning available options, we commissioned the attached study, through Cost Consultants Marshall Murray. It ascertained the costs of renovating the 26,350 square foot Avon Crest Building back to its original historical appearance, including meeting current building code and accessibility requirements. These costs would enable the property to access the current rental market. The total cost was identified at over \$22 million. We believe this cost, in light of the current construction market, is now significantly under-stated. Of note, these costs do not include the additional parking investments that would have to be made by the HPHA to offset the loss of parking spaces associated with a new use for the Avon Crest property.

In addition to reviewing costs to renovate the Avon Crest building, you will recall that the HPHA undertook a “Request for Solutions (RFS)” process aimed at ascertaining developer interest in the property. While there was initial interest expressed, there was ultimately only 1 bid that was anywhere near compliant with our RFS requirements. Upon review by our Evaluation Team it was deemed to not address the major requirements outlined in the RFS and was therefore rejected. It should be highlighted that in advance of issuing the RFS, we met with the Heritage Stratford Advisory Committee to review the process and subsequently toured interested members through the site. In engaging the Committee, we were clear on our expected outcomes and also confirmed that any new development would be required to pay homage to the original hospital, the history and the heritage of the site and the City.

The building is not presently occupied, nor is it necessary for existing HPHA operations. It does, however, require increasing maintenance investments, currently estimated at close to \$200,000/year and, in the not-to-distance future, will require investments to address exterior safety concerns, including a new roof estimated to cost \$1 million. These existing, and projected costs would have to be addressed through HPHA operating dollars. The HPHA Board of Directors firmly believes that operating funds should be solely

allocated towards addressing current and future patient care needs, not supporting buildings no longer fit for purpose.

As a result of the increasing costs being incurred to maintain the building, the lack of developer interest in the property as it currently stands, the insurmountable investments needed to develop a functional, historically appropriate structure, and the increasing risks presented by the structure, the HPHA Board of Directors, supported by the Stratford General Hospital Local Advisory Committee, has approved a recommendation from management for the demolition of the main Avon Crest building. While no demolition plans have been approved at this time, we can share that the HPHA is beginning to isolate the building from both a mechanical and electrical perspective and will be developing plans to tender the removal of the building in the coming months.

Despite the Avon Crest building not currently being required to support the needs of the HPHA, the land is viewed as an incredible asset for the future health care needs of our community, and the organization has every intention of maintaining ownership. Over the decades, the hospital, and the HPHA have developed the full property from west to east and recognizes that there could be a time in the future when the Avon Crest property becomes necessary for future hospital development. In the intervening years however, the HPHA recognizes that a “clean site” would be attractive to developers and would present numerous “value-add” options for community consideration, ranging from health-related developments such as Long-Term Care and physician practices, to sustainable housing. Regardless of the options considered, all would be subject to public review and subject to all necessary approvals.

While the direction of the HPHA is clear, should a concrete, time sensitive plan be placed in front of our organization committing the necessary funds to renovate the buildings to their historical significance, make the building occupancy ready and address ongoing property costs (estimated to be in the order of \$35 - \$45 million), the HPHA would be open to such a presentation. In saying this, it should be noted that in the past 30 years we have never received any serious interest, nor enquiries of this nature.

Despite respectfully requesting that the City of Stratford not support the designation request from the Heritage Stratford Advisory Committee for the reasons noted in this letter, the HPHA is very interested in working with the City and the Committee to identify ways in which the historical significance of the site can be preserved for future generations, including utilizing virtual tools to “preserve” the original hospital for future generations to see and appreciate.

As always, we extend a heartfelt thanks to the City of Stratford for the unparalleled support you have provided to the hospital's investment needs over the years. We very much look forward to continuing this important

partnership as the HPHA's heritage of providing exemplary care now, and into the future continues.

We would be happy to attend any suggested meetings to discuss our request in more detail and look forward to further dialogue.

Respectfully,

A handwritten signature in dark ink, appearing to read "Andrew Williams", with a stylized flourish at the end.

Andrew Williams, B.Sc.(Hon), MHSA, CHE
President & Chief Executive Officer
Huron Perth Healthcare Alliance

Encl.

cc: Ron Lavoie, Chair, Board of Directors
Huron Perth Healthcare Alliance



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to levy a special charge upon the rateable property in the business improvement area for the Downtown Stratford Business Improvement Area (BIA) (formerly City Centre BIA) for 2023.

WHEREAS section 208 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, requires the City to levy a special charge upon the rateable properties in the Business Improvement Area (BIA) that are in a prescribed business property class sufficient to raise the amount required for the purposes of the Board of Management of the BIA;

AND WHEREAS the total rateable property in the BIA, upon which the assessment will be levied, is set out in Schedule "A" attached to this By-law and which said assessment is the basis upon which the taxes for the BIA will be raised;

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

1. That the tax rates set out in Schedule "A" attached to this By-law shall be levied upon the rateable properties as set out therein for the purposes of raising the sums of money required by the Downtown Stratford BIA.
2. That the Manager of Tax Revenue shall proceed to collect the amount to be raised by this By-law, together with all other sums on the tax roll in the manner as set forth in the *Assessment Act*, the *Municipal Act* and any other applicable Acts and the By-laws in force in this municipality.
3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and the said Treasurer is hereby authorized to pay out the monies of The Corporation of the City of Stratford from time to time for such purposes, the rates and payments specified in Schedule "A" attached hereto and forming part of this By-law.
4. That when payment of any installment or any part of any installment of taxes levied by this By-law is in default, penalties or where applicable interest, shall be imposed respectively in accordance with City of Stratford policies.
5. That Schedule "A" attached to this By-law, forms part of this By-law.
6. This By-law is deemed to have come into force and effect on January 1, 2023.

Read a FIRST, SECOND and THIRD time and
FINALLY PASSED this 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

Schedule “A” to By-law XX-2023
Adopted this 27th day of February, 2023

BIA Tax Rates for 2023:

Tax Class	Assessment	BIA Rate	Taxes
Commercial Occupied	92,311,000	0.00315048	290,823.52
Commercial Vacant	874,100	0.00220534	1,927.68
Industrial Occupied	1,598,000	0.00420607	6,721.30
TOTAL:			\$299,472.50

BIA Budget for 2023:

Downtown Stratford Business Improvement Area 2023 Budget

Revenue

2023 Budget Item	2023 Budget Amount
Tax Levy	\$299,472.50
Interest on Accounts	\$1,800.00
HST Rebate	\$14,000.00
Community Collaboration	\$10,000.00
Grant Revenue – Project/City Grant	\$0.00
Miscellaneous Revenue	\$0.00
Total Revenues	\$325,272.50

Operating

2023 Budget Item	2023 Budget Amount
CC Support Fees - Admin, Animation, Members	145,950.00
Office Operations	6,000.00
Strategic Plan	5,000.00
Advocacy and Education	12,000.00
Insurance	2,600.00
AGM / Membership	1,000.00
Phone	1,050.00
Anticipated Levy Refund	8,772.50

Animation, Marketing and Beautification

2023 Budget Item	2023 Budget Amount
Community Engagement	6,000.00
Holiday Animation	25,000.00
Directory Sign Maintenance	500.00
Promotion	21,400.00
Digital Gift Certificates	5,000.00
Website Maintenance & Hosting	5,000.00
STA contribution	35,000.00
Beautification	35,000.00
Destination Animation Fund	10,000.00

Total Expenses: \$325,272.50

Net Income/Expenses: \$0.00



**BY-LAW NUMBER XXX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend Business Licensing By-law 187-2004, as amended, to increase minimum insurance requirements for business licenses to \$5 million.

WHEREAS section 10(2) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a single-tier municipality may pass by-laws respecting business licensing;

AND WHEREAS the Council of The Corporation of the City of Stratford enacted By-law 187-2004 to regulate and require business licences for certain classes of businesses in the City of Stratford;

AND WHEREAS Council deems it necessary to further amend Business Licensing By-law 187-2004, as amended, to increase the minimum commercial general liability requirement for all business licenses from \$2 million to \$5 million;

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

1. That Section 2.50, Insurance, to Business Licensing By-law 187-2004, as amended, be replaced with the following new Section 2.50:

2.50 All businesses required to be licensed in accordance with this by-law shall provide and maintain, at their own expenses, liability and property damage insurance in the minimum amount of \$5,000,000, or such other amount as determined by the City from time to time, to protect the City as owner of the municipal property against all liability.
2. That the former section 2.50 be renumbered to section 2.51 and the remaining items in this section also be renumbered accordingly.
3. That Section 11.9 to By-law 187-2004 be deleted.
4. That Section 13.3(a) to By-law 187-2004 be deleted and the remaining section renumbered accordingly.
5. That Section 13.11 to By-law 187-2004 be deleted.
6. That Section 14.4(a) to By-law 187-2004 be deleted and the remaining section renumbered accordingly.
7. All other provisions of the Business Licensing By-law 187-2004, as amended, shall remain in force and effect.
8. The provisions of this By-law shall come into effect upon final passage.

READ a FIRST, SECOND and THIRD time and
FINALLY PASSED this 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL

CONSENT AGENDA

February 27, 2023

REFERENCE NO. CONSENT AGENDA ITEM

- CA-2023-017 Resolution from the Canadian Federation of University Women (CFUW), Stratford Club, in support of Bill 5, "Stopping Harassment and Abuse by Local Leaders Act". Correspondence and a request for a similar endorsement have also been received from 'The Women of Ontario Say No' coalition.
- Attachments – Letter and resolution from the CFUW Stratford club dated January 25, 2023.
- Letter from City of Woodstock and supporting PowerPoint presentation dated October 6, 2022
- Endorsement of the resolutions is requested.
- CA-2023-018 Notification is provided, in accordance with By-law 135-2017, that the Director of Infrastructure and Development Services granted an exemption to the Off-Road Vehicle By-law 135-2020, to permit the operation of an ATV on municipal property for the duration of the Hog Jog event on Wednesday, June 21, 2023 with the following conditions:
- Not permitted on City roads or sidewalks.
 - Not permitted off the special event site in the recreation trails (e.g. city sidewalks, property and roads outside the event area).
 - Insured \$5 million dollars.
 - RTV needs to be trailed to the side (e.g. can't be driven on City roads to the site).
 - Ontario Pork Industry Council personnel may only operate the RTV and must have a G licence.
 - Not permitted on parkland if the ground is soft due to weather.
 - That the event organizer provides the Events Coordinator with the required certificate of insurance at least 48 hours prior to the event.
 - That the grant of this exemption is subject to change should new information become available prior to the start of the Event.

- All other provisions of Off-Road Vehicle By-law 135-2020 that are applicable remain in force and effect.

CA-2023-019

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

- St. Vincent Street S., from West Gore Street to Youngs Street on Friday, February 17, 2023 for one day only for Water Main break repair.

CA-2023-020

Municipal Information Form for Liquor Licence Application for an indoor area at 104 Wellington Street (The Bunker Performance Lounge & Cafe)

Section 2 - To be completed by the City Clerk.

Section 3 – Asking if Council has specific concerns regarding zoning, non-compliance with by-law or general objections to this application.

Public Health and the Fire Department have not expressed concerns with this application.

The Building Division provided the following comments:

- A Building Permit is required to be obtained to allow the restaurant/cafe use onsite and alterations to the suite. Discussions regarding Building Permit requirements have already been relayed to the tenants and the Building Division is currently awaiting an application to be submitted. A Building Permit is required to be obtained, works completed, and permit closed off prior to an Agency Letter being released by the Building Department.
- Floor Plans will be provided with the Building Permit Application and can be used for the AGCO Agency Letter application for determination of occupant loads.
- An AGCO Agency Letter will be required to be submitted to the Building Department for completion with the Agency Letter Application.
- A fee of \$78.00 is required to be paid to the Building Department to complete the AGCO Agency Letter.



Wednesday, January 25, 2023

To: Mayor Martin Ritsma and members of City of Stratford Council (Jo-Dee Burbach, Bonnie Henderson, Taylor Briscoe, Cody Sebbens, Brad Beatty, Lesley Biehn, Mark Hunter, Haarjinder Nijjar, Geza Wordofa, Larry McCabe)

From: Canadian Federation of University Women Stratford Club

Re: Bill 5, Stopping Harassment and Abuse by Local Leaders Act

Dear Mayor and Councillors:

Our local Stratford Club of the Canadian Federation of University Women urge you to join other Ontario municipalities in support of Bill 5, "Stopping Harassment and Abuse by Local Leaders Act".

Our City has complied with having a workplace harassment policy and indeed has recently hired a manager of Diversity, Equity, and Indigenous Initiatives, Kevin Bonnell. Thank you.

However, where the legislation underscores the rights of all persons to be safe at work, municipally elected representatives are immune from this legislation. Because our municipally elected officials work in frequent and important partnerships, particularly in the not-for-profit sector and with other community entities, councillors should not be immune from this legislation. Bill 5 addresses this gap and may encourage women to run for political office.

We look forward to your consideration of this matter, and support for Bill 5.

Daniel Bateman
Advocacy co-chair,
CFUW Stratford

Bettianne Hedges,
President and Advocacy co-chair
CFUW Stratford

Bill 5 “Stopping Harassment and Abuse by Local Leaders Act”**Background:**

<https://www.thewomenofontariosayno.com/>

<https://www.ola.org/en/legislative-business/bills/parliament-43/session-1/bill-5>

Resolution:

Stratford City Council supports Bill 5 and encourages the Ontario Legislature to pass this important amendment to the Municipal Act.

If passed, copy of the resolution sent to:

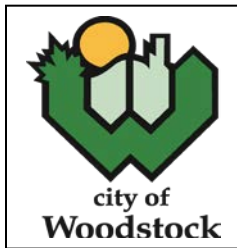
Association of Municipalities Ontario

Matthew Rae, MPP Perth-Wellington

Doug Ford, Premier

Steve Clark, Minister of Municipal Affairs and Housing

Office of the Leader of the Official Opposition



Office of the City Clerk
 Woodstock City Hall
 P.O. Box 1539
 500 Dundas Street
 Woodstock, ON
 N4S 0A7
 Telephone (519) 539-1291

October 6, 2022

Jocelyn Hay

Via email - jocelyn@jocelynhay.com


Re: Jocelyn Hay – Stopping Harassment and Abuse by Local Leaders Act – request for a letter of support

At the hybrid Council meeting held on October 6, 2022, Woodstock City Council considered your correspondence regarding support for Bill 5 – Stopping Harassment and Abuse by Local Leaders Act. The following resolution was passed in response:

“That Woodstock City Council express its support for Bill 5 - Stopping Harassment and Abuse by Local Leaders Act which would require the code of conduct for municipal Councillors and members of local boards to include a requirement to comply with workplace violence and harassment policies and permit municipalities and local boards to direct the Integrity Commissioner to apply to the court to vacate a member's seat if the Commissioner's inquiry determines that the member has contravened this requirement;

And further that this resolution be circulated to the Honourable Doug Ford, Premier of Ontario; the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Stephen Blais, Orleans MPP; and the Honourable Ernie Hardeman, Oxford MPP.”

Yours Truly,

 Digitally signed by Amy Humphries
 DN: cn=Amy Humphries, o=City of Woodstock, ou=Clerk,
 email=ahumphries@cityofwoodstock.ca, c=CA
 Date: 2022.10.06 14:05:38 -04'00'

Amelia Humphries, City Clerk

Cc: via e-mail

Doug Ford, Premier of Ontario – premier@ontario.ca

Steve Clark, Minister of Municipal Affairs and Housing – steve.clark@pc.ola.org

Stephen Blais, Orleans MPP - sblais.mpp.co@liberal.ola.org

Ernie Hardeman, Oxford MPP – ernie.hardemanco@pc.ola.org



**Supporting Bill 5, Stopping Harassment
and Abuse by Local Leaders Act.
It's needed.**

#THEWOMENOFONTARIOSAYNO

ONTARIO PRIVATE MEMBERS BILL 5

Multiple Ontario municipalities have learned the hard way in the last few years about the lack of tools in the *Municipal Act* for holding councillors accountable for workplace harassment.

Currently, the most severe penalty that can be imposed on a municipal councillor is the suspension of pay for 90 days. There is no process for removing councillors from office.



ONTARIO PRIVATE MEMBERS BILL 5

Bill 5 seeks to address this. The Bill amends the *Municipal Act, 2001* and the *City of Toronto Act, 2006*.

The Stopping Harassment and Abuse by Local Leaders Act will permit municipalities to direct the Integrity Commissioner to apply to the court to vacate a member's seat for failing to comply with the municipality's workplace violence or harassment policies.



ONTARIO PRIVATE MEMBERS BILL 5

This helps keep workplaces safe. It's accountability, through a transparent and fair process that should exist but doesn't.

Our Ask Today:

For council to pass a motion to endorse Bill 5 and write a letter of support to be sent to local MPPs, Premier Doug Ford, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario and Liberal MPP for Orléans, Stephen Blais.



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Agreement with The Governing Council of the Salvation Army in Canada, for tax preparation services in Listowel for Social Services clients effective January 1, 2023.

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 natural persons for the purpose of exercising its authority under this or any other Act;

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

AND WHEREAS the Council of The Corporation of the City of Stratford and The Governing Council of the Salvation Army in Canada entered into an Agreement dated the 16th day of December, 2013 for tax preparation services for Social Services clients;

AND WHEREAS The Governing Council of the Salvation Army in Canada has provided those services for the City of Stratford each year thereafter;

AND WHEREAS the Council of The Corporation of the City of Stratford and The Governing Council of the Salvation Army in Canada, operating as The Salvation Army Listowel Community & Family Services, now intend to provide the program for tax preparation services to clients individually referred from the City of Stratford Social Services Office commencing January 1, 2023, and renewed each year thereafter, upon agreement in writing by both parties, unless it is terminated in writing or replaced in accordance with the provision of this Agreement by either party;

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

1. That the Agreement between The Governing Council of the Salvation Army in Canada on behalf of The Salvation Army Listowel Community & Family Services and The Corporation of the City of Stratford Consolidated Municipal Service Manager with respect to the provision of tax preparation services for clients

individually referred from the City of Stratford Social Services Office to the Salvation Army in the City of Listowel, be entered into and the Mayor and Clerk or their respective delegates are hereby authorized to execute the said Agreement on behalf of The Corporation of the City of Stratford and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Agreement with The Governing Council of the Salvation Army in Canada, for tax preparation services in Stratford for Social Services clients effective January 1, 2023.

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 natural persons for the purpose of exercising its authority under this or any other Act;

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

AND WHEREAS the Council of The Corporation of the City of Stratford and The Governing Council of the Salvation Army in Canada entered into an Agreement dated the 16th day of December, 2013 for tax preparation services for Social Services clients;

AND WHEREAS The Governing Council of the Salvation Army in Canada has provided those services for the City of Stratford each year thereafter;

AND WHEREAS the Council of The Corporation of the City of Stratford and The Governing Council of the Salvation Army in Canada, operating as The Salvation Army Stratford-St. Marys Regional Community Ministries, now intend to provide the program for tax preparation services to clients individually referred from the City of Stratford Social Services Office commencing January 1, 2023, and renewed each year thereafter, upon agreement in writing by both parties, unless it is terminated in writing or replaced in accordance with the provision of this Agreement by either party;

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

1. That the Agreement between The Governing Council of the Salvation Army in Canada on behalf of The Salvation Army Stratford-St. Marys Regional Community Ministries and The Corporation of the City of Stratford Consolidated

Municipal Service Manager with respect to the provision of tax preparation services for clients individually referred from the City of Stratford Social Services Office to the Salvation Army in the City of Stratford, be entered into and the Mayor and Clerk or their respective delegates are hereby authorized to execute the said Agreement on behalf of The Corporation of the City of Stratford and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Social Services or the Chief Administrative Officer, or their respective delegates, to execute annual renewal agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth.

WHEREAS Section 8(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, (Municipal Act, 2001) 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 23.1 and 23.2 of the Municipal Act, 2001, as amended, authorizes a municipality to delegate certain powers and duties;

WHEREAS the Council of The Corporation of the City of Stratford enacted By-law 135-2017 to delegate certain authority to certain officials and employees of The Corporation of the City of Stratford or to authorize certain routine administrative practices;

AND WHEREAS By-law 135-2017 is amended from time to time by Council as deemed appropriate;

AND WHEREAS the Council of The Corporation of the City of Stratford adopted Delegation of Powers and Duties Policy as required under section 270 of the *Municipal Act, 2001*, with respect to the delegation of Council's legislative and administrative authority;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to further amend By-law 135-2017, as amended, to delegate certain authority to the Director of Social Services or the Chief Administrative Officer to execute annual renewal agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth, subject to no contract performance issues or amendments to funding identified by the City;

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

1. That the Council of The Corporation of the City of Stratford hereby delegates Council's authority to the Director of Social Services or the Chief Administrative Officer to execute annual renewal agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth, subject to no contract performance issues or amendments to funding identified by the City.
2. That Schedule "A" of By-law 135-2017, be amended by adding section 13.28 in Schedule "A" attached hereto.
3. All other provisions of By-law 135-2017, as amended, shall remain in force and effect.
4. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to By-law XXX-2023

Adopted this 27th day of February, 2023

Amending Schedule "A"
To By-law 135-2017, as amended

	DELEGATED AUTHORITY	DELEGATE	SOURCE OF POWER OR DUTY	DELEGATION RESTRICTIONS	COMMUNICATION	Previously Delegated	New
13.28	Authority to execute annual renewal agreements with The Governing Council of the Salvation Army in Canada to deliver the income tax program in Stratford and North Perth.	Director of Social Services Chief Administrative Officer	Municipal Act, 2001	Subject to no contract performance issues or amendments to funding identified by the City.	Signed copy to Clerk's Office	No	Yes



**BY-LAW NUMBER XX-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend By-law 10-2022, as amended, with respect to Zoning By-law Amendment application Z05-22 by Drake & Drake Management Inc. to rezone the lands municipally known as 332 Lorne Avenue East to include a 'Clinic' as a site specific permitted use in the General Industrial zone.

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

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

AND WHEREAS the Council of The Corporation of the City of Stratford deems it in the public interest that By-law 10-2022, as amended, known as the City of Stratford Zoning By-law, be further amended;

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

1. That Schedule "A", Map 2 to By-law 10-2022, as amended, is hereby amended by changing from 'General Industrial Zone (I2)' to 'Special General Industrial Zone (I2-38)', those lands outlined in heavy solid lines and described as 'Special General Industrial Zone (I2-38)' on Schedule "A", attached hereto and forming part of this By-law, and known municipally as 332 Lorne Avenue East, Stratford, Ontario.
2. That By-law 10-2022, as amended, be further amended by adding to Section 15.14 at the end thereof, being the Exceptions of the 'General Industrial Zone (I2)' the following:

"15.14.38

 - a) Defined area (332 Lorne Avenue East) 'Special General Industrial Zone (I2-38)' as shown on Schedule "A", Map 8
 - b) Permitted uses
 - Clinic
 - All other uses permitted in the I2 Zone
3. This by-law shall come into effect upon Final Passage in accordance with the *Planning Act*.

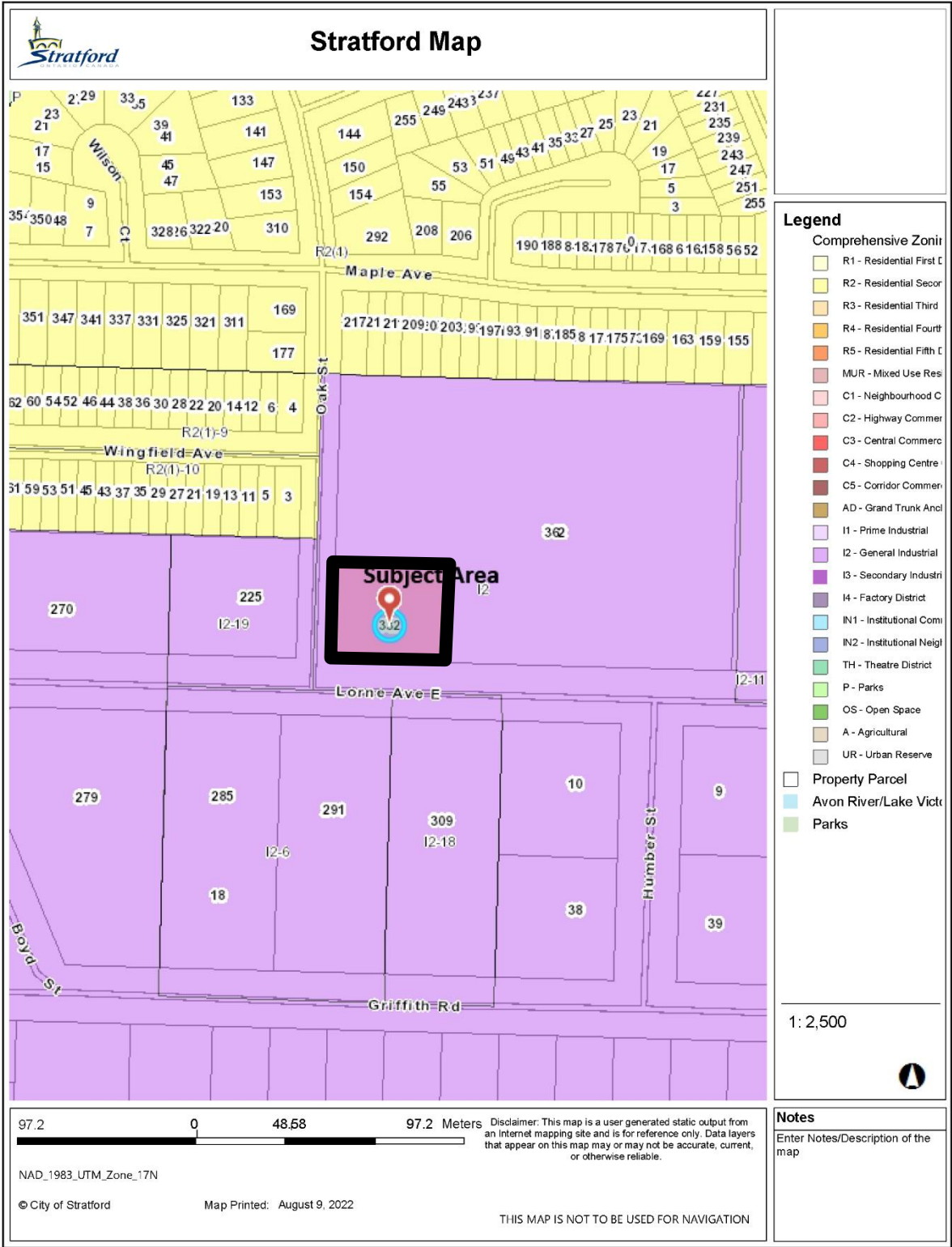
READ a FIRST, SECOND and THIRD time and
FINALLY PASSED this 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

This is Schedule "A" to By-law XX-2023
Adopted this 27th day of February, 2023

332 Lorne Avenue East, Stratford





**BY-LAW NUMBER XX-2023
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 February 27, 2023.

WHEREAS subsection 5(1) of the *Municipal Act, 2001, S.O. 2001 c.25*, as amended, (*the Act*) 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 February 27, 2023, 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 27th day of February, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe