



Stratford City Council
Regular Council Open Session
AGENDA

Meeting #: 4761st
Date: Monday, January 13, 2025
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, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Dave Bush - Director of Human Resources

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.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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:**

8 - 29

Motion by

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated December 16, 2024 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 January 13, 2025, be added to the Agenda as printed.

5. Report of the Committee of the Whole In-Camera Session:**5.1 January 13, 2025 Session, under the Municipal Act, 2001, as amended:**

To be provided.

6. Hearings of Deputations and Presentations:

None scheduled

7. Orders of the Day:**7.1 Resolution - Considerations for Proceeding with a Request for an Expression of Interest for the Erie Street Parking Lot (COU25-001)**

30 - 33

Motion by

Staff Recommendation: THAT the report titled, 'Considerations for Proceeding with a Request for Expression of Interest for the Erie Street Parking Lot' (COU25-001), be received for information.

- 7.2 **Resolution - T-2024-39 Erie Street Parking Lot Resurfacing Tender Award (COU25-003)** 34 - 38
- Motion by
Staff Recommendation: THAT the tender (T-2024-39) for the Erie Street Parking Lot Resurfacing project be awarded to Steve Smith Construction Corporation at a total price of \$494,747.90, including HST;
- AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Erie Street Parking Lot Resurfacing project (T-2024-39).**
- 7.3 **Resolution - Award of Tender T-2024-36: Supply and Delivery of Meraki Hardware and Licensing (COU25-002)** 39 - 43
- Motion by
Staff Recommendation: THAT the Tender (T-2024-36) for the Supply and Delivery of Meraki Solutions, including 3-year licensing, be awarded to C.E. Technology Solutions Ltd. for a total cost of \$204,479.00, including HST.
- 7.4 **Resolution - Anne Hathaway Day Care Centre Fee Decrease (COU25-004)** 44 - 46
- Motion by
Staff Recommendation: THAT the following fees in Schedule "F" of the City's Fees and Charges By-law 99-2024, be amended:
- Toddler Weekly - \$110.00
 - Toddler Daily - \$22.00
 - Pre-school Daily - \$22.00
 - Before or After – ages 6 and up - \$13.25
- AND THAT the fees be effective January 1, 2025.**
- 7.5 **Resolution - Huron Perth Healthcare Alliance Nurse Practitioner Primary Care Outreach Program Agreement (COU25-005)** 47 - 48
- Motion by
Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with Huron Perth Healthcare Alliance to provide the Nurse Practitioner Primary Care Outreach Program;
- AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the agreement on behalf of the City with Huron Perth Healthcare Alliance.**

- 7.6 **Resolution - Fire Protection Grant Transfer Payment Agreement (COU25-006)** 49 - 50

Motion by

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General, Office of the Fire Marshal to support the municipal fire service in acquiring critical equipment and other needs to improve and enhance the level of fire protection service being provided;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the Ontario Transfer Payment Agreement provided through the Fire Protection Grant on behalf of the Corporation.

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 January 13, 2025, be adopted as printed.

- 9.1.1 **Annual Corporate Greenhouse Gas Emissions – 2023 (COU24-021)** 51 - 59

THAT the report titled, "Annual Corporate Greenhouse Gas Emissions – 2023" (ITS24-021), be received for information.

- 9.1.2 **Dunn Road Well Failure - Emergency Purchase Update Report (ITS24-020)** 60 - 62

THAT the report titled, "Dunn Road Well Failure - Emergency Purchase Update Report" (ITS24-020), be received as per Section 39.1.b. of the City of Stratford's Purchasing Policy P.5.1.

- 9.1.3 **Stratford Water Pollution Control Plant (WPCP) - Primary Digester Roof Failure - Update Report (ITS24-023)** 63 - 66

THAT the report titled, "Stratford Water Pollution Control Plant (WPCP) - Primary Digester Roof Failure - Update Report" (ITS24-023), be received per Section 39.1.b. of the City of Stratford's Purchasing Policy P.5.1.

9.1.4 Stratford Landfill Public Input Invite November 2024 (ITS24-022)

67 - 68

THAT the report titled, "Stratford Landfill Public Input November 2024" (ITS24-022), be received for information.

9.2 Report of the Finance and Labour Relations Committee:

Motion by

THAT the Report of the Finance and Labour Relations Committee dated January 13, 2025, be adopted as printed.

9.2.1 Festival Hydro Inc. and Festival Hydro Services Inc. Q2 and Q3 Updates (FIN24-033)

69 - 98

THAT the Festival Hydro Inc. financial results for the period ended June 30, 2024, and for the period ended September 30, 2024, be received for information;

AND THAT the Festival Hydro Services Inc. financial results for the period ended June 30, 2024, and for the period ended September 30, 2024, be received for information.

9.2.2 Third Quarter (Q3) 2024 Operating Variance Report as at September 30, 2024 (FIN24-034)

99 - 104

THAT the report titled "Third Quarter (Q3) 2024 Operating Variance Report as at September 30, 2024" (FIN24-034) dated November 19, 2024, be received for information.

10. Notice of Intent:

None scheduled

11. Reading of the By-laws:

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

Motion by

THAT By-laws 11.1 to 11.6 be taken collectively.

Motion by

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

Motion by

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

- | | | |
|-------------|---|-----------|
| 11.1 | Award Tender for Video Surveillance System - Meraki Solutions | 105 |
| | To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by C.E. Technology Solutions Ltd. for the supply and delivery of Meraki Solutions, including 3-year licensing (T-2024-36). | |
| 11.2 | Appointment of a Manager of Revenue and Taxation and Deputy Treasurer | 106 |
| | To appoint a Manager of Revenue and Taxation and Deputy Treasurer for The Corporation of the City of Stratford. | |
| 11.3 | Award Tender for Erie Street Parking Lot Resurfacing Project | 107 |
| | To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Steve Smith Construction Corporation for the Erie Street Parking Lot Resurfacing project (T-2024-39). | |
| 11.4 | Amend Fees and Charges By-law - Anne Hathaway Daycare Fees | 108 - 111 |
| | To amend the Fees and Charges By-law 99-2024, to change the Anne Hathaway Day Care Centre fees. | |
| 11.5 | Agreement - Huron Perth Healthcare Alliance Nurse Practitioner Primary Care Outreach Program | 112 - 113 |
| | To authorize the entering into and execution of an agreement with the Huron Perth Healthcare Alliance for the provision of the Nurse Practitioner Primary Care Outreach Program. | |
| 11.6 | Ontario Transfer Payment Agreement - Fire Protection Grant | 114 - 115 |
| | To authorize the entering into and execution of an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General, Office of the Fire Marshal for the provision of funding to support the acquisition of critical equipment and other needs to improve and enhance the level of fire protection service being provided. | |
| 12. | Consent Agenda: CA-2025-001 to CA-2025-005 | 116 - 134 |
| | Council to advise if they wish to consider any items listed on the Consent Agenda. | |

13. New Business:

14. Adjournment to Standing Committees:

There are no Standing Committee meetings to be held.

The next Regular Council meeting is January 27, 2025, in the Council Chamber, City Hall.

15. Confirmatory By-law:

135

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

By-law 11.7 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on January 13, 2025.

Motion by

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

Motion by

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

16. Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

Motion by

THAT the January 13, 2025, Regular Council meeting adjourn.



Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4760th
 Date: Monday, December 16, 2024
 Time: 7:00 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Beatty

Staff Present: Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Taylor Crinklaw - Director of Infrastructure Services, Karmen Krueger - Director of Corporate Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Audrey Pascual - Deputy Clerk, Marc Bancroft - Manager of Planning, Connor Occleston - Deputy Chief Building Official, Alex Burnett - Planner

Also Present: Joani Gerber - CEO of SEEDCo./investStratford, Members of the Public and Media

1. Call to Order:

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

Councillor Beatty provided regrets for this meeting.

Land Acknowledgment

Moment of Silent Reflection

Singing of O Canada

Respectful Conduct Statement

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

There were no disclosures of pecuniary interest made at the December 16, 2024, Regular Council meeting.

3. Adoption of the Minutes:

R2024-497

Motion by Councillor Burbach

Seconded by Councillor Henderson

THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated November 25, 2024, be adopted as printed.

Carried

4. Adoption of the Addenda to the Agenda:

R2024-498

Motion by Councillor Biehn

Seconded by Councillor Burbach

THAT the Addenda to the Regular Agenda of Council and Standing Committees dated December 16 2024, be added to the Agenda as printed.

Carried

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

5.1 At the November 25, 2024, Session, under the Municipal Act, 2001, as amended, a matter concerning the following item was considered:

4.1 Confidential Report of the Chief Executive Officer of investStratford with respect to the 2024 Annual Review of the City Industrial Land Pricing Policy - (CM-24-11) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years).

R2024-499

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT the Industrial Land Prices Policy E.1.2 be amended as follows:

- **the price per acre for Lot 2 in the Crane West Business Park be increased from \$250,000 per acre to \$350,000 per acre;**
- **the price per acre for Lot 3 in the Crane West Business Park be increased from \$250,000 per acre to \$350,000 per acre;**
- **the price per acre for Lot 4 in the Crane West Business Park be increased from \$250,000 per acre to \$350,000 per acre effective upon the transfer of lot ownership back to the City;**
- **the price per acre for 105 Wright Blvd. in the Wright Business Park be increased from \$250,000 to \$350,000 per acre effective June 1, 2025 should the current Agreement of Purchase and Sale not close by this date, and be subject to pricing adjustments for developable versus non-developable;**
- **the price per acre for the 4.7-acre parcel in the Wright Business Park be increased to from \$250,000 to \$350,000 per acre should it become accessible with a future road or is sold to owners of 530 Wright Blvd;**
- **the lands that are non-developable due to topography, soil conditions, environmental constraints and other factors be increased from \$40,000 per acre to \$60,000 per acre.**

AND THAT the Industrial Land Prices Policy E.1.2 be amended to include the following housekeeping amendments:

- **Section 2 be changed to: "That all agreements of purchase and sale state that if the building permits and construction conditions are not met within the specified time, then the property may be purchased back by the City at the price it was sold minus real estate commissions and other expenses incurred on behalf of the City."**
- **Section 4 be changed to: "That in addition to the purchase price, the purchaser pay a set connection cost from services located within the boulevard into the lot, and that the Engineering Department determine the said connection costs."**

Carried

5.2 At the December 16, 2024, Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

4.1 Confidential Report of the Chief Executive Officer of investStratford and the Chief Administrative Officer of the City of Stratford with respect to the Affordable Housing Purchase Proposal Update - (CM-24-13) - Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years), and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

ADDED - 5.1 Confidential Report of the Chief Administrative Officer with respect to a Shared Services Agreement (CM-24-14) - Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)); and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k)).

At the In-camera Session, for Item 4.1 the report of the Chief Executive Officer of investStratford and the Chief Administrative Officer of the City of Stratford was received. For Item 5.1, the legal advice of the City Solicitor was received.

6. Hearings of Deputations and Presentations:

6.1 Public Meeting under the Building Code Act - Proposed Amendment to Building By-law 112-2005

R2024-500

Motion by Councillor McCabe

Seconded by Councillor Wordofa

THAT the Council meeting adjourn to a Public Meeting under the Building Code Act to hear from members of the public on the proposed changes to the Building By-law 112-2005, as amended, to increase permit fees for all types of building permits effective February 1, 2025.

Carried

The Regular Council meeting adjourned to a Public Meeting at 7:07 p.m. and reconvened at 7:11 p.m.

6.2 Exemption Request from Stratford District Secondary School (SDSS)

Mark Viani, SDSS Hockey Coach, requested Council consider an Exemption to the Facilities Code of Conduct Policy (C.1.13) for the December 20, 2024, school hockey game at the Rotary Complex to allow noise makers to be used during the game by the SDSS Spirit Committee. This request was considered under Item 7.9.

7. Orders of the Day:

7.1 Resolution - Draft Plan of Subdivision 31T22-001; Official Plan Amendment OPA001-22; Zoning By-law Amendment Z07-22, Paradize Properties Development Ltd. Part of Lot 41, Concession 1 in the former Township of Easthope, County of Perth (COU24-152)

Juliane van Westerholt, Consulting Planner from MHBC Planning presented the application on behalf of the City of Stratford. Highlights of the presentation included:

- the subject lands being located on Road 111 and proposed for a draft plan of subdivision consisting of 68 freehold townhouses;

- the subject lands being annexed from the Township of Perth East in 2016;
- an official plan and zoning by-law amendment being required to permit the residential development;
- an overview of the location of the subject lands and the abutting properties;
- an overview of the current designation of the lands and the permitted uses;
- an overview of the proposed zoning amendment for the subject lands and the special provisions being requested;
- an overview of some of the constraints to the development of the property resulting in the design of the subdivision and the draft plan approval conditions; and
- an overview of potential uses following the proposed rezoning.

Members of Council, the Director of Building and Planning Services, and the Consulting Planner held a discussion regarding the following:

- there being no parkland dedicated in the proposed subdivision;
- City staff recommending that a parcel is not required to be dedicated for parkland; and
- there being parklands to the west of the subject lands located 400 meters away.

R2024-501

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT Punya Sagar Marahatta, Cameron Moffat, Jane Marie Mitchell, and Mike Sullivan be heard.

Carried

Members of Council and the agent for the applicant, Punya Sagar Marahatta, Founder/Director MDPS Planning Services held a discussion regarding the following:

- there being design considerations to make some homes accessible;
- the applicant will be working with City staff at the design level to designate some units for low or medium income households; and
- there being no estimate on the cost for the units but that the applicant is working towards making them market affordable as well as working with the City to make affordable housing available.

Jane Marie Mitchell presented to Council regarding housing and lack of parks in the proposed development. Jane Marie Mitchell requested Council include definitions for affordable rental unit, ask for a written form of a climate lens to be included in the agreement and that a water rate review be undertaken.

Mike Sullivan presented to Council to request that the application be rejected.

Members of Council, staff, the Consulting Planner, and the agent for the applicant discussed the applications. Highlights of the discussion included:

- potential green and environmental initiatives that can be implemented;
- direction on affordable housing needing to be provided by Council;
- considering elements from the City's Facilities Accessibility Design Manual to improve accessibility;
- use of cash in lieu of parkland;
- affordable housing target in the City's Official Plan being 25% across the City and being at the discretion of developers;
- the Ontario Building Code and the provision of incentives; and
- the Provincial Planning Statement encouraging climate sensitive design through use of incentives but not being mandated.

Motion by Councillor Hunter

Seconded by Councillor Nijjar

THAT the Zoning By-law amendment, as recommended by staff for application Z07-22 to rezone the subject lands municipally known as 3980 Road 111 to Residential Fourth Density Zone with site specific regulations (R4), BE APPROVED.

THAT the Official Plan amendment, as recommended by staff for application OPA 001-22 to redesignate the subject lands municipally known as 3980 Road 111 to Medium Density Residential BE APPROVED.

THAT Draft Plan of Subdivision 31T-2201, submitted by Paradize Properties Development Ltd. prepared by Municipal Development and Planning Services Inc. (MDPS), dated August 28, 2024 for lands known municipally as 3980 Road 111 originally surveyed by Trevor D.A. Mc Neill, O.L.S., on May 3, 2022, BE APPROVED by the City of Stratford pursuant to Section 51(31) of the Planning Act subject to the conditions listed in Attachment 3 to Report (COU24-152).

Approval of the Zoning By-law and Official Plan amendments, and the Draft Plan of Subdivision is recommended for the following reasons:

- 1. Public interest was considered;**
- 2. The recommended approvals are consistent with the Provincial Planning Statement;**
- 3. The recommended Official Plan and Zoning By-law amendments will facilitate development that is appropriate for the lands;**
- 4. It will provide for a range of housing types to meet the needs of existing and future residents; and**
- 5. It is an efficient use of land and infrastructure.**

Members of Council discussed the motion. A request was made to take the motions separately.

Discussion was held on the City's ability to require a portion of the development be for affordable housing units. The Director of Building and

Planning Services advised staff would need to review and provide additional information. It was recommended the matter be deferred to staff.

R2024-502

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT the Zoning By-law amendment for application Z07-22, the Official Plan amendment for application OPA 001-22, and the Draft Plan of Subdivision 31T-2201, be deferred to obtain information on affordable housing units and possible green or environmental initiatives that can be implemented on the site.

Carried

7.2 Resolution - Animal Control and Pound Services Agreement Renewal with The Humane Society of Kitchener-Waterloo & Stratford-Perth (COU24-150)

R2024-503

Motion by Councillor McCabe

Seconded by Councillor Biehn

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute an agreement with The Humane Society of Kitchener-Waterloo & Stratford-Perth (SPHS) for the provision of animal control and pound services for the City of Stratford, covering a term from January 1, 2025, to December 31, 2028.

Carried

7.3 Resolution - Bedding Plant Tender Award 2025 - 2028 (COU24-151)

R2024-504

Motion by Councillor Hunter

Seconded by Councillor Henderson

THAT the Tender (T-2024-34) for the supply and delivery of bedding plants in 2025, 2026, 2027 and 2028 be awarded to Ontario Oasis in the amount of \$113,001.60 per year (including HST).

Carried

7.4 Resolution - 2025 Interim Tax Levy By-law (COU24-153)

R2024-505

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT a by-law to authorize an interim tax levy for 2025 and establish the interim tax due dates for the fiscal year 2025 be adopted.

Carried

7.5 Resolution - 2025 Temporary Borrowing By-law (COU24-154)

R2024-506

Motion by Councillor McCabe

Seconded by Councillor Wordofa

THAT a by-law to authorize the temporary borrowing of funds from time to time to meet current expenditures during the fiscal period ending December 31, 2025, be adopted.

Carried

7.6 Resolution - Pre-budget 2025 Pruning, Removal & Disposal of Designated Trees & Stumps (COU24-156)

R2024-507

Motion by Councillor Nijjar

Seconded by Councillor Burbach

THAT the Tender (T-2024-31) for the removal of designated trees and stumps in 2025, be awarded to Tree Tech Tree and Property Maintenance Specialists Inc. in the amount of \$66,735.54, including HST;

THAT the Tender (T-2024-31) for the removal of designated stumps in 2025, be awarded to Tree Tech Tree and Property Maintenance Specialists Inc. in the amount of \$11,342.94, including HST;

AND THAT the Tender (T-2024-31) for the regular, overtime, and emergency pruning services in 2025, be awarded to Lange Bros. (Tavistock) Limited in the amount of up to \$257,075, including HST.

Carried

7.7 Resolution - Amendments to Municipal Golf Course Agreement (COU24-158)

R2024-508

Motion by Councillor Nijjar

Seconded by Councillor Wordofa

THAT Council authorize the requested changes to the agreement with the Stratford Municipal Golf Course Association for the lease of the golf course on Norfolk Street;

AND THAT Mayor and City Clerk, or designates, be authorized to sign the amending agreement.

Carried

7.8 Resolution - Intent to Designate 15 Huron Street (The Shakespearean Gardens) under Part IV, Section 29 of the Ontario Heritage Act (COU24-159)

The Planner, referring to a PowerPoint presentation, provided an overview the request to designate 15 Huron Street. Highlights of the presentation included:

- the previous and current owner of the property being noted;
- a formal request to designate the site having been received on December 18, 2024, by the Friends of Shakespearean Gardens;
- the site meeting the criteria set out in the Heritage Act; and
- it being recommended that a notice of intent to designate 15 Huron Street be issued.

R2024-509

Motion by Councillor McCabe

Seconded by Councillor Briscoe

THAT City Council issue a notice of intention, consistent with Heritage Stratford's recommendation, to designate 15 Huron Street under Part IV, Section 29 of the *Ontario Heritage Act*, specifically the:

- a. Dufton Chimney Tower and features; including the top structure with weathervane**
- b. Original stone walls throughout the garden design**

- c. **Huron Street lychgate**
- d. **Knot Garden**
- e. **Herb Garden**
- f. **Rose Garden**
- g. **Perennial Border Garden**
- h. **Walkway lamp lighting**
- i. **Sundial within the confines of the Garden**
- j. **Bust of William Shakespeare**

AND THAT, subject to designation, a commemorative plaque be installed on the subject lands.

Carried

7.9 ADDED Resolution - Request for an Exemption to Facilities Code of Conduct Policy - Use of Artificial Noise Makers at the Rotary Complex (COU24-161)

Motion by Councillor Nijjar

Seconded by Councillor Briscoe

THAT the request from the Stratford District Secondary School to permit the use of up to 15 noisemakers by the school's spirit committee during the December 20, 2024, ice rental at the Rotary Complex be approved.

Members of Council discussed the motion, specifically the issues with permitting noise makers and the benefits. A recorded vote was requested.

The motion was clarified to reflect the use of only those noisemakers which were requested by the School and that there would be a limit of 15 noisemakers permitted per school. A recorded vote was taken on the motion as clarified:

R2024-510

Motion by Councillor Nijjar

Seconded by Councillor Briscoe

THAT the request from the Stratford District Secondary School to permit the use of up to 15 noisemakers by the school's spirit committee and the opposing school, limited to simple types

identified in the request, during the December 20, 2024, ice rental at the Rotary Complex be approved.

In Support (9): Councillor Hunter, Councillor Nijjar, Councillor Burbach, Councillor Sebben, Councillor Biehn, Councillor Briscoe, Councillor McCabe, Councillor Wordofa, and Mayor Ritsma

Opposed (1): Councillor Henderson

Carried

7.10 ADDED Resolution - 100 St. Patrick Street – Justice Building Lease (Courthouse) (COU24-162)

R2024-511

Motion by Councillor Henderson

Seconded by Councillor Hunter

THAT Council authorize The Corporation of the City of Stratford to enter into an Extension and Amending Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Infrastructure for the lease of a portion of space at 100 St. Patrick Street (Administration of Justice Building) for five years commencing on January 1, 2025, and expiring on December 31, 2029;

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

Carried

7.11 ADDED Resolution - Stratfords of the World Committee (Ontario) Advisory Committee Appointments (COU24-163)

R2024-512

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT the motion to appoint Joan Ayton to the Stratfords of the World (Ontario) Advisory Committee be reconsidered.

Carried

R2024-513

Motion by Councillor Nijjar

Seconded by Councillor Hunter

THAT Joan Ayton be appointed as a citizen representative to the Stratfords of the World (Ontario) Advisory Committee to

November 14, 2026, or until a successor is appointed by Council and that an exemption be granted from the term limit in the Appointments Policy C.3.1.

Carried

R2024-514

Motion by Councillor Henderson

Seconded by Councillor Biehn

THAT the Terms of Reference for the Stratfords of the World (Ontario) Advisory Committee be amended to decrease the number of citizen appointments from eight (8) to seven (7) members.

Carried

8. Business for Which Previous Notice Has Been Given:

8.1 Resolution - Removal of Holding Provision (H22) for the lands located at 16 Kastner Street and legally described as Block 44 on Plan 44M-93 (COU24-157)

The Manager of Planning, referring to a PowerPoint presentation, provided an overview of the application seeking the removal of a holding provision (H22) on the lands located at 16 Kastner Street. Highlights of the presentation included:

- the holding provision H22 having been applied to ensure remediation works were completed to the satisfaction of the City and the Conservation Authority;
- no concerns having been received from members of the public or agencies; and
- the City's Infrastructure Services Department and the Conservation Authority having advised they were satisfied with the remediation and had no concerns with the removal of the holding provision.

R2024-515

Motion by Councillor Hunter

Seconded by Councillor Biehn

THAT the City of Stratford Comprehensive Zoning By-law 10-2022 be amended by removing the Holding Provision (H22) from the property known municipally as 16 Kastner Street being Block 44 on Plan 44M-93 for the following reasons:

- **The prerequisite for the removal of the Holding Provision has been satisfied;**
- **Removal of the Holding Provision shall allow the development of the subject lands in conformity with the City of Stratford Official Plan and consistent with the Provincial Planning Statement.**

Carried

8.2 Resolution - 2024 Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan with Recommendations (COU24-160)

The Regular Council meeting recessed at 8:58 p.m. and resumed at 9:04 p.m.

R2024-516

Motion by Councillor Burbach

Seconded by Councillor Hunter

THAT Council adopt the City of Stratford's 2024 Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan prepared by DFA Infrastructure International Incorporated;

THAT Council approve the proposed Water and Wastewater Rates for implementation effective January 1, 2025;

AND THAT Council amend Fees and Charges By-law 99-2024 to revise the Water and Wastewater Rates for implementation effective January 1, 2025.

Carried

9. Reports of the Standing Committees:

9.1 Report of the Social Services Committee

R2024-517

Motion by Councillor Henderson

Seconded by Councillor Briscoe

THAT the Report of the Social Services Committee dated December 16, 2024, be adopted as printed.

Carried

9.1.1 Update on the Provincial Centralized Intake Initiative (SOC24-013)

THAT the report titled, "Update on the Provincial Centralized Intake Initiative" (SOC24-013), be received for information.

9.1.2 EarlyON Service Provider Transition Update (SOC24-014)

THAT the report titled, "EarlyON Service Provider Transition Update" (SOC24-014), be received for information.

10. Notice of Intent:

10.1 Notice of Public Meeting

Notice was provided that Stratford City Council will hold a public meeting on Thursday, January 16, 2025, at 5:30 p.m., in Council Chambers to hear all interested persons with respect to the proposed declaration as surplus and disposition of 270 Water Street, Stratford.

Additional details about the public meeting and the proposed disposition were provided in the Notice attached to the agenda.

11. Reading of the By-laws:

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

R2024-518

Motion by Councillor Biehn

Seconded by Councillor Nijjar

THAT By-laws 136-2024 to 148-2024 be taken collectively.

Carried unanimously

R2024-519

Motion by Councillor McCabe

Seconded by Councillor Burbach

THAT By-laws 136-2024 to 148-2024 be read a First and Second Time.

Carried two-thirds support

R2024-520

Motion by Councillor Henderson

Seconded by Councillor Briscoe

THAT By-laws 136-2024 to 148-2024 be read a Third Time and Finally Passed.

Carried

11.1 Animal Control and Pound Services Agreement with the Humane Society - By-law 136-2024

To authorize the entering into and execution of an agreement with The Humane Society of Kitchener-Waterloo and Stratford-Perth for the provision of animal control and pound services from January 1, 2025, to December 31, 2028.

11.2 Award Tender for Bedding Plants - By-law 137-2024

To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Ontario Oasis for the supply and delivery of bedding plants for 2025 through 2028 (T-2024-34).

11.3 Zoning By-law Amendment - 3980 Road 111 - Deferred

To amend By-law 10-2022 as amended, with respect to Zoning By-law Amendment application Z07-22 by Paradize Properties Development Ltd. to amend the zoning at 3980 Road 111 within Draft Plan of Subdivision 31T22-001 to be 'Medium Density Residential' (R4) as described herein.

11.4 Adopt Official Plan Amendment No. 35 - 3980 Road 111 - Deferred

To adopt Official Plan Amendment No. 35 to redesignate the lands municipally known as 3980 Road 111 in the City of Stratford to "Medium Density Residential" designation.

11.5 Interim Tax Levy By-law - By-law 138-2024

To authorize an interim tax levy for 2025 and to govern and regulate the finances of The Corporation of the City of Stratford for the fiscal year ending December 31, 2025.

11.6 Temporary Borrowing By-law - By-law 139-2024

To authorize the temporary borrowing of funds from time to time to meet current expenditures during the fiscal year ending December 31, 2025 until municipal taxes are collected.

11.7 Award Tender for the Removal of Designated Trees and Stumps in 2025 - By-law 140-2024

To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Tree Tech Tree and Property Maintenance

Specialists Inc. for the removal of designated trees and stumps in 2025 (T-2024-31).

11.9 Award Tender for the Regular, Overtime and Emergency Pruning Services in 2025 - By-law 142-2024

To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Lange Bros. (Tavistock) Limited for regular, overtime, and emergency pruning services in 2025 (T-2024-31).

11.8 Award Tender for the Removal of Designated Stumps in 2025 - By-law 141-2024

To authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Tree Tech Tree and Property Maintenance Specialists Inc. for the removal of designated stumps in 2025 (T-2024-31).

11.11 Golf Course Lease Agreement Amendments - By-law 144-2024

To authorize the execution of an Amendment to the Lease Agreement with the Stratford Municipal Golf Course Association for the lease of the municipal golf course on Norfolk Street.

11.10 Amend Fees and Charges By-law - Water and Wastewater Rates - By-law 143-2024

To amend the Fees and Charges By-law 99-2024, to change the rates for water and wastewater services.

11.12 Amendments to the Kelly Drain Improvement By-law - By-law 145-2024

To amend drainage assessments estimated in the Engineer's Report based on actual costs incurred for the construction of the Kelly Drain in the City of Stratford.

11.13 Removal of Holding Provision - 16 Kastner Street - By-law 146-2024

To amend By-law 10-2022 as amended, with respect to the removal of Holding Provision (H22) from the zoning of certain lands legally described as Part of Lot 5, Concession 2 (geographic Township of Ellice), now City of Stratford, being Block 44 on Plan 44M-93.

11.14 Appointments to Stratfords of the World (Ontario) Advisory Committee - By-law 147-2024

To amend By-law 4-2023, as amended, to make appointments to the Stratfords of the World (Ontario) Advisory Committee.

11.15 ADDED - Lease Agreement - 100 St. Patrick Street - By-law 148-2024

To authorize the entering into and execution of a Lease Agreement with His Majesty the King in Right of Ontario as represented by the Minister of Infrastructure, with respect to the continued lease of certain space at the Administration of Justice Building, 100 St. Patrick Street, for a five-year term from January 1, 2025 to December 31, 2029.

12. Consent Agenda: CA-2024-195 to CA-2024-209

12.1 CA-2024-197

R2024-521

Motion by Councillor Burbach

Seconded by Councillor McCabe

THAT CA-2024-197, being resolutions requesting the redistribution of Provincial Land Transfer Tax and GST to municipalities for sustainable infrastructure funding, be endorsed.

Carried

12.2 CA-2024-195

R2024-522

Motion by Councillor Hunter

Seconded by Councillor McCabe

THAT CA-2024-195, being a resolution from the City of Toronto regarding Respecting Local Democracy and Cities, be endorsed.

Carried

12.3 CA-2024-207

R2024-523

Motion by Councillor Burbach**Seconded by** Councillor McCabe**THAT CA-2024-207, being a resolution from the City of Guelph regarding Enabling Municipalities to Charge Fees for use of Municipal Property by Gas Utilities, be endorsed.****Carried****13. New Business:****13.1 To Stratford with Love Banquet**

A member thanked Richard & Ruth Kneider for their work on the annual To Stratford With Love Christmas Banquet. Approximately 750 people are served annually with over 200 individual volunteers. The main objective of the event is to encourage face to face interactions. Volunteers, businesses, and churches were thanked.

13.2 Thanks to Council and Staff

Members of Council and staff were thanked for their work in 2024.

14. Adjournment to Standing Committees:

The next Regular Council meeting is January 13, 2025 in the Council Chamber, City Hall.

R2024-524

Motion by Councillor Sebben**Seconded by** Councillor Burbach**THAT the Council meeting adjourn to convene into Standing Committees as follows:**

- **Infrastructure, Transportation and Safety Committee [7:05 or thereafter following the Regular Council meeting]; and**
- **Finance and Labour Relations Committee [7:10 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 December 16, 2024, 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

There were no disclosures of pecuniary interest made by a member at the December 16, 2024 Council Reconvene meeting.

15.2 Reading of the Confirmatory By-law (reconvene):

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

By-law 11.16 Confirmatory By-law - By-law 149-2024

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on December 16, 2024.

R2024-525

Motion by Councillor Biehn**Seconded by** Councillor Nijjar**THAT By-law 149-2024 be read a First and Second Time.****Carried** two-thirds support

R2024-526

Motion by Councillor Henderson**Seconded by** Councillor Sebben**THAT By-law 149-2024 be read a Third Time and Finally Passed.****Carried**

15.3 Adjournment of Council Meeting

Mayor Ritsma provided holiday greetings and thanked Council and staff for their service.

R2024-527

Motion by Councillor Hunter

Seconded by Councillor Burbach

THAT the December 16, 2024, Regular Council meeting adjourn.

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 9:16 P.M.

Reconvene Meeting Start Time: 9:23 P.M.

Reconvene Meeting End Time: 9:25 P.M.

Mayor - Martin Ritsma

Clerk - Tatiana Dafoe



MANAGEMENT REPORT

Date: January 13, 2025
To: Mayor and Council
From: Taylor Crinklaw, Director of Infrastructure
Report Number: COU25-001
Attachments: None

Title: Considerations for Proceeding with a Request for an Expression of Interest for the Erie Street Parking Lot

Objective: To inform Council of considerations that may influence the development of the Erie Street Park Lot using an Expression of Interest process.

Background: At the November 25, 2024, Council meeting, as part of the consent agenda Staff included an intent to tender the Resurfacing of the Erie Street Parking Lot. A supplementary report was provided that suggests large-scale redevelopment may be premature. Development would require significant time, resources, and costs, and that the Erie Street parking lot's future could be significantly influenced by the redevelopment of the Grand Trunk Railway (GTR) site. Instead, the report recommends cost-effective, short-term resurfacing for the lot.

Staff provided a recommended general **workplan for short and long-term actions:**

1. Resurface the Erie Street Parking Lot in 2025.
2. Resolve and adjust easements to a level that facilitates optimal development (estimated 2025-2027).
3. Update the Downtown Parking Strategy Report following City Council approval of the redevelopment types and densities for the GTR Site (2026-2027)
4. In 2030 (Year 5 following resurfacing) formally review timing of the GTR Site build out and the implications on the Erie Street Parking Lot.
5. In 2033 (Year 8 following resurfacing) present a comprehensive strategy report to City Council with a timeline for redevelopment of the Erie Street Parking Lot.
6. In 2035 (Year 10 following resurfacing) proceed with preferred development if desired.

In response to this report Council directed Staff to continue with the tender, but also to bring back a report outlining considerations for proceeding with a Request for

Expression of Interest (REOI) process for the Erie Street Parking Lot Development. Included in this Council agenda is a recommendation to proceed with resurfacing of the Erie St Parking Lot in 2025 for an approximate cost of \$448,000 after the partial HST rebate (See report for full details).

Analysis: Issuing an REOI for redeveloping city-owned land in the downtown core, particularly a potential brownfield site with easements, presents both opportunities and challenges. An REOI allows municipalities to explore developer interest, gather innovative ideas, and understand market trends without committing to a full Request for Proposals (RFP). It is a cost-effective and non-binding approach to gauge feasibility and uncover creative solutions for complex sites.

However, site-specific constraints, such as environmental contamination or easements, may limit redevelopment potential and deter developer interest due to perceived risks and costs. Responses to the REOI might be varied and lack actionable specifics, requiring additional work to narrow down options. The process also demands municipal resources to draft, issue, and evaluate submissions, with no guarantee of attracting viable proposals.

To maximize the benefits of an REOI, municipalities should clarify site conditions. In 2005, a Phase 1 and 2 was completed for the parking lot. The results show some impacted soil, but generally the conditions meeting development requirements for Commercial and Industrial use, but not necessarily meeting residential conditions. Dependent on what is proposed, further environmental assessment, remedial work and a Record of Site Condition, may be required.

REOI Considerations

The effectiveness of a Request for Expressions of Interest (REOI) process can be significantly hindered by several key limitations. One of the most critical is the absence of a clear and well-articulated vision for the site. Without a defined direction, potential respondents may struggle to align their proposals with municipal objectives, resulting in submissions that are misaligned or lack focus. Similarly, insufficient upfront planning, such as resolving critical existing easements, confirming the necessity for environmental remediation, facilitating feasibility studies, or proceeding with further infrastructure analyses, can leave crucial questions unanswered, deterring high-quality interest desired for the site.

Another limitation is inadequate public engagement. Without meaningful input from the community, the REOI risks proposing ideas that lack public support or fail to address local needs and priorities, leading to potential resistance during later stages of redevelopment.

REOI Options for the Erie Street Parking Lot

The primary challenges to an effective REOI for the Erie Street Parking Lot include the lack of a clear vision for redevelopment, minimal public engagement to date, potentially impacted soil, and the constraints imposed by existing easements, which could significantly reduce the developable land. Staff have identified two potential approaches for proceeding with the REOI process.

The first option is to engage consultants to lead the process. Given the complexity of the site and limited staff capacity, facilitating a comprehensive REOI as a special project would require external expertise. This includes gathering, clarifying, and organizing historical, site condition, and legal easement information into a format suitable for an REOI. Once the REOI is issued, consultants would manage communications with interested parties, compile submissions, and present findings. This approach is expected to yield higher-quality submissions aligned with Council's vision. This approach is still expected to require Staff support and may take 3 - 6 months to complete and cost in the range of \$15,000 to \$30,000.

The second option is to post a simple, single-page REOI and assess responses. While less resource-intensive, this approach may result in submissions that fall short of Council's expectations. Staff would still need to gather information, clarify site details, post the REOI, manage inquiries, and compile findings. Additional resources may be required, as this work is not currently included in the 2025 Workplan. This approach will still require Staff time to facilitate and is expected to take 3 months and cost \$8,000 to \$10,000.

Staff Recommendation

The biggest hurdle still perceived by Staff for effective redevelopment, is addressing the easements that exist onsite. If these can be addressed, it provides optimal opportunity to redevelop the site to its fullest potential. This aligns with the Staff recommended approach outlined in the Draft Work Plan above.

Financial Implications:

Financial impact to current year operating budget:

If Council proceeds with Staff recommendation, there are no impacts to the 2025 Operating Budget. If a different option is selected, unbudgeted consultant support would cost in the range of \$10,000 to \$30,000.

Financial impact on future year operating budget:

Impacts to future year's operating budget would reflect findings of the Draft Workplan and be presented at future budget deliberations accordingly.

Alignment with Strategic Priorities:

Work Together For Greater Impact

The Erie Street Parking Lot is in a key location in the downtown core. Its current and future use will have an impact to residents and business on how the site is utilized now and in the future. Working together we can define this site to have the most meaningful impact for the City.

Alignment with One Planet Principles

Culture and Community

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

Travel and Transport

Reducing the need to travel, encouraging walking, cycling and low carbon transport.

Staff Recommendation: THAT the report titled, 'Considerations for Proceeding with a Request for Expression of Interest for the Erie Street Parking Lot" (COU25-001), be received for information.

Prepared by: Taylor Crinklaw, Director of Infrastructure Services

Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 13, 2025
To: Mayor and Council
From: Nick Sheldon, Project Manager
Report Number: COU25-003
Attachments: T-2024-39 – Tender Results

Title: T-2024-39 Erie Street Parking Lot Resurfacing Tender Award

Objective: To obtain Council approval to accept the bid from Steve Smith Construction Corporation of \$494,747.90 including HST, for the Erie Street Parking Lot Resurfacing Contract T-2024-39.

Background: The Erie Street Parking Lot, originally constructed in 1978, is a surface level parking lot serving residents, visitors, and businesses in Stratford. Since constructed, temporary repairs have been completed, the surface is now in disrepair and more substantial maintenance is required.

At the July 24th, 2024, ITS Sub-committee meeting staff prepared a report (ITS24-016) with background and recommended the parking lot be resurfaced. On August 12th, 2024, the following motion was passed, Council authorize staff to proceed with the design and issuing a tender for the resurfacing of the Erie Street Parking Lot at this time. Council also requested updated information on a facilitating an Expression of Interest for this site, which is included in this Council's agenda under a separate report.

The tender process for this project followed the City of Stratford's procurement policy. The bid opportunity was advertised publicly on November 26th, 2024, and submissions were received by the deadline of December 18th, 2024.

Analysis: There was a total of forty-one (41) contractors registered for the project, with eighteen (18) submitting an official bid. The low bid of \$494,747.90 including HST was provided by Steve Smith Construction Corporation. The submission was reviewed, and their experience and references were checked with positive results. The Contractor has successfully completed other projects for the City of Stratford, most recently the 2024 Erie Street Resurfacing, 2023 Asphalt Rehabilitation Project (Ontario Street, John Street), 2022 Huron Street Reconstruction, 2020 Asphalt Resurfacing Project (O'Loane Avenue North).

The net cost to the City after the partial HST rebate is \$445,535.81.

The estimated total project costs are:

Construction Contract (after HST rebate)	\$	445,535.81
Material Testing (estimated)	\$	10,000.00
Total	\$	455,535.81

The 2024 capital budget contains a total of \$1,500,000 for this project to be funded as follows:

Parking Reserve R-R11-PRKG	\$	1,500,000.00
Total	\$	1,500,000.00

Therefore, approximately \$1,044,000 is expected to be unspent from the initial budget estimate which will remain in the Parking Reserve for future capital expenditures.

Financial Implications:

Financial impact to current year operating budget:

The anticipated project surplus will not impact the overall 2025 budget as the funding is from reserve funds available in 2024.

Financial impact on future year operating budget:

There would be reduced annual operating and maintenance costs in future years due to improved condition. The surface would not require as much maintenance (pothole repair, crack sealing, patching) and would be in good condition for many years.

Link to asset management plan and strategy:

This project represents a rehabilitation of an asset maintained in the asset management plan. The planned actions are expected to extend the useful life of the current infrastructure for up to an additional 25 years. Asset replacement and significant rehabilitation activities that extend the useful life are planned for based on estimated useful life. The adjustment to the asset management plan will impact future capital planning forecasts and funding strategies will be updated accordingly.

Legal considerations:

The City would see reduced risk of liability as poor surfacing and drainage conditions would be reinstated into good repair.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as making targeted investments, our focus is to create a resilient foundation that fosters sustainable growth, ensuring a high quality of life for residents and promoting economic stability for years to come.

Alignment with One Planet Principles:

Travel and Transport

Reducing the need to travel, encouraging walking, cycling and low carbon transport.

Staff Recommendation: THAT the tender (T-2024-39) for the Erie Street Parking Lot Resurfacing project be awarded to Steve Smith Construction Corporation at a total price of \$494,747.90, including HST;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the necessary Contract Agreement for the Erie Street Parking Lot Resurfacing project (T-2024-39).

Prepared by: Nick Sheldon, Project Manager
Recommended by: Taylor Crinklaw, Director of Infrastructure
 Joan Thomson, Chief Administrative Officer

T-2024-39

Erie Street Parking Lot Resurfacing

Closing Date: December 18th, 2024

Submission Summary

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Unofficial Value or Notes</u>
Steve Smith Construction Corporation	Stratford, Ontario	Submission 1	\$494,747.90
Forest Contractors Ltd.	Vaughan, Ontario	Submission 1	\$497,386.00
ROYAL CROWN CONSTRUCTION	CALEDON, ON	Submission 1	\$506,045.45
K-W Cornerstone Paving Ltd.	Kitchener, ON	Submission 1	\$507,019.71
1108575 Ontario LTD	King City, Ontario	Submission 1	\$531,726.02
Melrose Paving Co. Ltd.	Mississauga, Ontario	Submission 1	\$543,244.50
Tri-Capital Construction Inc.	Woodbridge, Ontario	Submission 1	\$544,061.10
Springside paving Ltd	Etobicoke, Ontario	Submission 1	\$576,825.85
Atlas Paving Company Inc.	Toronto, Ontario	Submission 1	\$628,911.78
J-AAR Civil Infrastructures Limited	London, Ontario	Submission 1	\$641,804.97
Brantco Construction	Cambridge, Ontario	Submission 1	\$652,817.39
GIP Paving Inc.	Petersburg, Ontario	Submission 1	\$671,146.56
Dufferin Construction Company, A division of CRH Canada Group Inc.	London, Ontario	Submission 1	\$715,833.53

<u>Vendor</u>	<u>City/Province</u>	<u>Submission Name</u>	<u>Unofficial Value or Notes</u>
Capital Paving Inc	Guelph, Ontario	Submission 1	\$721,022.49
Lavis Contracting Co. Limited	Clinton, Ontario	Submission 1	\$745,112.06
Total Excavation Inc.	Branchton, Ontario	Submission 1	\$752,925.14
Kings Valley Paving Inc	Maple, Ontario	Submission 1	\$837,593.86
Primo Paving & Construction Limited	Woodbridge, ON	Submission 1	\$1,463,455.28



MANAGEMENT REPORT

Date: January 13, 2025
To: Mayor and Council
From: Naeem Khan, Chief Technology & Security Officer
Report Number: COU24-002
Attachments: Bid Closing Submission Summary

Title: Award of Tender T-2024-36: Supply and Delivery of Meraki Hardware and Licensing

Objective: To seek approval to award Tender T-2024-36 for the supply and delivery of Meraki Solutions, which includes 139 security cameras and three years of licensing, to the lowest qualified bidder, C.E. Technology Solutions Ltd.

Background: On November 29, 2024, a request for tender (T-2024-36) was issued to supply and deliver video surveillance equipment for City facilities. Many of the current video surveillance systems at these locations are outdated and unreliable, operating on older technologies.

Multiple challenges exist with the existing video surveillance systems, including:

- Inconsistent and unreliable performance due to aging hardware.
- Time and date synchronization issues, which compromise the integrity of recorded footage.
- Limited coverage and quality in areas critical for security monitoring.
- Inadequate storage capacity, making it difficult to retain video data for the required duration.

These challenges have resulted in delays in responding to incidents and reduced effectiveness of the systems in meeting operational and security needs.

In 2021, IT staff conducted extensive research as part of the Public Housing Connectivity and Security System project to evaluate technology solutions to improve building security, reliability, and compliance with cybersecurity best practices. These include:

- Keeping software and devices protected from external threats.
- Ensuring the integrity and privacy of data, both in storage and during transmission.
- Establishing improved processes for managing and securing video surveillance data.

The outcome of this research emphasized the need to modernize video surveillance systems across City facilities to align with industry standards and cybersecurity guidelines.

To address these issues and ensure a robust, secure, and reliable system, IT staff reviewed the current camera inventory, identifying areas for improvement, and assessing future needs. As a result, the need for 139 cameras was identified.

The new cameras are a mix of indoor, outdoor, and specialized models to address the unique needs for coverage of each facility as follows:

- Wide-angle mini dome cameras (with on-board storage) – 10 units
- Varifocal indoor dome cameras (standard and extended storage) – 50 units
- 360° indoor dome cameras – 13 units
- Varifocal outdoor bullet cameras (high-capacity storage) – 15 units
- Fixed lens outdoor dome cameras (standard and 4K resolution) – 36 units
- Varifocal outdoor dome cameras (with on-board storage) – 2 units
- 360° outdoor-rated dome cameras (high-capacity storage) – 13 units

Along with the hardware, 3-year licensing and support for all 139 cameras was included in the tender requirements.

This project will modernize the City's video surveillance infrastructure, ensuring:

- Improved reliability and coverage across critical locations.
- Compliance with best cybersecurity practices, protecting data integrity and privacy.
- Enhanced operational efficiency through modernized technology.

The system builds on the successful implementation of modern surveillance technologies at Public Housing buildings, where similar upgrades have already delivered significant improvements in performance and security.

Analysis: The total project budget consists of: \$182,000 for equipment (IT and Facilities' 2024 capital budget) and \$80,000 for contracted services to assist with the configuration and installation, which will begin in 2025.

Most of the configuration and installation will be completed by staff to minimize costs. Existing units at some locations will be replaced directly, while at other sites additional work will be required, including:

- Addressing height restrictions that limit access.
- Installing proper network cabling where it is currently unavailable.

Full configuration and installation estimates provided by external contractors is approximately \$200,000. By managing much of the work internally, this cost is estimated at \$80,000.

Six submissions were received for Tender T-2024-36: Supply and Deliver Meraki Solutions. Staff reviewed all tenders for completeness, qualifications, and compliance with the requirements.

Details of the submissions are provided in the attached Bid Closing Summary Document for reference.

After a thorough review, staff recommend awarding the contract to the lowest qualified bidder, C.E. Technology Solutions Ltd., at a total cost of \$180,954 plus HST.

The total costs are comprised of:

- 3-year licensing costs: \$53,795.78 (before HST), which is expensed annually and equipment \$127,159.00 (before HST).

Financial Implications:

Financial impact on current year operating budget:

The project was planned in 2024, to be funded from the capital program. As this project was not completed in 2024, the expenses will be recorded in 2025. One third of the licensing costs will be expensed through the IT operating expense accounts annually, funded by a transfer from the reserve funds, while the equipment expenditures will be expensed through the capital program in 2025 and funded from the capital reserve funds as approved in the 2024 budget. Any additional contractor costs will be expensed through the regular operating budget as required during the installation phase in 2025.

Financial impact on future year operating budget:

In 2026 and 2027, the remaining licensing costs will be included in the operating budgeted expenses (one-third in each year). In 2029, the licensing cost for the Meraki solution will need to be renewed for an estimated \$18,000 (excluding HST) per year.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as it replaces outdated video surveillance systems with modern, reliable technology, improving security and operational efficiency across City facilities.

Intentionally Change to Support the Future

This report aligns with this priority as it leverages current technology to meet cybersecurity best practices, ensuring the City's systems are secure, resilient, and prepared to address future challenges

Alignment with One Planet Principles:

Health and Happiness

This report aligns with this principle by improving the safety and security of City facilities, creating a more secure and protected environment for staff and visitors.

Zero Carbon Energy

The replacement of outdated video surveillance equipment with modern technology contributes to improved energy efficiency. New systems, like the Meraki solution, are designed to consume less energy and align with current sustainability standards, reducing the City's overall energy footprint.

Staff Recommendation: THAT the Tender (T-2024-36) for the Supply and Delivery of Meraki Solutions, including 3-year licensing, be awarded to C.E. Technology Solutions Ltd. for a total cost of \$204,479.00, including HST.

Prepared by: Naeem Khan, Chief Technology & Security Officer
Recommended by: Joan Thomson, Chief Administrative Officer

T-2024-36

Supply and Deliver Meraki Solutions

Closing Date: Friday, December 13, 2024

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
C.E Technology Solutions Ltd.	Sarnia, Ontario	Submission 1	\$204,479.00
Synnapex	Richmond Hill, Ontario	Submission 1	\$218,033.31
2352242 Ontario Inc	Toronto, Ontario	Submission 1	\$229,979.34
CDW Canada Corp.	Toronto, Ontario	Submission 1	\$236,718.49
Charter	Burnaby, BC	Submission 1	\$238,622.31
Network Factory Inc	North York, Ontario	Submission 1	\$243,796.06



MANAGEMENT REPORT

Date: January 13, 2025
To: Mayor and Council
From: Shannon Archer, Business and Integration Manager
 Corry Gunn, Manager of Anne Hathaway Day Care Centre
Report Number: COU25-004
Attachments: None

Title: Anne Hathaway Day Care Centre Fee Decrease

Objective: To inform City Council of the further decrease to Anne Hathaway Day Care Centre fees resulting from updated Canada-Wide Early Learning and Child Care (CWELCC) guidelines received and to amend several of the Anne Hathaway Day Care Centre (AHDC) rates set out in Schedule "F" of the Consolidated Fees and Charges By-law 99-2024.

Background: At the August 12, 2024, Council meeting, Consolidated Fees and Charges By-law 99-2024 was passed. Schedule "F" of this By-law included fees for AHDC. In December 2024 information was received from the Ministry of Education regarding an amendment to O. Reg 135/17 relating to the 2025 CWELCC fee reduction. The following rules will apply once the amended regulation is in effect:

- CWELCC-enrolled programs charging more than \$22 per day for eligible children must reduce fees to \$22 per day;
- CWELCC-enrolled programs charging less than \$22 per day for eligible children must maintain current fees (as of December 31, 2024), and
- New programs enrolling in CWELCC in 2025 must set base fees in accordance with specific amounts set out in the regulation.

Analysis: Under the terms of the CWELCC agreement on January 1, 2025, parental fees for all children under 6 years of age can not exceed \$22.00. This mandate will result in 3 rate reductions to existing fees. Further, a review of the rates revealed that the rate for Before or After care for children 6 years of age or older was omitted from the previous fee listing. A breakdown of all current fees is noted below with the changes noted in bold:

Fee	Current By-Law 99-2024	Revised Rate
Toddler Weekly	\$113.68	\$110.00
Toddler Daily	\$27.80	\$22.00
Pre-School Weekly	\$99.03	\$99.03
Pre-School Daily	\$23.79	\$22.00
Nursery Daily	\$17.33	\$17.33
Before or After - Kindergarten	\$6.85	\$6.85
Before or After – Grades 1-6	\$6.63	\$6.63
Before or After – ages 6 and up	n/a	13.25

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated net impact on the current year operating budget as the reduction in parental fees will be directly offset by increased recovery through CWELCC subsidy from the Provincial Government.

Financial impact on future year operating budget:

There is no anticipated impact on future year operating budgets as any further reductions mandated will also be directly offset by increased recovery through CWELCC subsidy.

Alignment with Strategic Priorities:

Not applicable: This report does not directly align with one of the Strategic Priorities as it is a financial/administrative report.

Alignment with One Planet Principles:

Not applicable: One Planet Principles do not apply to this financial/administrative report.

Staff Recommendation: THAT the following fees in Schedule "F" of the City's Fees and Charges By-law 99-2024, be amended:

- **Toddler Weekly - \$110.00**

- **Toddler Daily - \$22.00**
- **Pre-school Daily - \$22.00**
- **Before or After – ages 6 and up - \$13.25**

AND THAT the fees be effective January 1, 2025.

Prepared by: Shannon Archer – Business and Integration Manager
Corry Gunn – Manager of Anne Hathaway Day Care

Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 13, 2025
To: Mayor and Council
From: Shannon Archer, Business and Integration Manager
John Ritz, Homelessness and Housing Stability Supervisor
Report Number: COU25-005
Attachments: None

Title: Huron Perth Healthcare Alliance Nurse Practitioner Primary Care Outreach Program Agreement

Objective: To consider approval to enter into a new agreement with Huron Perth Healthcare Alliance for Nurse Practitioner (NP) Primary Care Outreach Program, to support individuals experiencing homelessness and housing instability who are not attached to a primary care physician.

Background: In March 2021, The Corporation of the City of Stratford (City) and Huron Perth Healthcare Alliance (HPHA) entered into an agreement to collaborate for the NP Primary Care Outreach Program using funding received from the Social Services Relief Fund (SSRF). This program provides basic health services to individuals experiencing homelessness and housing instability to ensure successful life stabilization in the community.

Analysis: The updated agreement will take effect in January 2025. There are termination clauses built into the agreement, and it will be subject to regular review to ensure fiscal responsibility and that program delivery expectations are being met. This program is an integral part of the community-based supports needed for individuals living unsheltered or experiencing housing stability issues. The Nurse Practitioner works alongside the Community Paramedic team and the Outreach team to provide healthcare services to those who require support. Clinics are set up throughout Perth County. Key outcomes include the ability for individuals without a family doctor to apply for Disability benefits, referrals to specialized care, and medication updates and reviews.

Financial Implications:**Financial impact to current year operating budget:**

The yearly cost to operate this program is \$75,000 which is funded through the Government of Ontario, the Homelessness Prevention Program. There is no anticipated impact on the municipal tax levy resulting from the operation of this program.

Alignment with Strategic Priorities:**Build Housing Stability**

This report aligns with this priority as it provides services to the most vulnerable members of the community.

Work Together For Greater Impact

This report aligns with this priority as it improves and stabilizes community partnerships with the Huron Perth Healthcare Alliance.

Alignment with One Planet Principles:**Health and Happiness**

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

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with Huron Perth Healthcare Alliance to provide the Nurse Practitioner Primary Care Outreach Program;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the agreement on behalf of the City with Huron Perth Healthcare Alliance.

Prepared by: Shannon Archer, Business and Integration Manager
John Ritz, Homelessness and Housing Stability Supervisor

Recommended by: Kim McElroy, Director of Social Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 13, 2025
To: Mayor and City Council
From: Neil Anderson, Director of Emergency Services / Fire Chief
Report Number: COU25-006
Attachments: None

Title: Fire Protection Grant Transfer Payment Agreement

Objective: To seek City Council approval to authorize the Mayor and City Clerk to sign the Funding Agreement between the Province of Ontario and City of Stratford. This agreement is in support of a recent successful application for \$16,460.

Background: On March 26, 2024, the Ontario government announced a \$30 million Fire Protection Grant for municipal fire departments, available over three years, to support cancer prevention initiatives. This application-based grant allocates \$10 million annually for infrastructure, personal protective equipment, and decontamination tools for fire departments.

The Province allocated \$8,230 per fire station for each department with the intent to improve the reduction of cancer-causing agents or exposure to carcinogens.

Projects must be completed by end of December 2025.

Analysis: The Fire Department applied for just over \$24,000 of grant funding to procure a variety of equipment to reduce exposure to carcinogens. Based upon the grant allocated, the department intends to replace its existing commercial washer and extractor machine, a specialized machine to clean some of the firefighting gear after exposure to firefighting operations, biohazards, etc. The existing machine is seventeen years old and no longer performing as designed, despite multiple visits by maintenance and repair technicians. The machine was originally purchased in 2007.

The quote for a new machine and installation is \$16,930. The awarded amount is slightly less than this by \$470, which can be absorbed within the 2025 draft budget that had amount included relating to the maintenance and repairs for equipment. The item will be recorded as a capital purchase and funded from the grant revenues and the small transfer from operating funds.

To receive the funds through the Ontario transfer program, the Ontario Transfer Funding Agreement must be signed by signatories who have the authority to bind the Corporation.

Financial Implications:

Financial impact to current year operating budget:

The extra funds to complete the project, amounting to approximately \$470, would be transferred from the operating budget account to the Capital account and the grant funds will be recorded as grant revenues resulting in nominal impact to the 2025 budget.

Link to Asset Management: This grant will allow for the replacement of an aged asset. Future replacement costs are typically captured in the annual transfers to capital reserve funds. This investment will ensure that the protective gear can be maintained and cleaned to ensure maximum useful life.

Alignment with Strategic Priorities:

Enhance our Infrastructure: This report and corresponding investment in asset replacement aligns directly with this Strategic Priority as it is asset and infrastructure maintenance and replacement.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing through use of equipment that will support cancer prevention initiatives.

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General, Office of the Fire Marshal to support the municipal fire service in acquiring critical equipment and other needs to improve and enhance the level of fire protection service being provided;

AND THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the Ontario Transfer Payment Agreement provided through the Fire Protection Grant on behalf of the Corporation.

Prepared by: Neil Anderson, Director of Emergency Services / Fire Chief
Recommended by: Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 27, 2024
To: Infrastructure, Transportation and Safety Sub-committee
From: Sadaf Ghalib, Climate Change Program Manager
Report Number: ITS24-021
Attachments: None

Title: Annual Corporate Greenhouse Gas Emissions – 2023

Objective: To report annually on the City of Stratford's Corporate Greenhouse Gas (GHG) emissions inventory for the year-ending December 31, 2023, and progress toward meeting corporate GHG emission reduction targets.

Background: On October 23, 2023, City Council endorsed the Corporate Energy and Emissions Plan (CEEP), which provides guidance on how the City can accelerate efforts toward decarbonization, operationalize actions to support energy efficiency and achieve the required emission reduction targets to align with provincial and federal objectives.

Staff continue to implement recommendations from CEEP, track and monitor efforts within each department, and document progress toward achieving overarching sustainability goals.

Analysis: Compared to the 2017 baseline year, the City's total GHG emissions for 2023 decreased by approximately 12% (equal to 610.16 tonnes of carbon dioxide equivalent, or tCO₂e). However, annual emissions rose by 7.52% between 2022 and 2023. Total corporate GHG emissions in 2023 were approximately 4,466.24 tCO₂e (being "tonnes of carbon dioxide equivalent.")

The main factors influencing this increase include the steep rise in the GHG intensity of Ontario's electricity grid, expansion of fleet for corporate service delivery, enhanced infrastructure to cater to a growing population, as well as the availability of more accurate data from historical reporting. There may also be impacts on annual variations changes in overall outdoor temperatures, that also influence GHG emission outcomes from year to year by causing fluctuations in energy consumption to accommodate thermal comfort. Such variations cannot be determined or predicted for future years.

Measured GHG emissions are noted for each asset class below (Table 1) and overall corporate GHG emissions are depicted graphically in Figure 1.

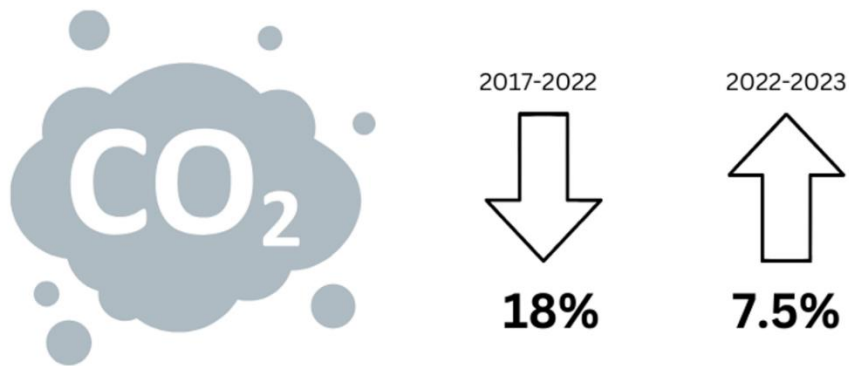
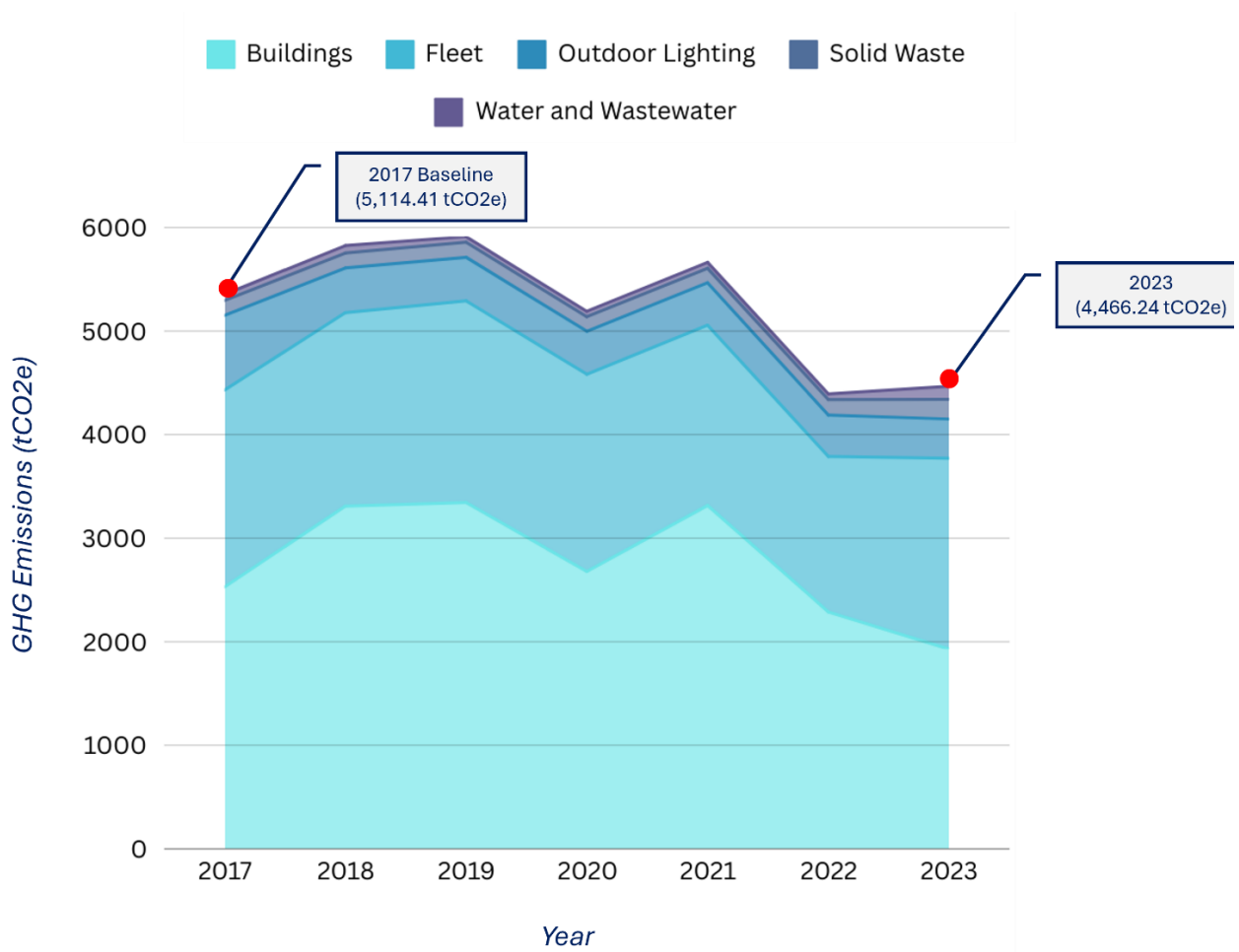
Table 1 Corporate GHG Emissions by Sector (2023)

Asset Class	Energy Type(s) in Use	Usage	2023 GHG Emissions (tCO ₂ e)
Buildings (including Municipal Airport)	Electricity	5,297,587 kWh	201.31 tCO ₂ e
	Natural Gas	898,974 cu. m.	1,726.93 tCO ₂ e
Fleet (including Stratford Police Services)	Gasoline	220,682.44 Litres	1,842.28 tCO ₂ e
	Diesel	215,149.93 Litres	-
	Propane	11,022 Litres	-
Outdoor Lighting	Electricity	110,000 kWh (est.)	380 tCO ₂ e
Solid Waste	Not applicable	299.99 tonnes	191 tCO ₂ e
Water & Wastewater	Electricity	3,281,900 kWh	124.71 tCO ₂ e

Corporate Energy and Emissions Plan (CEEP) Implementation

Notable projects and initiatives from CEEP are summarized below.

- Continued to provide inter-departmental support to staff and ensured that a strategic climate lens informed planning and decision making.
- Monitored the implementation of CEEP recommendations for corporate assets.
- Piloted the inclusion of climate considerations in the annual budget process to quantify energy and emissions impacts of city-wide initiatives including but not limited to projects, plans and procurement components. This evaluation tool helped staff assess climate impacts for initiatives at conception and is intended to continue to support decision making for staff as well as Council.
- Supported inter departmental initiatives including building energy audits for facilities, the determination of more assets to be included, evaluation of street light inventory, assistance on EV charging station initiatives, technical guidance on grant funding applications for fleet transition to hybrid and electric buses, periodic reporting to funding organizations for secured grants.



Corporate GHG emissions from 2017 baseline year have decreased by 12%, however annual emissions from 2022 have increased by 7.5%

Figure 1 Corporate GHG Emissions (2023)

Energy and Emissions Share

Consistent to previous years, a predominant share of energy usage and emissions is driven by facilities and fleet. Figure 2 highlights the percentage breakdown of the share of emissions by corporate assets.

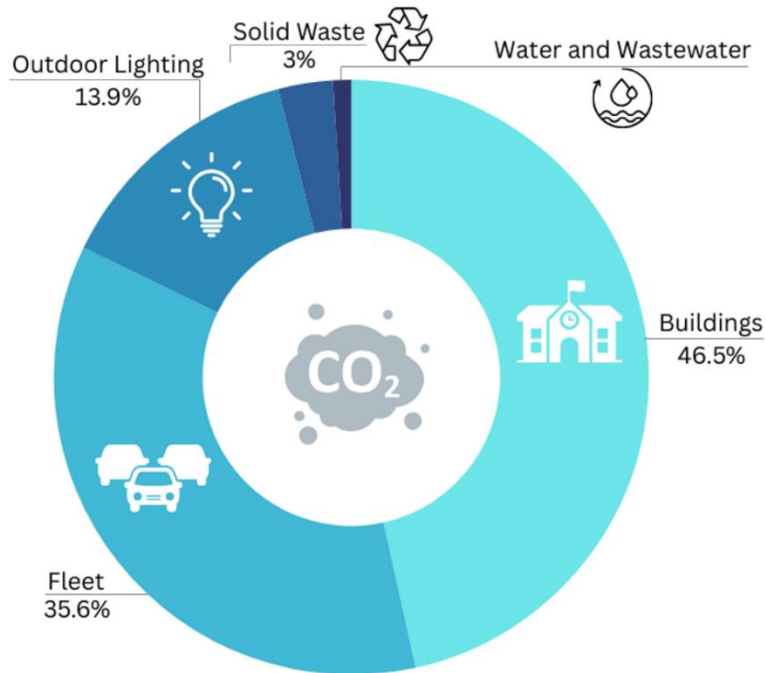


Figure 2 Corporate Assets- Energy and Emissions Share

Overview of Initiatives from Corporate Asset Classes

A high-level overview of initiatives for each asset class is provided below.

Building Asset Class

Through strategic investments in building retrofits such as efficient mechanical system replacements, envelope improvements and lighting upgrades, corporate buildings attained emission reduction of approximately 7.67% over the past year along with significant operating cost savings. This translates to a decrease in approximately 160 tCO₂e of emissions.

Some initiatives undertaken for buildings are noted as follows.

- Basic energy audits (ASHRAE Level 1) performed on the sixteen City facilities, which consisted of a walkthrough the facility, analysis of utility usage over the course of 2023, and identification of low cost retrofit measures to consider in planning for the 10-year capital budget cycle.
- Conducted benchmarking for four buildings to understand and analyse energy performance: Rotary Complex, Burnside Agriplex, Dufferin Lions Arena and

William Allman Memorial Arena. It was observed that over a period from January 2022 – March 2023, these facilities collectively achieved electricity as well as cost savings. Some identified projects that can result in energy and cost savings, such as phased retrofits are being built into the 10-year capital budget.

- Seven facilities have been approved for funding to undergo feasibility studies from Federation of Canadian Municipalities (FCM): Burnside Agriplex, City Hall, City Hall Annex, Dufferin Arena, Police Station, Rotary Complex, and William Allman Memorial Arena.
- Reduced facility energy use by 14.3% at the Dufferin Arena through phased retrofit upgrades including boiler, hot water tank replacements, and LED lighting installations. This included electricity demand reduction of 30.3% and GHG emission reduction of 4.71 tCO₂e along with significant utility cost savings.
- Planned retrofits for the corporate portfolio are anticipated to contribute toward energy efficiency efforts.

Fleet Asset Class

Ongoing procurement of low carbon options as a replacement for ageing conventional internal combustion engine (ICE) vehicles and equipment that have been added to the City's inventory over the past year have resulted in fuel cost savings of up to 30%.

Table 2 Corporate Fleet and Equipment

Fuel type	Number of units (fleet & equipment)	Percentage breakdown
Gasoline	64	40.51%
Diesel	58	38.41%
Propane	7	4.64%
Hybrid	24	15.19%
Electric	5	3.31%

While there is a slight reduction in emissions due to the replacement of ageing fleet to hybrid options and electric equipment, the overall fleet inventory has increased due to the addition of several light duty vehicles for staff who previously utilized personal vehicles for official purposes. The expanded inventory has also resulted in an increase in fleet emissions, although this spike in emissions is not anticipated to be consistent each year and will not serve as a suitable indicator to determine annual trends.

Some initiatives undertaken for fleet are noted as follows.

- Stratford Police Services (SPS) continues to replace ageing fleet with low carbon options. Out of an inventory comprising 32 vehicles, 20 are gasoline and 12 are hybrid vehicles. Overall, SPS has completed 37.5% of their fleet transition to hybrids and continues to replace vehicles to low carbon options at the end of their service life.
- Through funding from the federal government's Zero Emission Transit Fund (ZETF), the City commissioned a bus electrification feasibility study to plan for

replacement of transit fleet of 15 diesel-powered buses with electric buses and hybrid options as the current buses age out of service.

Outdoor Lighting

There were no LED conversions conducted for outdoor lighting in 2023. Overall, 76% of total streetlights (5,777 units) have been converted to LED. Remaining lights include high-pressure sodium (1,382 units), fluorescent lamps (2 units), incandescent and metal halide lamps (2 units).

Water and Wastewater

The annual energy consumption for 2023 has been noted as 3,281,900 kWh, marking a 28% increase from the annual consumption in 2022. Energy consumption and associated costs at the Water Pollution Control Plant facility have been consistently increasing over the years, which is primarily due to increased infrastructure needs of the growing community leading to increased flow, as well as variable precipitation patterns and snow melt in the region.

- The average demand at the facility in 2023 was 486.9 kW, representing an 11% increase from the average demand recorded in 2022 (439 kW). The maximum energy demand from 2020 to 2023 was highest in July 2023 where demand reached 638 kW.
- In 2023, the annual total cost has been verified at \$401,578.07, reflecting a 14% increase compared to the annual cost in 2022. The energy cost was the highest during July 2023, reaching record highest cost of \$46,296.40
- Ontario Clean Water Agency (OCWA) continues to monitor the facility and provide recommendations for potential energy saving programs and initiatives.

Municipal Solid Waste

For the GHG emissions inventory, the emissions are determined from the total waste landfilled in a year. In 2023, overall, the city disposed 29,999.28 tonnes of waste to the landfill, which is significantly higher than the amount of waste generated and disposed to landfill in 2022 (19,267.76 tonnes).

While an accurate number cannot be determined for corporate-generated waste, it is estimated that 1% of the total waste can be considered as being generated at municipal facilities, or approximately 299.99 tonnes. This estimate includes waste collection from downtown waste receptacles, parks and other public buildings.

While managing waste generated at all municipal facilities, parks, public spaces and during events can be a challenging metric to track, efforts are underway to increase awareness around waste generation and reduction.

- In 2023, staff implemented a green bin program for City Hall and City Hall Annex to divert kitchen waste and other organic materials from the landfill site. This initiative is planned to be expanded to other facilities.
- Downtown Stratford Business Improvement Area (BIA) and Destination Stratford, the Public Works department have recently collaborated to provide green bins at Market Square, with scheduled bi-weekly pick ups.
- Three dog waste containers have been installed in the parks system to collect and divert animal waste from the landfill. In a three-month period of 2023, 700 kg of waste was collected and sent to a facility that produces energy from waste. It was suggested that the energy produced within this quarter itself was sufficient to power an entire home for approximately 6 months.

Infrastructure Upgrades

While infrastructure upgrades like installing EV charging stations involve upfront costs, they are expected to support the transition to electric vehicles and meet the community's future infrastructure needs as more drivers switch from conventional cars to plug-in hybrids and EVs.

Staff continue to track usage for the current inventory and explore opportunities for grants and funding. Below are excerpts from the 13-month usage of EV stations in municipal parking lots.

Table 3 EV Charging Station Session Details (13-months)

Time Period	Aug 1, 2023 to Aug 31, 2024
Energy deployed	37.60 MWh
Cost incurred (based on hydro cost of 0.18c per kWh)	\$6,768
GHG savings (see note below)	39,030 kgCO _{2e} or 39 tCO _{2e}
Gasoline savings	18,041.34 Litres

At the time of writing this report, the City's EV station deployment helped avoid an estimated 86,932 kgCO_{2e} (carbon emissions or 87 tCO_{2e}), which is equivalent to planting 2,229 trees and letting them grow for 10 years.

Notable efforts from 2023 are noted below.

- Through funding provided by Natural Resources Canada (NRCan) and the Zero Emission Vehicle Infrastructure Program (ZEVIP), the City is finalizing the installation of 6 new dual port Level 2 EV charging stations and 1 Level 3 charging station at municipal parking lots.
- Staff submitted applications for the province's Electric Vehicle ChargeON program and NRCan's new ZEVIP intake to further install 4 L3 charging stations at the Rotary Complex.

- Staff continues to collaborate with Festival Hydro Inc. and analyze the feasibility of drawing power from the electric grid to serve future demand.

Climate Lens Across Corporate Initiatives

The Climate Action Division continues to provide guidance and support across the organization to ensure that the climate lens application is a priority when updating existing or developing municipal frameworks and planning instruments. Projects such as the 2024 – 2027 Strategic Priorities, Community Climate Action Plan (CCAP), and the Transportation Master Plan (TMP), have incorporated this lens during development; several other ongoing initiatives including the Official Plan Review (OPR) also continue to apply this approach.

Financial Implications:

Not applicable:

There are no financial implications to be reported because of this informational report.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this strategic priority as its recommendations promote energy efficient buildings, sustainable transportation options and infrastructure, support the energy transition for the City and community, that is anticipated to significantly drive emission reduction and support sustainable growth.

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.

Sustainable Water

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

Travel and Transport

Reducing the need to travel, encouraging walking, cycling and low carbon transport.

Material and Products

Using materials from sustainable sources and promoting products which help people reduce consumption.

Zero Waste

Reducing consumption, reusing and recycling to achieve zero waste and zero pollution.

Zero Carbon Energy

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

Staff Recommendation: THAT the report titled, "Annual Corporate Greenhouse Gas Emissions – 2023" (ITS24-021), be received for information.

Prepared by: Sadaf Ghalib, Climate Change Program Manager
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 27, 2024
To: Infrastructure, Safety, and Transportation Sub-committee
From: Sean Beech, Manager of Environmental Services
Report Number: ITS24-020
Attachments: None

Title: Dunn Road Well Failure - Emergency Purchase Update Report

Objective: To provide an update for Council on the drinking water well emergency repair completed at the Dunn Road Well House.

Background: The 2024 approved Capital Budget included \$100,000 for repair and maintenance work on the City's drinking water wells. In April of this year, the Dunn Road Well, which is the City's second largest water supply pumping station, incurred a failure while undergoing minor rehabilitation work. During the removal of the pumping equipment, the aging submersible motor and pump infrastructure broke off and fell into the well. While mobilized onsite, City contractor, Lotowater Technical Services, successfully removed the pumping equipment from the well. Regrettably, the pump and motor were determined as unsuitable for reuse.

LotoWater was engaged to install a new pump and motor. They also performed cleaning and inspection of the well casing when the well was out of service. The intention was to competitively procure for the planned work after the minor repair work, but it made sense to have all work completed at the time. Compliance with all guidelines and regulations set out by the Ministry of the Environment, Conservation and Parks occurred during the period.

This situation met the criteria of an emergency purchase under the City's Purchasing Policy P.5.1, Section 39.1.b. Not having the City's second largest water supply pumping station operational could put the City at risk of inadequate supply if further failures in the system were to occur. At the April, ITS Sub-committee meeting Council was advised of the situation. This report provides additional details of the City's response and concludes the required communication with Council regarding the incident as per the City's Procurement Policy.

Analysis: Due to the severity of the situation, the City promptly retained Lotowater Technical Services as the single-source contractor to complete this work. Consideration was given to the risks and outcomes of having this well out of service for an extended period when making this decision.

In April, Staff moved forward with single sourcing the unplanned work to LotoWater, a trusted contractor who completed the emergency repairs for \$72,772.00 HST included. The planned work, originally scheduled for later in the year, was expedited due to the emergency, with costs totaling \$55,360.00, or \$52,545.50 including HST. This brought the total costs to \$135,317.50 before the HST rebate credits.

In addition to the repair budget, an additional \$200,000 for planned mechanical well upgrades and miscellaneous water repairs was available, both funded through R-R11-WATR reserve. The total costs of the emergency repair are \$119,751.02, after the partial HST Rebate. Accounting for these costs and other assigned expenses to the Mechanical Well Upgrades and Miscellaneous Water Repairs account, there remains approximately \$36,000 of available funds between these two budget accounts.

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated impact on the current operating budget as these projects use existing reserve funds.

Financial impact on future year operating budget:

Ongoing maintenance and operating costs will be slightly lower due to the efficiency of the new pump and motors. Routine maintenance to the equipment will continue as recommended by the manufacturer and regulatory requirements and budgeted accordingly.

Link to asset management plan and strategy:

The completion of this project has resulted in the replacement of the motor and pump for the water supply station in advance of the scheduled life cycle. Consequently, the replacement timeline for these components will change to align with the 10-year forecast. The previously damaged motor and pump were slated for maintenance in 2026, and the cleaning and rehabilitation of the well casing in 2024. This maintenance work was completed while the system was out of service and will not be required in the coming two years.

Alignment with Strategic Priorities:

Enhance our Infrastructure

By replacing the motor, pump, while inspecting and cleaning the well casing, this water supply station ensures reliability and efficiency of water delivery to the residents of the City. Going forward, preventative maintenance will continue to ensure longevity and reliability of this critical infrastructure for drinking water.

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.

Sustainable Water

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

Staff Recommendation: THAT the report titled, "Dunn Road Well Failure - Emergency Purchase Update Report" (ITS24-020), be received as per Section 39.1.b. of the City of Stratford's Purchasing Policy P.5.1.

Prepared by: Sean Beech, Manager of Environmental Services
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 27, 2024
To: Infrastructure, Transportation and Safety Sub-Committee
From: Sean Beech, Manager of Environmental Services
Report Number: ITS24-023
Attachments: None

Title: Stratford Water Pollution Control Plant (WPCP)-Primary Digester Roof Failure-Update Report

Objective: To present an update to Council regarding the Primary Digester Roof Failure at the Stratford Water Pollution Control Plant and respective Emergency Purchases.

Background: The WPCP digesters has long been recognized as undersized for handling the current volumes of waste processed, and recommendations for capacity upgrades have been in consideration for several years. This is one contributing factor that led to an overpressure event that occurred in the Primary Digester at the Stratford Water Pollution Control Plant in May of this year. As a result of the overpressure, the existing roof on the primary digester lifted. Ontario Clean Water Agency (OCWA) retained CIMA+ to assess the roof and concrete to determine damage and options for repair.

Analysis: This situation met the criteria of an emergency purchase under the City's Purchasing Policy P.5.1, Section 39.1.b. The WPCP is considered core City infrastructure, and having the digester out of commission for a prolonged period jeopardizes the effective operations of wastewater treatment within the City. At the May, ITS Sub-committee meeting Council was advised of the situation. This report provides additional details of the City's response and concludes the required communication with Council regarding the incident as per the City's Procurement Policy.

The goal of the emergency response from OCWA and the City was to expedite the incident investigation and corresponding report that provides recommended courses of action. The longer the plant operates without the digester, the more costly the alternative treatment options become and the more difficult it is for the plant to operate within legislated parameters.

According to the CIMA+ report, the digester roof showed no visual signs of warping, deflection, or weld cracking, except for one localized area. However, the roof coating has failed extensively across the entire surface, including on equipment supports. This coating failure has resulted in significant corrosion in several areas of the roof. There is also significant concrete damage where the lagging bolts for the roof lifted out of the concrete. The unfortunate result is that there will be significant costs going forward to either refurbish or replace the Primary Digester.

The CIMA+ Report estimates refurbishing and repairing the roof and concrete will be approximately \$1,545,000. This repair option is expected to only last a maximum of 15 years, which would then require a new roof and other associated costs. The full replacement of the roof and repairing of the concrete is estimated to cost \$2,676,000 according to the CIMA+ Report. Staff are still assessing the incident and determining a recommended course of action that will require a Council decision soon.

As part of the 2024 budget deliberations, Council approved \$380,000 for Planned Capital maintenance and upgrades at the WPCP. This maintenance and upgrades are based on an 8-year recommended project forecast provided by OCWA based on age and condition of needed repairs. This account is funded through the wastewater reserve. Many of the planned projects were put on hold, to fund approximately \$200,000 in investigative services required to respond to this event.

With the report now finalized and recommended alternatives identified, staff will collaborate with OCWA to determine the optimal course of action for the City. The proposed 2025 budget presented to Council will require adjustments to allocate the necessary resources and capacity for the urgent Primary Digester repairs, but this work has been factored into the current Water and Wastewater Rate Study. Staff will proceed with preparing a proposal for a competitive procurement process to engage an engineering consultant for detailed design work. Additionally, a third-party assessment is underway to investigate the root cause of the issue and identify any potential lessons learned.

Before the investigation conducted by CIMA+, the costs associated with biosolids removal, scaffolding setup, and industrial cleaning amounted to approximately \$135,000. The estimated cost for the investigation and assessment performed by CIMA+ was \$65,900. The total costs to date for work on preparing the roof for inspection and the report by CIMA+ are \$135,000 and \$65,900 respectively, for a total of \$200,900.

Many maintenance projects were put on hold at the WPCP, to ensure sufficient funds to complete the investigation.

While this work was unbudgeted, there are sufficient funds in the Wastewater Reserve to cover the expenses with no immediate impact on the current year operating budget.

This timing offers one advantage: the Water and Wastewater Rate Study and Financial Plan, scheduled for Council review before year-end, can incorporate this significant project, allowing for appropriate adjustments in user rates to ensure adequate funding.

Financial Implications:

Financial impact to current year operating budget:

Expenditures to be managed with current Wastewater reserve fund balances.

Financial impact on future year operating budget:

The subsequent project will have a more substantial impact on future operating budgets, as it was not initially anticipated and may require borrowing to accommodate the timing in advance of sufficient rates being collected.

Link to asset management plan and strategy:

The completion of this project will result in the replacement of the roof, concrete repairs, and a new mixing system for the Primary Digester. Enhancing the long-term performance and life cycle of this asset aligns with our strategic priorities as a City.

CIMA+ recommends the installation of a new digester roof, citing that the lifecycle cost of a new roof will be lower than the ongoing expenses associated with repairing the existing roof. Repairs to the current roof would last no more than 15 years and may incur unforeseen costs. In contrast, a new roof will improve the overall reliability and efficiency of the biosolids digestion process for the City, and also meet the latest industry standards, further enhancing the reliability and long-term performance of the biosolids management system.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This project advances key infrastructure maintenance and new growth-related projects in the 10-year capital forecast and beyond.

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.

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.

Material and Products

Using materials from sustainable sources and promoting products which help people reduce consumption.

Zero Carbon Energy

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

Staff Recommendation: THAT the report titled, "Stratford Water Pollution Control Plant (WPCP) - Primary Digester Roof Failure - Update Report" (ITS24-023), be received per Section 39.1.b. of the City of Stratford's Purchasing Policy P.5.1.

Prepared by: Sean Beech, Manager of Environmental Services
Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 27, 2024
To: Infrastructure, Transportation and Safety Sub-committee
From: Emily Skelding, Supervisor of Waste Operations
Report Number: ITS24-022
Attachments: None

Title: Stratford Landfill Public Input Invite November 2024

Objective: To consider comments received regarding the operation of the Landfill site.

Background: As a requirement of Environmental Compliance Approval (ECA) Number A150101 for the Stratford Landfill Site, the public must be invited to make comments, either verbal or written, about the operation of the Landfill Site on a semi-annual basis.

Analysis: Notice was placed in the Beacon Herald Town Crier and Marketplace from October 12 through November 5, 2024, inclusive, inviting citizens to provide comments on the operation of the landfill site or request to appear as a delegation at the November 27, 2024, Infrastructure, Transportation and Safety Sub-committee meeting.

At the time of the writing this report, there have been no comments or delegation requests received from the public.

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

Financial Implications:

Financial impact to current year operating budget:

There are no implications because of this report.

Financial impact on future year operating budget:

There are no implications anticipated in the future year budget.

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.

Zero Waste

Reducing consumption, reusing, and recycling to achieve zero waste and zero pollution.

Zero Carbon Energy

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

Staff Recommendation: THAT the report titled, "Stratford Landfill Public Input November 2024" (ITS24-022), be received for information.

Prepared by: Emily Skelding, Supervisor of Waste Operations

Recommended by: Taylor Crinklaw, Director of Infrastructure Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: November 19, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report Number: FIN24-033
Attachments: 1) FHI Q2 and Q3 Update;
 2) FHSI Q2 and Q3 Update

Title: Festival Hydro Inc. and Festival Hydro Services Inc. Q2 and Q3 Updates

Objective: To receive the financial results for Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) for periods ended June 30, 2024 (Q2) and September 30, 2024 (Q3).

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

Analysis: The Q2 and Q3 financial results are attached.

The commentaries provided for each entity highlight variances and operating results which are as expected for these periods.

Financial Implications:

Financial impact to current year operating budget:

The reports are being provided for information and there are no significant financial impacts to note for current or future year operating budgets. Dividend and interest payments are on track as projected for the year.

Alignment with Strategic Priorities:

Not applicable: This report does not align with one of the Strategic Priorities as it is provided for information only.

Alignment with One Planet Principles:

Not applicable: This report does not align with one of the One Planet Principles as it is provided for information only.

Staff Recommendations: THAT the Festival Hydro Inc. financial results for the period ended June 30, 2024, and for the period ended September 30, 2024, be received for information;

AND THAT the Festival Hydro Services Inc. financial results for the period ended June 30, 2024, and for the period ended September 30, 2024, be received for information.

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

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



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

November 2024

To: Mark Hunter and the Finance and Labour Relations Committee
From: Alyson Conrad, CFO
Re: Commentary on FHI Financial Results –
For the period ended June 30, 2024

Net income for the period is \$907K, which is \$4K 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 \$967K higher than it was in June of 2023. This variance is the result of the following:

- Electric receivables are \$355K higher than June 2023. While there is a large increase (119K) in 1–30-day arrears, the majority of this is due to month end close being run on the last working day of the month (June 28th) prior to pre-authorized payments being received by customers on June 30th. This arrears balance should decrease by the end of July.
- Water and sewer receivables are \$171K higher than June 2023 with the majority being current balances. Arrears have increased by \$56K compared to the prior year however this has come down through the first two quarters of 2024.
- OER has increased by \$550K compared to the prior year because of a large increase in the OER rate from 11.7% to 19.3%.
- Recoverable work receivables have decreased by \$136K.

Electric receivables are being continuously monitored due to the disconnection moratorium which ended on April 30, 2024. The customer service staff have been diligently working through the disconnection process with customers and attempting to receive payments or make payment arrangements prior to disconnection. This year has been very challenging in that affordability is becoming increasingly difficult due to the current economic state. We are watching for negative trends on a more frequent basis and mitigating bad debt risk as much as possible.

Inventory – Inventory has increased by \$547K since yearend. This is due to proactively ordering in preparation for capital work planned throughout the summer months. Most of the inventory is allocated for specific work.

Unbilled Revenue – This balance is \$2.6M lower than the balance in June of 2023. This balance is likely understated due to greater than 50 kW customer usage for the month of June not being incorporated into unbilled revenue due to lack of full billing information at the time of month end close. Distribution revenue for these customers was estimated as part of these statements based on demand data.

Regulatory Assets – The regulatory asset balance has increased by \$68K since December 2023 which is relatively flat. Commodity accounts (1588/89) have remained reasonably consistent month over month.

The majority of this balance is cleared through our monthly settlement process and fluctuates based on the difference between time of use and tiered rates versus the actual market cost of power. This variance is offset by account 1589 which is the Global Adjustment (GA) Variance. Non-RPP customers are billed on the first estimate, but we settle on the actual rate. This will be settled in a future rate application.

A/P and Accrued Liabilities – This balance has increased by \$509K from the June 2023 balance. A large portion of this balance relates to an increase in net HST payable of \$262K, the remainder is an increase in trade payables.

Due to FHSI – The balance remains in a payable position. The majority of this payable is due to the payment of FHSI employee work being completed. Typically, this is offset by expenses and capital work flowing through FHI's bank account, however FHSI has had limited capital spend so far in 2024.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q2 2024 is \$189K below budget. This amount was larger at the end of May due to an abnormally mild winter however due to large peaks in mid-June, greater than 50 kW customers' bills increased compared prior months. One of FHI's large use customers moved to greater than 50 kW at the end of January, which was expected, but it has a monthly impact of approximately 10K compared to prior years.

Other Revenue – Other revenue is running \$17K below budget at the end of Q2. There are decreases in sale of scrap and late payment charges which are expected to be permanent differences to the end of the year. The remainder of other revenues are trending slightly higher than budget. Other revenue from billables are anticipated to increase compared to budget through the rest of the year.

Controllable Costs - Total controllable costs are \$108K less than budget to the end of Q2.

Operating and Maintenance expenses are down overall by \$89K compared to the budget. Transformer station expenses are above budget. This is because we had to have Eptcon on site to complete repair work to T1 and T2 while they were onsite for Hydro One work. This was to replace components on the power transformers that had been identified during our monthly inspections as needing attention. We also had a significantly higher amount of switching to do at our station for Hydro One Transmission line work in Q2 requiring extra resources.

Lines and Services O/H costs are under budget. These expenses are down partly because of one staff vacancy for a part of the year. We expect that we will stay approximately around this variance below budget the rest of the year, but the majority of work in these accounts are reactive, so could change if issues arise.

Lines and Services U/G costs are under budget. Underground Distribution Lines and Services continue to be down as FHI saw fewer underground issues in Q1 compared to historical years, there is also a budget amount for cable testing that will occur in Q3 of this year.

Distribution Meter expenses are under budget because we had budgeted for a new Stations/Metering position all year in 2024, but they were not hired until April.

Billing, Collecting and Meter Reading expenses are \$8K below budget. Most costs are relatively close to budget. There are some costs for Jomar support that were planned as expenses that are still being recorded in capital until go-live occurs at the end of July.

Administration expenses are down overall by \$11K. The majority of this balance is due to the timing of administrative costs that occur in the second half of the year that have not yet been spent. Costs are slightly higher for professional services than budget.

CASH FLOW COMMENTARY

As per the cash flow statement, the June 30 cash balance increased by \$3.3M since March 2023. \$2.5M of the swap loan was drawn on in June which accounted for the majority of this increase. In addition, there was a decrease in accounts receivable by \$1M.

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.

Income Statement

For the period ending June 30, 2024

	YTD as at Jun 30, 2023	YTD as at Jun 30, 2024	YTD Budget at Jun 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	38,150,251	38,624,139	36,618,702	2,005,437	5%
Cost of Power	31,469,833	31,959,217	29,764,664	2,194,553	7%
GROSS MARGIN (DISTRIBUTION REVENUE)	6,680,418	6,664,922	6,854,039	-189,116	(3%)
Other Operating Revenue	516,745	509,968	526,718	-16,750	(3%)
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	182,503	211,811	171,865	39,946	23%
Distribution Lines & Services Overhead	900,004	946,012	980,642	-34,629	(4%)
U/G Distribution Lines & Services	163,410	96,917	124,228	-27,311	(22%)
Distribution Transformers	41,185	40,930	42,911	-1,981	(5%)
Distribution Meters	238,306	174,636	230,273	-55,636	(24%)
Customer Premises	117,369	116,443	126,074	-9,631	(8%)
TOTAL OPERATING AND MAINTENANCE	1,642,778	1,586,750	1,675,992	-89,242	(5%)
ADMINISTRATION					
Billing, Collecting & Meter Reading	666,361	755,945	763,593	-7,648	(1%)
Administration	1,384,463	1,709,392	1,720,041	-10,648	(1%)
TOTAL ADMINISTRATION	2,050,823	2,465,337	2,483,634	-18,297	(1%)
Allocated Depreciation	-61,164	-67,686	-67,686	—	—
TOTAL CONTROLLABLE COST	3,632,437	3,984,401	4,091,940	-107,539	(3%)
NET INCOME BEFORE DEP'N, INTEREST & TAX	3,564,726	3,190,489	3,288,816	-98,327	(3%)
Depreciation	1,342,944	1,400,473	1,400,473	0	0%
Interest Expense	946,541	950,934	1,059,330	-108,396	(10%)
Interest Income	-148,480	-154,238	-160,000	5,762	(4%)
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	1,423,721	993,320	989,013	4,307	0%
Current Tax	120,000	85,985	85,985	—	—
NET INCOME	1,303,721	907,335	903,028	4,307	0%

FESTIVAL HYDRO INC.

Balance Sheet

For the period ending June 30, 2024

	YTD as at Jun 30, 2023	YTD as at Dec 31, 2023	YTD as at Jun 30, 2024		YTD as at Jun 30, 2023	YTD as at Dec 31, 2023	YTD as at Jun 30, 2024
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Accounts Receivable	6,127,468	9,135,134	7,094,836	Bank Indebtedness	2,512,599	3,679,961	1,249,010
Inventory	564,940	212,005	758,972	Accounts Payable & Accrued Liabilities	9,386,997	10,364,864	9,895,814
Prepaid Expenses	274,060	308,822	459,015	Current Portion of Consumer Deposits	933,846	1,256,618	913,346
Corporate PILS Recoverable	587,562	743,093	1,069,008	Current Portion of Long Term Loans	366,960	750,364	464,929
Unbilled Revenue	7,932,017	6,915,469	5,365,084	Dividends Declared	—	233,750	233,750
				Promissory Note	15,600,000	15,600,000	15,600,000
				Loan Advance	2,500,000	2,500,000	5,000,000
				Due to FHSI	8,100	29,355	89,054
	15,486,047	17,314,523	14,746,916		31,308,501	34,414,911	33,445,904
Property, Plant & Equipment	59,650,466	61,152,857	62,372,432	Other Liabilities			
				Unrealized Loss on Interest Rate Swap	-784,886	-454,755	-454,755
Other Assets				Deferred Revenue	3,184,115	3,284,439	3,450,770
Intangible Assets	1,868,460	2,228,625	2,676,773	Employee Future Benefits	1,009,878	1,024,453	1,024,453
Future Payments in Lieu of Income Taxes	-3,239,959	-3,518,269	-3,518,269				
Regulatory Assets	5,912,201	5,989,731	6,057,458	Long Term Debt			
				Consumer Deposits over one year	—	631,651	—
				RBC Loan - LT Portion	9,812,012	9,061,648	9,061,648
				TOTAL LIABILITIES	44,529,620	47,962,348	46,528,020
				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	19,633,686	19,746,727	20,348,898
				Accumulated Other Comprehensive Income	-54,479	-109,996	-109,996
				TOTAL EQUITY	35,147,595	35,205,119	35,807,290
TOTAL ASSETS	79,677,215	83,167,467	82,335,310	TOTAL LIABILITIES AND EQUITY	79,677,215	83,167,467	82,335,310

FESTIVAL HYDRO INC.

Statement of Capital For the period ending June 30, 2024

	YTD as at Jun 30, 2023	YTD as at Jun 30, 2024	YTD Budget at Jun 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION					
Distribution Overhead	1,506,519	769,372	545,175	224,197	41%
Underground Conductor and Devices	973,628	490,643	586,975	-96,332	(16%)
Distribution Transformers	605,071	415,168	157,500	257,668	164%
Services	425,102	135,017	97,500	37,517	(100%)
Distribution Meters	617,219	192,073	167,500	24,573	15%
SCADA/Distribution Automation	91,889	33,645	37,500	-3,855	(10%)
Tools and Miscellaneous Equipment	47,955	8,613	15,000	-6,387	(43%)
TOTAL DISTRIBUTION	4,267,382	2,044,530	1,607,150	437,380	27%
OTHER CAPITAL					
Land and Buildings	959,845	501,120	459,000	42,120	9%
Transformer Station	106,509	66,495	82,500	-16,005	(19%)
Vehicles and Trailers	150,104	9,043	37,500	-28,457	(76%)
Computer Hardware and Software	716,365	604,257	320,888	283,369	88%
TOTAL OTHER CAPITAL	1,932,823	1,180,915	899,888	281,027	31%
TOTAL CAPITAL	6,200,205	3,225,445	2,507,038	718,408	29%

FESTIVAL HYDRO INC.

Cash Flow Statement For the period ending June 30, 2024

	YTD as at Dec 31, 2023	YTD as at Jun 30, 2024
Cash from Operations		
Net Income	1,790,160	907,335
Depreciation	2,619,161	1,400,473
Amortization of deferred revenue in other revenue	-96,570	166,332
Unrealized loss on interest rate swap	330,131	—
Decrease/(Increase) in Receivables	-677,770	1,930,298
Decrease/(Increase) in Inventory	-34,479	-546,967
Decrease/(Increase) in Prepays	-78,381	-150,193
Decrease/(Increase) in Due from FHSI	151,502	59,699
Decrease/(Increase) in PILS	-231,530	-325,915
Decrease/(Increase) in Unbilled Revenues	-2,131,971	1,550,384
Decrease/(Increase) in Future Tax	278,310	—
Decrease/(Increase) in Regulatory Assets	1,271,988	-67,727
Increase/(Decrease) in Payables	701,773	-469,050
Increase/(Decrease) in Deposits	-108,272	-974,923
Increase/(Decrease) in Employee Future Benefits	14,575	—
Contributed Capital	466,382	157,249
Net Cash Provided	4,265,008	3,636,996
Cash from Financing		
Loan Repayments	728,465	285,435
Loan Advance	-2,500,000	-2,500,000
Cash Used - Capital Expenditures	5,337,210	3,225,445
Cash Used - Dividends paid current year	390,330	195,165
Cash Used - Dividends declared in prior year	248,269	—
Net Cash Used	4,204,274	1,206,045
Increase (Decrease) in Cash Position	60,734	2,430,951
Bank Indebtedness, Beg of Period	-3,740,695	-3,679,961
Bank Indebtedness, End of Period	-3,679,961	-1,249,010
Bank and Line of Credit Analysis	2023	2024
High balance (YTD)	2,146,529	4,185,404
Low Balance (YTD)	-6,140,288	-6,552,953
Overdraft interest (annualized)	199,421	267,534
Interest rate (avg annual for period)	6.94%	6.95%
Average overdraft balance	2,872,478	3,849,403

Key Financial Ratios:	Actual Ratio	Required Ratio
RBC Compliance Ratio - Funded Debt to Total Capital	0.43	Less than 0.65

To: Mark Hunter and the Finance and Labour Relations Committee
From: Alyson Conrad, CFO
Re: Commentary on FHI Financial Results –
For the period ended September 30, 2024

Net income for the period is \$1.39M, which is \$34K 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 \$390K more than it was in September of 2023 and \$4K less than June 2023. This variance is the result of the following:

- Electric receivables are \$385K higher than September 2023. Arrears balances have decreased by \$50K compared to September 2023, with the majority being less than 30 days. We will continue to monitor electric receivables and engage in payment arrangements with as many customers as possible before the beginning of the Winter Disconnection Moratorium.
- Water and sewer receivables are \$100K higher than September 2023. Arrears have increased for these revenues by \$52K over the prior year.
- The remaining A/R accounts have decreased by \$57K. The variances are mainly due to changes in recoverable work and OER settlement.

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.

Inventory – Inventory balances have increased by \$237K. There was a large portion of inventory purchased to prepare for underground service work that was to be completed earlier in 2024 however this work has not been done yet and therefore the inventory is on hand. FHI anticipates that this value will decrease by yearend.

Prepaid Expenses – Prepaid expenses have increased by \$248K since September 2023. This is mainly due to Cost of Service costs being included here. The total prepaid will be \$500K for Cost of Service costs and will be brought in as a expense over five years starting in 2025.

Due (to) from FHSI – The balance in this account has remained in a payable position for most of 2024. FHSI has not spent the majority of their capital budget and there was less work completed by FHSI staff on FHI projects than planned.

Unbilled Revenue – This balance is \$770K higher than the balance in September 2023. The main difference between June and September was due to an increase in global adjustment rates from 5.09 cents to 8.67 cents.

Regulatory Assets – The regulatory asset balance has decreased by \$1.1M since September 2023 and is driven virtually by the Wholesale Market variance which decreased by \$1.8M. In previous years this account was in a large receivable balance for most utilities, so the rate was adjusted to decrease this variance. The remaining impacts were due to increases in 1588 and 1589 variances totaling \$633K. These variances fluctuate month over month.

A/P and Accrued Liabilities – This balance has decreased by \$277K from the September 2023 balance. The difference mainly relates to a decrease in IESO bill by \$311K. The remainder are typical trade payable variances.

INCOME STATEMENT COMMENTARY

Gross Margin on Service Revenue (Distribution Revenue) – The distribution revenue to the end of Q3 2023 is \$176K below budget. Overall kWhs for the year are down 2.3M. This was due to the mild winter however a large portion of this was made up in the summer months where there were higher than average temperatures. Residential revenue is ahead of budget based on moderate increases to customer counts. FHI lost one large use customer in the year who moved to >50kW. The annual impact of this change is approximately \$100K. In addition the LRAM budget was substantially higher than will be seen in 2024 which is causing a significant amount of the variance from budget and will continue until yearend.

Other Revenue – Other revenue is running \$30K above budget at the end of Q3. The majority of this is due to administrative billing markups compared to a typical year.

Controllable Costs - Total controllable costs are \$274K less than budget to the end of Q3.

Operating and Maintenance expenses are down overall by \$256K compared to the budget. Transformer and Distribution Station Expense is up by \$25K. A portion of this is due to consultant costs for transformer repair work. This was to replace components on the power transformers that had been identified during our monthly inspections as needing attention. We also had a significantly higher amount of switching to do at our station for Hydro One Transmission line work in Q2 requiring extra resources. Distribution Lines and Services Overhead is under by \$169K. The majority of this is the timing of tree trimming that will be completed in Q4. Underground Distribution Lines and Services is under budget by \$29K. Underground Distribution Lines and Services continue to be down as FHI has seen less underground issues compared to historical years, there is also a budget amount for cable testing that we will defer into future years to save costs.

Billing, Collecting and Meter Reading expenses are down \$15K compared to the budget. So far in 2024, FHI is underspent in software support as well as some of the costs from FHSI. This will be offset in Q4 by the additional billing resource that was hired to assist with the increased workload required internally for the new CIS.

Administration expenses are down overall by \$3K. There are several variances within these accounts, but the offsets have assisted in remaining on budget.

CASH FLOW COMMENTARY

As per the cash flow statement, the September 30 cash balance increased by \$354K since June 2023. Cash flows have improved due to improved net income and some larger capital expenses such as CIS and renovation costs occurring earlier in the year. In any given month, half of the month is in a positive balance and later in the month it is in a credit position because of the timing of the IESO invoice.

LOAN COVENANT RATIO

The Loan Covenant ratio as prescribed by our lender, RBC, is being met.

Presented for information purposes.

FESTIVAL HYDRO INC.

Balance Sheet

For the period ending September 30, 2024

	YTD as at Sep 30, 2023	YTD as at Dec 31, 2023	YTD as at Sep 30, 2024		YTD as at Sep 30, 2023	YTD as at Dec 31, 2023	YTD as at Sep 30, 2024
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Accounts Receivable	6,700,552	9,135,134	7,090,902	Bank Indebtedness	2,158,227	3,679,961	3,931,509
Inventory	493,853	212,005	730,586	Accounts Payable & Accrued Liabilities	9,102,816	10,364,864	8,826,057
Prepaid Expenses	167,088	308,822	415,549	Current Portion of Consumer Deposits	950,518	1,256,618	897,196
Due from FHSI	20,363	-29,355	-155,987	Current Portion of Long Term Loans	184,163	750,364	189,653
Corporate PILS Recoverable	759,334	743,093	1,086,015	Dividends Declared	—	233,750	—
Unbilled Revenue	5,684,102	6,915,469	6,453,707	Promissory Note	15,600,000	15,600,000	15,600,000
				Loan Advance	2,500,000	2,500,000	5,000,000
	13,825,292	17,285,168	15,620,772		30,495,724	34,385,556	34,444,415
Property, Plant & Equipment	59,902,505	61,152,857	62,861,709	Other Liabilities			
				Unrealized loss on interest rate swap	-784,886	-454,755	-454,755
Other Assets				Deferred Revenue	3,074,907	3,284,439	3,333,246
Intangible Assets	2,107,683	2,228,625	3,083,374	Employee Future Benefits	1,009,878	1,024,453	1,024,453
Future payments in lieu of income taxes	-3,239,959	-3,518,269	-3,518,269				
Regulatory Assets	6,890,952	5,989,731	5,760,656	Long Term Debt			
				Consumer Deposits over one year	—	631,651	—
				RBC Loan - LT Portion	9,812,012	9,061,648	9,061,648
				TOTAL LIABILITIES	43,607,635	47,932,993	47,409,007
				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	20,364,929	19,746,727	20,940,843
				Accumulated Other Comprehensive Income	-54,479	-109,996	-109,996
				TOTAL EQUITY	35,878,838	35,205,119	36,399,235
TOTAL ASSETS	79,486,473	83,138,112	83,808,242	TOTAL LIABILITIES AND EQUITY	79,486,473	83,138,112	83,808,242

FESTIVAL HYDRO INC.

Statement of Capital For the period ending September 30, 2024

	YTD as at Sep 30, 2023	YTD as at Sep 30, 2024	YTD Budget at Sep 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
DISTRIBUTION					
Distribution Overhead	1,831,232	909,234	905,441	3,793	0%
Underground Conductor and Devices	1,029,072	827,234	900,389	-73,155	(8%)
Distribution Transformers	736,060	653,294	311,250	342,044	110%
Services	500,940	252,156	146,250	105,906	72%
Distribution Meters	753,684	223,628	300,000	-76,372	(25%)
SCADA/Distribution Automation	110,267	66,319	57,375	8,944	16%
Tools and Miscellaneous Equipment	51,948	11,849	33,750	-21,901	(65%)
TOTAL DISTRIBUTION	5,013,203	2,943,712	2,654,455	289,258	11%
OTHER CAPITAL					
Land and Buildings	1,044,654	933,322	1,623,750	-690,428	(43%)
Transformer Station	175,352	73,571	112,500	-38,929	(35%)
Vehicles and Trailers	150,104	62,038	337,500	-275,462	(82%)
Computer Hardware and Software	1,055,075	1,072,266	1,059,500	12,766	1%
TOTAL OTHER CAPITAL	2,425,186	2,141,197	3,133,250	-992,053	(32%)
TOTAL CAPITAL	7,438,389	5,084,909	5,787,705	-702,795	(12%)

FESTIVAL HYDRO INC.

Income Statement

For the period ending September 30, 2024

	YTD as at Sep 30, 2023	YTD as at Sep 30, 2024	YTD Budget at Sep 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
REVENUE					
Service Revenue	56,121,613	61,155,141	54,928,053	6,227,087	11%
Cost of Power	45,944,644	51,050,553	44,646,996	6,403,557	14%
GROSS MARGIN (DISTRIBUTION REVENUE)	10,176,969	10,104,588	10,281,058	-176,470	(2%)
Other Operating Revenue	742,043	819,891	790,077	29,814	4%
OPERATING & MAINTENANCE EXPENSE					
Transformer & Distribution Station Expense	281,203	283,074	257,798	25,276	10%
Distribution Lines & Services Overhead	1,297,128	1,305,838	1,470,962	-165,124	(11%)
U/G Distribution Lines & Services	204,794	150,839	186,342	-35,502	(19%)
Distribution Transformers	62,803	63,845	64,367	-523	(1%)
Distribution Meters	325,785	279,253	345,409	-66,156	(19%)
Customer Premises	179,450	174,956	189,111	-14,155	(7%)
TOTAL OPERATING AND MAINTENANCE	2,351,163	2,257,805	2,513,989	-256,183	(10%)
ADMINISTRATION					
Billing, Collecting & Meter Reading	1,037,318	1,130,128	1,145,390	-15,262	(1%)
Administration	2,076,710	2,577,316	2,580,061	-2,745	(0%)
TOTAL ADMINISTRATION	3,114,027	3,707,444	3,725,451	-18,006	(0%)
Allocated Depreciation	-91,746	-101,530	-101,530	—	—
TOTAL CONTROLLABLE COST	5,373,444	5,863,720	6,137,910	-274,190	(4%)
NET INCOME BEFORE DEP'N, INTEREST & TAX	5,545,568	5,060,759	4,933,225	127,534	3%
Depreciation	2,014,416	2,123,709	2,100,709	23,000	1%
Interest Expense	1,530,294	1,636,620	1,588,996	47,624	3%
Interest Income	-214,106	-216,828	-240,000	23,172	(10%)
NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES	2,214,964	1,517,258	1,483,520	33,738	2%
Current Tax	180,000	128,977	128,977	—	—
NET INCOME BEFORE SWAP, ICM & FUTURE TAX	2,034,964	1,388,281	1,354,542	33,738	2%
Unrealized Gain/Loss on Swap	—	—	—	—	—
Future Tax	—	—	—	—	—
Marketable Security - recorded as OCI	—	—	—	—	—
NET INCOME	2,034,964	1,388,281	1,354,542	33,738	2%

FESTIVAL HYDRO INC.

Cash Flow Statement

For the period ending September 30, 2024

	YTD as at Dec 31, 2023	YTD as at Sep 30, 2024
Cash from Operations		
Net Income	1,790,160	1,388,281
Depreciation	2,619,161	2,123,709
Amortization of deferred revenue in other revenue	-96,570	48,807
Unrealized loss on interest rate swap	330,131	—
Decrease/(Increase) in Receivables	-677,770	2,222,232
Decrease/(Increase) in Inventory	-34,479	-518,581
Decrease/(Increase) in Prepaids	-78,381	-106,727
Decrease/(Increase) in Due from FHSI	151,502	126,632
Decrease/(Increase) in PILS	-231,530	-342,923
Decrease/(Increase) in Unbilled Revenues	-2,131,971	461,762
Decrease/(Increase) in Future Tax (offsetting entry in payable)	278,310	—
Decrease/(Increase) in Regulatory Assets	1,271,988	229,075
Increase/(Decrease) in Payables	701,773	-1,738,806
Increase/(Decrease) in Deposits	-108,272	-991,073
Increase/(Decrease) in Employee Future Benefits	14,575	—
Contributed Capital	466,382	420,599
Net Cash Provided	4,265,008	3,322,988
Cash from Financing		
Loan Repayments	728,465	560,711
Loan Advance	-2,500,000	-2,500,000
Cash Used - Capital Expenditures	5,337,210	5,084,909
Cash Used - Dividends paid current year	390,330	428,915
Cash Used - Dividends declared in prior year	248,269	—
Net Cash Used	4,204,274	3,574,535
Increase (Decrease) in Cash Position	60,734	-251,548
Bank Indebtedness, Beg of Period	-3,740,695	-3,679,961
Bank Indebtedness, End of Period	-3,679,961	-3,931,509
Bank and Line of Credit Analysis	2023	2024
High balance (YTD)	2,146,529	5,281,013
Low Balance (YTD)	-6,140,288	-6,552,953
Overdraft interest (annualized)	199,421	178,356
Interest rate (avg annual for period)	6.94%	7.01%
Average overdraft balance	2,872,478	2,544,304

Key Financial Ratio:	Actual Ratio	Required Ratio
RBC Compliance Ratio - Funded Debt to Total Capital	0.45	Less than 0.65



Financial Statements

Prepared For:

Finance & Labour Relations Sub-Committee

November 2024

To: Mark Hunter and the Finance and Labour Relations Committee
From: Alyson Conrad, CFO
Re: Commentary on FHSI Financial Results –
For the period ended June 30, 2024

The net income for the period was \$5K, which is \$10K lower than budget and \$41K lower than at this point last year. It is however an improvement from Q1 which was a breakeven net income. Detailed commentary on the balance sheet and income statement activity are noted below:

Balance Sheet Commentary:

A/R & Prepaids – This balance is \$4K higher than Q2 2023. There are limited changes compared to the prior year. The prepaid balance includes \$28K for joint pole expenses and the remainder is the quarterly receivable from Wightman.

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 Rhyzome receivables are not impacting Festival's cash flows increasingly.

Capital Asset Additions – Spend to date is \$19K compared to budget of 108K or 18%. Capital spend includes cyber security improvements and network devices as well as well as upgrades to fibre optic splice closures (FOSCs) which was included in the budget plan to assist with expanding capacity. Although spend is down at the end of June, Fibre and WiFi capital is expected to be fully spent by the end of the year as well as \$28K in the remaining computer equipment hardware, software and building buckets.

Due from Festival Hydro Inc. – The balance remains in a receivable position at the end of Q2. This is due to underspending on capital projects and increased FHI work in June specifically to prepare for the CIS go-live.

Deferred Revenue and POP Loan – Deferred revenue and the POP Loan agree to amortization schedules.

Income Statement Commentary:

Revenues – Revenues are \$43K lower than budget in Q2. ISP revenue is down by \$23K due to the budget expectation of growth from the downtown expansion project. Construction is underway but revenues won't be realized until later in the year. Consulting revenue is down \$16K compared to budget due to aggressive estimates on for FHI project work. While work is up in Q2 related to CIS, there is likely not as

much work required on the planned ERP. Remaining revenue streams are relatively close to budget at the end of Q2.

Operating Expenses – Operating expenses are below budget by \$12K at the end of Q2. Due to lower than planned revenue, discretionary expenses have been limited. There have been limited fibre maintenance repairs required compared to budget by \$21K. There were some slightly higher staffing costs due to changes in two positions after the budget was approved which will continue until yearend.

Cash Flow Commentary:

The cash balance has remained flat at \$7K from the March 2024 balance. There have been limited changes to the cash balance in Q2.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet

For the period ending June 30, 2024

	YTD as at Jun 30, 2023	YTD as at Dec 31, 2023	YTD as at Jun 30, 2024		YTD as at Jun 30, 2023	YTD as at Dec 31, 2023	YTD as at Jun 30, 2024
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Cash	15,118	6,194	6,877	Accounts Payable	32,014	22,849	38,438
Accounts Receivable & Prepaids	43,342	14,348	47,685	Current Portion of LTD	32,493	44,156	22,078
Inventory	7,410	7,131	7,131	Promissory Note	372,000	372,000	372,000
Due from Festival Hydro Inc.	8,100	29,355	89,054				
Income Tax Receivable/(Payable)	-22,799	3,859	11,859				
Total Current Assets	51,171	60,887	162,607	Total Current Liabilities	436,507	439,004	432,516
Fixed Assets				Other Liabilities			
Gross Book Value	5,537,802	5,464,038	5,483,244	Deferred Revenue	524,217	480,259	436,301
Accumulated Depreciation	-2,780,625	-2,810,234	-2,980,404	Deferred Tax Liabilities	247,000	248,000	248,000
Net Book Value	2,757,177	2,653,805	2,502,840				
				Long Term Debt			
				POP Loan Long Term Portion	277,981	233,825	233,825
				TOTAL LIABILITIES	1,485,704	1,401,088	1,350,642
				EQUITY			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	1,073,407	1,064,368	1,065,569
				TOTAL EQUITY	1,322,643	1,313,604	1,314,804
TOTAL ASSETS	2,808,347	2,714,692	2,665,446	TOTAL LIABILITIES AND EQUITY	2,808,347	2,714,692	2,665,446

FESTIVAL HYDRO SERVICES INC.

Statement of Capital For the period ending June 30, 2024

	YTD as at Jun 30, 2024	YTD Budget at Jun 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Computer Equipment - Hardware	4,685	10,000	-5,315	(53%)
Computer Software	—	1,000	-1,000	(100%)
Buildings	789	5,000	-4,211	(84%)
Fibre Capital	13,731	52,000	-38,269	(74%)
WiFi Capital	—	40,000	-40,000	(100%)
TOTAL CAPITAL	19,205	108,000	-88,795	(82%)

FESTIVAL HYDRO SERVICES INC.

Statement of Operations For the period ending June 30, 2024

	YTD as at Jun 30, 2023	YTD as at Jun 30, 2024	YTD Budget at Jun 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
TOTAL REVENUE	745,562	696,045	739,213	-43,168	(6%)
TOTAL OPERATING EXPENSES	470,614	506,302	517,853	-11,552	(2%)
NET INCOME BEFORE DEPRECIATION & INTEREST	274,947	189,744	221,360	-31,616	(14%)
Depreciation	187,289	164,400	170,170	-5,770	(3%)
Interest Expense	17,533	18,606	23,484	-4,879	(21%)
Interest Income	-1,172	-232	—	-232	100%
NET INCOME FOR THE PERIOD BEFORE TAXES	71,298	6,970	27,705	-20,735	(75%)
Current Tax Provision	23,000	1,500	8,750	-7,250	(83%)
Future Tax Provision	—	—	3,250	-3,250	(100%)
NET INCOME(LOSS) FOR THE PERIOD	48,298	5,470	15,705	-10,235	(65%)

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending June 30, 2024

	YTD as at Dec 31, 2023	YTD as at Jun 30, 2024
Cash from Operations		
Net Income	39,259	5,470
Future tax provision	1,000	—
Current tax provision (ITC portion)	21,000	—
Depreciation	373,188	164,400
Amortization of contributed capital	-63,735	-31,867
Amortization of deferred revenue	-6,167	-12,091
Due to/from QR Fibre Co.	49,500	—
Net Change in Receivables/Payables	-53,981	-24,247
Net Cash Provided	360,064	101,665
Cash from Financing		
Capital expenditures - Festival	-165,384	-19,205
Loan - Wightman	-43,324	-22,078
Loan from/(repayment to) Festival	-151,502	-59,699
Net Cash Used	-360,211	-100,982
Increase (Decrease) in Cash Position	-146	683
Cash Beg of Period	6,341	6,194
Cash End of Period	6,194	6,877

To: Mark Hunter and the Finance and Labour Relations Committee
From: Alyson Conrad, CFO
Re: Commentary on FHSI Financial Results –
For the period ended September 30, 2024

The net income for the period was \$6K, which is \$17K lower than budget and \$3K 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 lower than Q2 by \$21K. This is lower due to a portion of the prepaid amount of joint use expenses being recognized in the period. This balance is \$515 lower than the prior year and therefore comparable for this time of year.

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 Rhyzome receivables are not impacting Festival's cash flows increasingly.

Capital Asset Additions – Additions to the end of September 2024 are \$53K, or 67% of Q3 budget. This includes \$15K in computer hardware additions, \$3K on the data centre building, \$32K on fibre related projects and \$3K on WiFi related projects. Details on the capital spend to date are as noted below:

Computer Hardware: Total spend for FHSI on computer hardware YTD is \$15K. The related to hardware required in the data centre to enable the lit fibre build for the downtown expansion project.

Building Capital: Building capital additions total \$3K. This included costs for enhancements to the alarm system in data centre including improved access controls.

Fibre Capital: Total spend on fibre capital YTD is \$32K. This is made up of two key areas including the downtown expansion project which is still ongoing as well as the budgeted remediation plans.

WiFi Capital: Total spend on WiFi capital YTD is \$3K. There is limited spend in this area and only relates to moving equipment to extend the life of the asset. This capital item should be limited for the remainder of 2024.

Due from Festival Hydro Inc. – The balance in this account increased from June 30, 2024, moving to a larger receivable balance of \$174K. This is an atypical balance, however with less capital costs being incurred and more work being done on large corporate projects for FHI this balance has remained flipped into a receivable for several months. This will trend to a more typical balance by the end of the year.

Deferred Revenue – This balance has decreased from the June 2024 balance as a portion of the balance has been recognized into revenue for Q3 2024. No new contributions have been received in the period.

Income Statement Commentary:

Revenues – Revenues are \$42K lower than budget in Q3. Dark fibre, WiFi and ISP revenues are down compared to plan. FHSI is attempting to offset these losses by gaining customers in the downtown core and will see revenue from these customers in Q4. Consulting revenues are down due to lower than expected work from FHI's corporate systems projects. Co-locate revenues are down to the end of Q3 because of delays in renegotiating two contract prices that are up for renewal. These will be renewed in Q4 and will be billed retroactively to the end of the prior contract and should make up this variance.

Operating Expenses – Operating expenses are above budget by \$8K at the end of Q3. Fibre, administration and outside service costs are collectively down \$40K. This is mainly due to less unplanned maintenance required in the year and intentional cost cutting measures due to the decreases in revenue. Employee costs are higher than budget by \$30K. This is due to the individuals who were onboarded in late 2023 being higher cost than what was budgeted.

Depreciation and Interest Expense – Depreciation is below budget by \$6K based on the lower than anticipated capital spend in 2024. Interest expense is lower by \$10K due to the receivable balance from FHI.

Cash Flow Commentary:

The cash balance has decreased to \$1K from the \$7K June 2024 balance. The main variances in cash from Q2 are due to the loss of a couple of larger customers. It is also due to the large increase in the due from FHI balance.

FESTIVAL HYDRO SERVICES INC.

Balance Sheet

For the period ending September 30, 2024

	YTD as at Sep 30, 2023	YTD as at Dec 31, 2023	YTD as at Sep 30, 2024		YTD as at Sep 30, 2023	YTD as at Dec 31, 2023	YTD as at Sep 30, 2024
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Cash	17,875	6,194	1,224	Accounts Payable	34,150	22,849	64,708
Accounts Receivable & Prepays	27,254	14,348	26,739	Current Portion of LTD	10,831	44,156	11,039
Inventory	7,410	7,131	7,131	Promissory Note	372,000	372,000	372,000
Income Tax Receivable	4,159	3,859	19,059				
Due (to) from Festival Hydro Inc.	-20,363	29,355	174,155				
Total Current Assets	36,335	60,887	228,308	Total Current Liabilities	416,981	439,004	447,746
Fixed Assets				Other Liabilities			
Gross Book Value	5,565,498	5,464,038	5,516,846	Deferred Revenue	502,238	480,259	433,576
Accumulated Depreciation	-2,874,270	-2,810,234	-3,065,489	Deferred Tax Liabilities	247,000	248,000	248,000
Net Book Value	2,691,229	2,653,805	2,451,357				
				Long Term Debt			
				POP Loan Long Term Portion	277,981	233,825	233,825
				TOTAL LIABILITIES	1,444,199	1,401,088	1,363,147
				EQUITY			
				Share Capital	249,236	249,236	249,236
				Retained Earnings	1,034,129	1,064,368	1,067,283
				TOTAL EQUITY	1,283,365	1,313,604	1,316,518
TOTAL ASSETS	2,727,564	2,714,692	2,679,665	TOTAL LIABILITIES AND EQUITY	2,727,564	2,714,692	2,679,665

FESTIVAL HYDRO SERVICES INC.

Statement of Capital For the period ending September 30, 2024

	YTD as at Sep 30, 2024	YTD Budget at Sep 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
CAPITAL				
Computer Equipment - Hardware	14,741	15,000	-259	(2%)
Computer Software	—	1,500	-1,500	(100%)
Buildings	2,670	7,500	-4,830	(64%)
Fibre Capital	32,577	78,000	-45,423	(58%)
WiFi Capital	2,820	60,000	-57,180	(95%)
TOTAL CAPITAL	52,807	162,000	-109,193	(67%)

FESTIVAL HYDRO SERVICES INC.

Statement of Operations For the period ending September 30, 2024

	YTD as at Sep 30, 2023	YTD as at Sep 30, 2024	YTD Budget at Sep 30, 2024	Cur to Bdg YTD Var\$	Cur to Bdg YTD Var%
TOTAL REVENUE	1,066,861	1,067,202	1,108,820	-41,618	(4%)
TOTAL OPERATING EXPENSES	730,510	784,397	776,780	7,617	1%
NET INCOME BEFORE DEPRECIATION & INTEREST	<u>336,351</u>	<u>282,805</u>	<u>332,039</u>	<u>-49,235</u>	<u>(15%)</u>
Depreciation	280,933	249,423	255,255	-5,832	(2%)
Interest Expense	32,757	24,928	35,227	-10,299	(29%)
Interest Income	-1,358	-292	—	-292	(100%)
NET INCOME FOR THE PERIOD BEFORE TAXES	<u>24,020</u>	<u>8,746</u>	<u>41,558</u>	<u>-32,812</u>	<u>(79%)</u>
Current Tax Provision	15,000	2,318	13,125	-10,807	(82%)
Future Tax Provision	—	—	4,875	-4,875	(100%)
NET INCOME(LOSS) FOR THE PERIOD	<u>9,020</u>	<u>6,428</u>	<u>23,558</u>	<u>-17,129</u>	<u>(73%)</u>

FESTIVAL HYDRO SERVICES INC.

Cash Flow Statement

For the period ending September 30, 2024

	YTD as at Dec 31, 2023	YTD as at Sep 30, 2024
Cash from Operations		
Net Income	39,259	6,428
Future tax provision	1,000	—
Current tax provision (ITC portion)	21,000	2,318
Depreciation	373,188	249,423
Amortization of contributed capital	-63,735	-47,801
Amortization of deferred revenue	-6,167	1,118
Due to/from QR Fibre Co.	49,500	—
Net Change in Receivables/Payables	-53,981	14,268
Net Cash Provided	360,064	225,754
Cash from Financing		
Capital expenditures - Festival Hydro Inc.	-165,384	-52,807
Loan - Wightman	-43,324	-33,117
Due to (from) Festival Hydro Inc.	-151,502	-144,800
Net Cash Used	-360,211	-230,725
Increase (Decrease) in Cash Position	-146	-4,971
Cash Beg of Period	6,341	6,194
Cash End of Period	6,194	1,224



MANAGEMENT REPORT

Date: November 19, 2024
To: Finance and Labour Relations Sub-committee
From: Michael Koktan, CPA, CA, Manager of Financial Services
Report Number: FIN24-034
Attachments: Third Quarter 2024 Operating Variance Report

Title: Third Quarter (Q3) 2024 Operating Variance Report as at September 30, 2024

Objective: To provide Council with a summary and analysis of variances to date, and preliminary projections to year-end.

Background: Regular monitoring of budgetary performance provides both early warnings of potential problems and ongoing tools to flag areas requiring attention. It gives decision makers time to consider actions if major deviations in budget to actual results become evident.

Analysis: As this data represents the first nine months of the year, the attached variance summary is preliminary. Currently, a surplus is being projected for the year end. Overall corporate variances and departmental analysis and notes support this on the report attachment. It should be noted that while most divisional reviews are not anticipating significant variances from budget, when a corporate lens is applied, it is likely that small divisional surpluses will result in an overall corporate surplus, due in part to supplementary taxation revenues and staffing vacancies.

The forecasted variance of actual expenses and revenues from budgeted expenses and revenues includes planned journal entries that are typically performed at year-end and represents department and a preliminary estimate of the final financial position.

Detailed commentary on each of the departments' variances is in the attachment with this report. A high-level departmental overview is discussed below.

Mayor, Council, Committees

A surplus may occur in the cost centre depending on strategic priority plan implementation. However, certain budgeted expenses such as special events and strategic priorities will not occur until Q4 of 2024. A significant variance is not anticipated.

Chief Administrative Officer

Department is tracking close to budget. A significant variance is not anticipated. Projects not started will result in a transfer to reserves to be completed in 2025.

Human Resources

The surplus resulting from staffing vacancies will be offset by payroll costs related to the newly approved roles in the department which commenced in September 2024. No significant variances are anticipated in 2024.

Corporate Services (including Finance, Taxation, Clerks, Information Technology)

Overall, there is a projected surplus due to later than anticipated hiring of the legislative support position, and higher than expected supplementary tax revenues. Based on the early estimates, it is not likely that the planned reliance on the tax stabilization reserve will be required to the full extent, if at all.

Building and Planning Services

Building Division permit revenue is tracking higher than budget but any surplus or deficit is managed through the reserve fund so there will be no levy impact.

In the Planning Division, salaries are tracking below budget, but consulting costs are above budget, so this is expected to result in nominal overall variances at year-end.

A significant variance is not anticipated for the By-law Division at year-end.

Infrastructure Services

The Infrastructure Services Department as a whole, is reasonably close to budget with a slight deficit expected due to a delay in delivery of fleet purchases which has resulted in higher than anticipated repairs and maintenance costs.

Fire and Airport

No significant variances are anticipated currently for Fire or Airport.

Community Services

Current variances are expected to reduce by year-end in this cost centre, but wages and interfunctional transactions are still anticipated to result in a surplus of \$400,000.

Social Services

A variance of approximately \$40,000 is expected for 2024, because of unbudgeted City homelessness response costs.

Police

The Police Service is expected to track to budget as any surplus or deficit is balanced via the Police reserve fund.

Library

The Library is expected to track to budget as any surplus or deficit is balanced via the Library reserve fund.

Conclusion

Year-end forecasts as noted in the attached. The key takeaway is that while individual departments are projecting to remain near budget, the organization as a whole is forecasting a year-end surplus.

Financial Implications:

Financial impact to current year operating budget:

There are no impacts to the 2024 or subsequent operating budgets. This report is for information only.

Alignment with Strategic Priorities:

Not applicable: This report does not directly align with any one Strategic Priority as it is a summary financial report for information purposes. It does however provide benefit by offering insight into overall operational performance and it also supports informed decision-making.

Alignment with One Planet Principles:

Not applicable: As this report is being prepared for informational purposes, the One Planet Principles do not apply.

Staff Recommendation: THAT the report titled "Third Quarter (Q3) 2024 Operating Variance Report as at September 30, 2024" (FIN24-034) dated November 19, 2024, be received for information.

Prepared by: Michael Koktan, CPA, CA, Manager of Financial Services
Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
 Joan Thomson, Chief Administrative Officer

City of Stratford Q3 Operating Variance Report as at September 30, 2024						
Department	2024 Net Budget	Unaudited as at September 30, 2024	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2024	Variance as a % of Budget	Department Explanation
<u>Mavor/Council/CAO Office</u>						
101 - Mayor & Council	716,724	457,420	63.8	(106,831)	0%	Current variance expected to reduce by year-end.
102 - Committees of Council	94,945	12,541	13.2	(78,223)	0%	Current variance expected to reduce by year-end. Unused dollars will go to committee reserve.
111 - CAO's Office	952,071	654,438	68.7	(79,486)	0%	Current variance expected to reduce by year-end. Unused special project funds transferred to reserve for future use.
<u>Human Resources</u>						
112 - Human Resources	1,166,301	827,883	71.0	0	0%	Projected surplus due to staffing vacancies offset by approved new hire salaries.
<u>Corporate Services</u>						
100 - Taxation	(80,090,376)	(80,090,364)	100.0	0	0%	No significant variance anticipated all taxes are billed for the year.
100 - General Revenues	(1,847,077)	(658,229)	35.6	0	0%	No variance anticipated. Festival Hydro dividends tracking/received later in year.
121 - City Clerk	876,443	595,650	68.0	(54,000)	-6%	The legislative specialist position to be filled later in the year.
134 - Information Technology	0	(744,477)	0.0	0	0%	No significant variance anticipated. All amounts are charged back to divisions or transferred to IT reserve fund.
135 - Parking	(587,334)	(425,572)	72.5	19,905	0%	Current variance expected to reduce by year-end.
136 - Crossing Guards	257,950	115,662	44.8	(103,734)	0%	Current variance expected to reduce by year-end. Current variance due to timing of commissionaires payments.
139 - General Financial Services	761,224	1,256,708	165.1	(122,000)	-16%	Current variance expected to reduce by year-end. Due to timing of transfers, long-term debt transactions, and revenue received \$3 million transfer from tax stabilization may or may not be needed to offset any deficit.
513 - Industrial Land Sales	0	332,349	0.0	0	0%	No significant variance expected, balanced through industrial land reserve.
810 - Requisitions from Others	10,409,228	8,150,475	78.3	0	0%	Current variance expected to reduce by year-end due to timing differences in payments to partner agencies.
872 - Community Supports	1,049,868	736,410	70.1	(67,988)	0%	No significant variance expected, timing differences in timing of Bill 23 transfers.
<u>Planning & Development Services</u>						
250 - Building Permits	0	(472,283)	0.0	0	0%	Current variance expected to reduce by year-end. Balanced through building permit reserve fund.
251 - Planning Services	680,617	596,414	87.6	114,602	0%	Current variance expected to reduce by year-end.
252 - By-Law Enforcement	378,632	72,118	19.0	(282,475)	0%	Current variance expected to reduce by year-end.

City of Stratford Q3 Operating Variance Report as at September 30, 2024						
Department	2024 Net Budget	Unaudited as at September 30, 2024	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2024	Variance as a % of Budget	Department Explanation
<i>Infrastructure Services</i>						
310 - Engineering	1,320,212	1,473,555	111.6	644,528	2%	Unbudgeted community climate consulting costs not covered by grant of \$22,500. Current variance expected to reduce by year-end due to salary reallocations to be corrected.
315 - Fleet	1,079,512	844,360	78.2	150,000	14%	Anticipated deficit due to aging fleet repairs and to delays in receiving replacement vehicles.
320 - Roads	7,311,046	5,199,443	71.1	(378,455)	0%	Current variance expected to reduce by year-end.
330 - Sanitary	0	(69,373)	0.0	0	0%	No significant variance anticipated as user-fee division is balanced to reserve funds.
340 - Storm	4,929,662	2,729,096	55.4	(1,290,868)	0%	No significant variance anticipated despite extra storm maintenance being performed.
350 - Water	0	113,936	0.0	0	0%	No significant variance anticipated as user-fee division is balanced to reserve funds.
360 - Waste	882,311	441,571	50.0	(293,550)	0%	Current variance expected to reduce by year-end due to reserve transfers and other timing of payments.
<i>Fire</i>						
211 - Fire	9,877,547	7,685,048	77.8	369,183	0%	Current variance expected to reduce by year-end.
512 - Airport	73,049	56,796	77.8	2,679	0%	No significant variance anticipated at this time.
<i>Community Services</i>						
141 - City Buildings	2,216,487	1,291,906	58.3	(493,946)	0%	Building maintenance initiatives on various city facilities expected to be completed in Q4. Current variance expected to reduce by year-end.
711 - Parks	2,779,472	2,270,874	81.7	248,360	0%	Current variance expected to reduce by year-end.
715 - Facilities	2,093,245	1,120,140	53.5	(599,725)	0%	Current variance expected to reduce by year-end.
721 - Recreation	6,220,030	4,626,133	74.4	(51,853)	0%	Current variance expected to reduce by year-end.
731 - Cemetery	503,508	371,378	73.8	(8,337)	0%	No significant variance anticipated at this time.
750 - Transit	3,706,795	2,255,003	60.8	(400,000)	0%	Current variance expected to reduce by year-end. Wages and interfunctional transactions will likely still result in a surplus of \$400,000.
751 - Parallel Transit	646,955	456,372	70.5	(38,459)	0%	No significant variance anticipated at this time.
752 - Community Transportation	0	301,392	0.0	0	0%	No significant variance anticipated, balanced with community transit funding and partner billings

City of Stratford Q3 Operating Variance Report as at September 30, 2024						
Department	2024 Net Budget	Unaudited as at September 30, 2024	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2024	Variance as a % of Budget	Department Explanation
<u>Social Services</u>						
610 - Social Services Administration	21,115	2,008,594	9512.6	40,000	189%	At this time there is a variance of approximately \$40,000 expenditure expected for 2024 as a result of unbudgeted City Homelessness response costs. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end reporting.
611 - Ontario Works	624,920	509,848	81.6	0	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
612 - Homelessness	239,010	147,300	61.6	0	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
613 - Anne Hathaway Day Care Centre	47,290	1,104,413	2335.4	0	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
614 - Perth & Stratford Housing Corporation	2,131,545	3,027,844	142.0	0	0%	Variance primarily due to capital entries that will be performed at year-end. No variance is expected.
615 - Housing Division - Service Manager	791,270	156,740	19.8	0	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
616 - Child Care	326,421	8,205,933	2513.9	0	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
618 - Affordable Housing	624,596	(297,153)	-47.6	0	0%	No variance anticipated. Activity in this division is balanced through the reserve fund with no impact to the levy surplus/deficit.
<u>Police</u>						
231 - Police	13,821,228	10,687,431	77.3	0	0%	No significant variance anticipated. Any surplus or deficit is managed from the police reserve.
<u>Library</u>						
411 - Library	2,913,558	2,027,261	69.6	0	0%	Revenue is expected to be down due to the Township of Perth South not renewing their library service contract for 2024. Any surplus or deficit is managed from the library reserve
Total Net Expenses (Revenue)	\$ -	\$ (9,837,016)		\$ (2,860,674)		Projected Surplus



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of the work by C.E. Technology Solutions Ltd. for the supply and delivery of Meraki Solutions, including 3-year licensing (T-2024-36).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, (“the 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;

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

1. That the tender (T-2024-36) of C.E. Technology Solutions Ltd. for the supply and delivery of Meraki Solutions, including 3-year licensing, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the supply and delivery of Meraki Solutions, including 3-year licensing (T-2024-34) is \$204,479.00, including HST, per year.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to appoint a Manager of Revenue and Taxation and Deputy Treasurer for The Corporation of the City of Stratford.

WHEREAS section 286.(2) of the *Municipal Act, S.O. 2001, c 25* as amended, provides that a municipality may appoint a deputy treasurer who shall have all of the powers and duties of the treasurer under this and any other Act;

AND WHEREAS Council adopted Delegation of Authority By-law 135-2017 as amended, to delegate certain powers and duties;

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

1. That Ashley Price be appointed as Manager of Revenue and Taxation and Deputy Treasurer of The Corporation of the City of Stratford effective January 6, 2025.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the acceptance of a tender, execution of the contract and the undertaking of the work by Steve Smith Construction Corporation for the Erie Street Parking Lot Resurfacing project (T-2024-39).

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the 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;

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

1. That the tender (T-2024-39) of Steve Smith Construction Corporation for the Erie Street Parking Lot Resurfacing project, be accepted and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the contract for the said work and to affix the Corporate seal thereto.
2. That the accepted amount of the tender for the Erie Street Parking Lot Resurfacing project (T-2024-39) is \$494,747.90, including HST, per year.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to amend the Fees and Charges By-law 99-2024, to change the Anne Hathaway Day Care Centre fees.

WHEREAS the Municipal Act, 2001, S.O. 2001, as amended, ("the Municipal Act, 2001") provides that a municipality may pass by-laws imposing fees and charges on any class of persons;

AND WHEREAS Section 398 of the Municipal Act, 2001, provides that fees and charges imposed by a municipality or local board on a person constitute a debt of the person to the municipality or local board, respectively;

AND WHEREAS the Council of The Corporation of the City of Stratford deems it necessary to amend the Fees and Charges By-law 99-2024 to update the water and wastewater rates as provided in the Water and Wastewater Rate Study;

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

1. That Schedule "F", Social Service Fees and Charges. is hereby repealed and replaced with the Schedule "F" attached hereto and forming part of this By-law to amend the Anne Hathaway Day Care Centre fees.
2. All other provisions of By-law 117-2023 remain in force and effect.
3. This by-law shall come into force and take effect on January 1, 2025.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "F" TO BY-LAW 143-2024

Adopted on the 13th day of January, 2025

Amending By-law 99-2024
of The Corporation of the City of Stratford
adopted on the 9th day of September, 2024

SOCIAL SERVICES FEES AND CHARGES**Anne Hathaway Daycare Centre**

Toddler (18 months to 2.5 years)

Length of Time	Fee
Weekly	\$110.00
Daily	\$22.00

Preschool (2.5 to 4 years)

Length of Time	Fee
Weekly	\$99.03
Daily (includes JK and SK)	\$22.00

Nursery School (9:30am to 1:30pm)

Length of Time	Fee
Daily	\$17.33

Before and After School

Length of Time	Fee
Ages 6 and up	\$13.25
Kindergarten	\$6.85 am or pm
Grade 1-6	\$6.63 am or pm

Britannia Street Housing

General Repairs

Item	Fee
Replacement of screens	\$45.00 – small window \$55.00 – large window \$60.00 – exterior door
Replacement of windows (damaged, broken or missing)	\$150.00 – less than 1000 square inches \$500.00 – more than 1000 square inches
Drywall Repair	\$100.00 - 2 square feet and under (per wall) \$120.00 - 2 square feet and over (per wall) up to actual cost
Door Repair	\$100.00 (per door)
Window Repair	\$45.00 (per window)
Replacement of interior doors (includes labour and hardware, as required)	\$140.00 – without frame \$200.00 – with frame
Replacement of Main Building Door	\$5,000.00
Replacement of exterior doors (includes labour and hardware, as required)	\$900.00 – exterior door
Replace kitchen cupboard doors or hinges	\$90.00 per door \$50.00 per hinge pair
Replace kitchen countertop	\$60.00 per linear foot

Wallpaper/border removal (includes shelf/drawer liner)	\$100.00 per wall \$80.00 per border per wall
Additional coat of paint/stain blocking	At cost based on tender pricing
Removal of peel and stick tile	Less than 100 square feet-\$3.00 per square foot More than 100 square feet-\$4.00 per square foot
Damage to flooring	\$10.00 per square foot
Missing handrails	\$100.00 per handrail
Parking for secondary vehicle	\$25.00 per month

Plumbing Repairs

Item	Fee
Install new toilet	\$350.00
Plugged toilet or drain	\$70.00 - \$300.00 per occurrence, depending on if a machine is required
Kitchen taps	\$135.00 (installed)
Vanity sink and taps	\$135.00 (installed)

Electrical Repairs

Item	Fee
Missing light fixtures	\$50.00 – interior/exterior
Broken/Damaged/Painted Receptacles	\$15.00 – for the first three \$5.00/receptacle after first three
Missing (or tampered with) smoke detectors	\$150.00 (* see below)
Broken thermostat	\$75.00
No heat call with no issue	\$75.00
Missing/broken light shade	\$50.00

* Note – additional fines or penalties could apply outside of this fee if other authoritative bodies, such as Fire Department or Provincial authorities, levy additional amounts.

Locksmithing

Item	Fee
Replacement Fob	\$75.00
Repin lock	\$75.00
Replace Unit Door Lock	\$150.00 – replace lock
Replace door handle	\$75.00 – replace handle
Mailbox Key Replacement	\$75.00

Pest Control

Item	Fee
Obligation to comply with treatment plan	Costs will be assessed on a case by case basis

Appliance Replacement

Item	Fee
Fridge replacement caused by damage	\$850.00-\$925.00 per appliance
Stove replacement caused by damage	\$699.00 per appliance

Additional Cleaning

Item	Fee
Fridge	\$75.00
Stove & Oven	\$75.00
Kitchen	\$75.00
Bathroom	\$75.00
Cleaning – Nicotine	Up to \$900.00
Waste Removal of remaining personal property and furniture	\$75.00 – minimum Actual Cost



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an agreement with the Huron Perth Healthcare Alliance for the provision of the Nurse Practitioner Primary Care Outreach Program.

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, (“the 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 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 The Corporation of the City of Stratford operates as the Consolidated Municipal Service Manager – Social Services Department in the provision of the Ontario Works, Housing programs and Homelessness Prevention Program (HPP) and acts as the CMSM – Social Services Department for the County of Perth and Town of St. Marys;

AND WHEREAS the Huron Perth Healthcare Alliance is a public hospital operating in Ontario under the authority of the Public Hospitals Act (Ontario) and the Corporations Act (Ontario) and operates the Nurse Practitioner (NP) Primary Care Outreach Program;

AND WHEREAS in March 2021, The Corporation of the City of Stratford and Huron Perth Healthcare Alliance entered into an agreement to collaborate for the NP Primary Care Outreach Program using funding received from the Social Services Relief Fund (SSRF);

AND WHEREAS the Parties hereto deem it desirable to continue to collaborate for the NP Primary Care Outreach Program to help support those experiencing homelessness and housing instability to ensure eventual successful life stabilization in the community;

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

1. That the agreement between The Corporation of the City of Stratford and the Huron Perth Healthcare Alliance for the provision of the Nurse Practitioner Primary Care Outreach Program be entered into and the Mayor and Clerk, or

their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



**BY-LAW NUMBER XXX-2025
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a By-law to authorize the entering into and execution of an Ontario Transfer Payment Agreement with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General, Office of the Fire Marshal for the provision of funding to support the acquisition of critical equipment and other needs to improve and enhance the level of fire protection service being provided.

WHEREAS Section 8.(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, ("the 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 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 The Ministry of the Solicitor General, Office of the Fire Marshal received Treasury Board approval for \$30.0M grant over three years in funding to support the municipal fire service in acquiring critical equipment and other needs (health and safety, minor infrastructure and specialized tools) to improve and enhance the level of fire protection service being provided;

AND WHEREAS the approved funds are provided through what is known as the Fire Protection Grant;

AND WHEREAS the Council of The Corporation of the City of Stratford intends to enter into an Ontario Transfer Payment Agreement to support the acquisition of critical equipment and other needs to improve and enhance the level of fire protection service being provided;

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

1. That the Ontario Transfer Payment Agreement between The Corporation of the City of Stratford and His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General, Office of the Fire Marshal for the provision of funding to support the acquisition of critical equipment and other needs to improve and enhance the level of fire protection service being provided, be

entered into and the Mayor and Clerk, or their respective delegates, be and the same are hereby authorized to execute the said agreement on behalf of and for this Corporation and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe



STRATFORD CITY COUNCIL
CONSENT AGENDA

January 13, 2025

REFERENCE NO. CONSENT AGENDA ITEM

CA-2025-001 Resolution from the Township of Puslinch regarding TAPMO Letter regarding Pre Budget Announcement.

Attachment – Letter from the Township of Puslinch dated December 13, 2024.

Endorsement of this resolution is requested.

CA-2025-002 Temporary Road Closure Authorization – Coldest Night of the Year

I, Taylor Crinklaw, Director of Infrastructure Services, as authorized by By-law 102-2008, do hereby authorize the temporary closure to vehicular traffic of the below noted street for the time period noted:

On Saturday, February 22, 2025, from 4:45 p.m. to 7:00 p.m:

- William Street from Waterloo Street to Lakeside Drive North

That these temporary street closures are not subject to Ministry of Transportation approval with respect to a connecting link;

That the event organizer provides the Event Coordinator with the required certificate of insurance at least 48 hours prior to the event;

That the Events Coordinator cause notice of these temporary street closures to be posted to the City's website and to be sent to emergency services, Chamber of Commerce, and Stratford Tourism Alliance; and

That the Clerk's Office advise Council of these authorized temporary street closures on the next available Consent Agenda.

CA-2025-003 Road Closure Notification

In accordance with the By-law 135-2017 as amended, the Infrastructure Services Department is providing notification that:

Corcoran Street from Erie Street to Lynton Avenue, Stratford, will be temporarily closed to through traffic, local traffic only, December 23, 2024. This road closure is necessary to facilitate a water main break on Corcoran Street.

CA-2025-004 Resolution from the City of Toronto regarding Declaring Toronto a Paid-Plasma-Free Zone.

Attachment – Letter from the City of Toronto dated December 20, 2024 and Council Decision MM23.1.

Endorsement of this resolution is requested.

CA-2025-005 Resolution from The Municipality of Kincardine regarding Property Taxation implications Related to Non-Market Valuation of Electricity Industry Properties.

Attachment – Letter from The Municipality of Kincardine dated December 11, 2024.

Endorsement of this resolution is requested.



Finance Minister Chrystia
Freeland
VIA EMAIL:
chrystia.freeland@parl.gc.ca

Hon. Paul Calandra
VIA EMAIL:
minister.mah@ontario.ca

Township of Puslinch
7404 Wellington Road 34
Puslinch, ON N0B 2J0
www.puslinch.ca

December 13, 2024

Association of Municipalities
of Ontario (AMO)
VIA EMAIL:
amo@amo.on.ca

Top Aggregate Producing
Municipalities of Ontario
(TAPMO)
VIA EMAIL:
info@tapmo.ca

Rural Ontario Municipalities
Association (ROMA)
VIA EMAIL:
roma@roma.on.ca

Hon. Ted Arnott, MPP
VIA EMAIL:
ted.arnottco@pc.ola.org

RE: TAPMO Letter regarding Pre Budget Announcement

Please be advised that Township of Puslinch Council, at its meeting held on November 27, 2024 considered the aforementioned topic and subsequent to discussion, the following was resolved:

Resolution No. 2024-430:

Moved by Councillor Sepulis and
Seconded by Councillor Bailey

That the Consent Agenda items listed with the exception of items 6.10, 6.11, and 6.12 for NOVEMBER 27, 2024 Council meeting be received for information; and

Whereas the Township of Puslinch Council supports the information provided by TAPMO to member municipalities of TAPMO; and

Whereas the Township of Puslinch Council sees the value and significance of circulating this information provided by TAPMO to all Ontario municipalities;



Therefore, that Council directs staff to forward items 6.10, 6.11, and 6.12 to all Ontario municipalities; and

That Council direct staff to forward the following resolution to the Minister of Finance, the Minister of Municipal Affairs and Housing, local school board trustees, AMO, ROMA, Local MPP, all Ontario Municipalities and the Municipal Property Assessment Corporation:

Whereas the Ministry of Finance has introduced a one-time \$7 million reduction in education taxes in 2024, a subsidy that will be absorbed by the province through a 95% reduction in education taxes—marking the first such subsidy provided by the province to any industry;

Whereas the Ministry of Finance’s plans to introduce a new aggregate property sub-class in 2025, which is set to provide a \$6 million subsidy to the aggregate industry, with \$3 million of that subsidy being transferred back to the municipal (primarily residential) tax base, raises serious concerns about the fairness and equity of the system;

Whereas the claims that the new sub-class will provide tax stability and predictability seem hollow and do not address the systemic inequities in the taxation framework, which continues to shift an undue burden onto municipal taxpayers, particularly those in rural areas who host these aggregate operations;

Whereas there is significant concern that the government’s actions prioritize the interests of the aggregate industry over the financial realities faced by municipalities and their residents, and that this shift in burden undermines public trust in the fairness and integrity of Ontario’s legal and tax frameworks;

Whereas TAPMO has presented evidence demonstrating that the aggregate industry is financially capable of meeting its tax obligations, including substantial profits and royalty payments made by industry leaders, further undermining the need for these subsidies;

Whereas the municipal taxpayer should not bear the cost of correcting a past error in assessment methodology that unfairly benefited then aggregate industry, and the new



property tax class ratio risks further undermining the principle of revenue neutrality and eroding confidence in Ontario's legal and tax systems;

Therefore be it resolved that the Council of the Township of Puslinch strongly objects to the undue burden being placed on municipal taxpayers to subsidize the aggregate industry, and calls on the provincial government to:

Reevaluate and correct the misguided subsidies being provided to the aggregate sector, and ensure that future tax policies are fair, equitable, and consistent for all taxpayers.

1. Uphold the principles of revenue neutrality in the aggregate tax framework and ensure that any new tax classifications or methodologies do not result in a net loss of revenue for municipalities, especially those that are already facing significant financial challenges.

2. Commit to meaningful reform that ensures fairness and consistency across all sectors of the economy, and actively engages municipalities and taxpayers in a transparent and inclusive process, rather than catering to the demands of the aggregate industry.

3. Take immediate action to correct the existing inequities in the tax framework, ensuring that the burden of this correction is not unjustly shifted to municipal taxpayers, particularly those in rural communities who host these operations.

4. Respect and uphold the integrity of the legal process by honouring the decisions of the Divisional Court and ensuring that all assessment methodologies are transparent, accountable, and based on a fair and balanced approach.

5. Further be it resolved that the Council Township of Puslinch supports TAPMO's call for the provincial government to adopt reforms that prioritize the needs and fairness of municipal taxpayers and to ensure that the aggregate sector contributes its fair share to the province's tax base; and

Further be it resolved that this resolution be forwarded to the Minister of Finance, the Minister of Municipal Affairs and Housing, local school board trustees, AMO, ROMA,



Local MPP, all Ontario Municipalities and the Municipal Property Assessment Corporation.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Justine Brotherston
Municipal Clerk

CC: All Ontario Municipalities, Municipal Property Assessment Corporation (MPAC), Local school board trustees



Top
Aggregate
Producing
Municipalities of
Ontario

Sent via email

November 1, 2024

Premier Doug Ford
Legislative Building
Quenn's Park
Toronto, ON M7A 1A1

Minister of Finance Peter Bethlenfalvy
Ministry of Finance
Frost Building South, 7th Floor
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

Dear Premier Ford and Minister Bethlenfalvy:

Re: Pre Budget Announcement

As you are aware there was a lengthy Assessment Review Board hearing as well as a divisional court ruling increasing the taxes paid by the aggregate sector due to an inappropriate tax relief mechanism implemented by MPAC.

TAPMO recognizes funding for rural, small and northern municipalities is proposed to see an increase in OMPF funding. This increase is very much appreciated. This increase will begin to address the farm tax rebate shortfalls that rural, small and northern municipalities have been experiencing under the former program. Increasing this funding ensures all Ontarians are supporting farmers and not just the residents that call home to small, rural and northern communities. The impact of Provincially significant programs needs to be absorbed by all Ontarians.

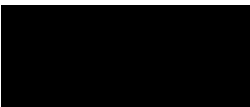
If it is the desire of the Government to provide special treatment to one sector and burdening this special treatment on small, rural and northern communities (where most aggregate operations exist), TAPMO is of the opinion that an aggregate subsidy is not appropriate and should be borne by all Ontarians.

The pre budget announcement provides \$200 to every Ontarian, adding approximately \$3 billion to the Ontario budget. If the Government is willing to add \$3 billion to the deficit. Carrying over the 95% reduction in education tax relief absorbed by all Ontarians for 2024, would have added \$7 million to the total deficit for 2025 or 0.11666667% additional deficit.

TAPMO request the following questioned to be answered:

Explain the justification of increasing taxes on small, rural and northern municipalities which are host to most aggregate operations, to provide a preferential tax relief to the aggregate sector, versus absorbing any relief through increased deficit for all Ontarians?

Yours truly,


James Seeley
Board Chair

Ministry of FinanceProvincial-Local
Finance DivisionFrost Building North
95 Grosvenor Street
Toronto ON M7A 1Y7**Ministère des Finances**Division des relations provinciales-
municipales en matière de financesÉdifice Frost nord
95 rue Grosvenor
Toronto ON M7A 1Y7

October 31, 2024

His Worship James Seeley
Chair, Top Aggregate Producing Municipalities of Ontario (TAPMO)
jseeley@puslinch.ca

Don MacLeod
Executive Director, TAPMO
executivedirector@tapmo.ca

Dear Mayor Seeley and Mr. MacLeod:

Thank you for your letter about the new aggregate extraction property class.

As noted in my letter of October 3, the Province will be setting municipal tax ratios and education tax rates for the new aggregate extraction property class to provide tax mitigation for properties in the class. The plan is to provide an overall \$6M tax reduction to properties in the class relative to the original 2024 tax level, comprised of \$3M municipal tax and \$3M education tax. While the specific tax ratios and impacts will not be available until after the assessments for 2025 are finalized by the Municipal Property Assessment Corporation (MPAC), the intention is that municipalities overall will still benefit from the majority of the incremental tax revenues that resulted from the assessment methodology changes implemented by MPAC for 2024.

More details will be shared when they become available. We appreciate the importance of providing municipalities with as much time as possible to support their budgetary planning. We have taken note of your request to receive this information by November 30th and will endeavour to provide the data as close to this date as possible.

Regarding your request that TAPMO be included in consultations during 2025, that is an important part of our plan. We will be reaching out to TAPMO as well as the aggregate sector, and working with MPAC and the Ministry of Natural Resources, to seek more detailed information regarding aggregate activities and discuss possible updates to the definition of the property class.

The government understands the challenges small and rural municipalities face. In this regard, in the 2024 Fall Economic Statement announced the Ontario Municipal Partnership Fund will be increased by \$100 million (20% increase) annually. This will be phased in over two years with an immediate \$50 million increase in 2025.

TAPMO

November Newsletter



INTRODUCING TAPMO'S EXECUTIVE DIRECTOR

Don MacLeod held the position of Chief Administrative Officer for the Township of Zorra from 1996 to 2024. The Township of Zorra is in the top 10 aggregate producing municipalities in Ontario. Recently, Don transitioned into the role of Executive Director for TAPMO. With this wealth of experience, Don is particularly well-suited to continue the success of TAPMO in developing a sustainable plan for aggregate extraction across Ontario.

NOVEMBER HIGHLIGHTS

- **Introducing Don MacLeod, TAPMO Executive Director**
- **Aggregate Property Taxation Assessment Challenges: What to expect in 2025**
- **Meet the Board of Directors and membership!**

STAY CONNECTED

What to stay in the know?

Visit the TAPMO website to review agendas and minutes from previous meetings:

<https://www.tapmo.ca/resources#agenda>

Next TAPMO meeting: Monday November 18, 2024 @ 2:30pm



[tapmo.ca](https://www.tapmo.ca)
executivedirector@tapmo.ca

Property Taxation Changes and Concerns for Municipalities

Following an appeal decision of the Divisional Court, the Municipal Property Assessment Corporation (MPAC) revised the assessment methodology and property tax classification of aggregate sites to ensure sector-wide consistency, resulting in tax changes for pits and quarries across the province for 2024 (an increase of \$12M municipal and \$5M education). These properties continue to be assessed based on the province-wide valuation date of January 1, 2016, but the methodology used to derive those values has been modified in line with the court ruling. This legal process was spearheaded by Wellington County. In a troubling response to the Divisional Court decision, the Ministry of Finance has introduced a one-time (2024) \$7 million education tax reduction, to mitigate the impact of these changes on the aggregate industry. This reduction will be absorbed by the province through a 95% reduction in education taxes, which is the first time this kind of a subsidy is being provided by the province for any industry.

Looking ahead to the 2025 tax year, a new aggregate property sub-class is set to be introduced, but the intent to create improved tax stability and predictability feels hollow. The sub-class will result in a \$6 million subsidy for the aggregate industry, \$3 million of which is being transferred back to the municipal (primarily residential) tax base. The tax subsidy will be funneled through a temporary property tax sub-class within the industrial property category, with MPAC and local municipalities tasked with its implementation. However, the claim that this newly established sub-class will provide stability and predictability raises serious concerns. Instead of genuinely addressing the inequities in the system, it seems to merely provide an unwarranted tax break to the aggregate industry, while shifting the burden onto municipal taxpayers and perpetuating an unjust structure.

The government's approach appears to prioritize the interests of the aggregate sector over the financial realities faced by municipalities and their constituents. MPAC's collaboration with the aggregate sector and the Ministry of Finance (MOF) to gather detailed information on aggregate sites may result in more of the same, rather than meaningful reform. While the government claims this refined data will support future discussions with the Ontario Stone, Sand & Gravel Association (OSSGA) and municipalities, the focus seems skewed toward accommodating industry demands rather than ensuring fairness and accountability for all taxpayers. This direction threatens to undermine any hope of establishing a principled and sustainable approach to aggregate taxation, leaving communities to bear the consequences.

November Newsletter

Property Taxation Changes and Concerns for Municipalities

continued from page 2

In light of these changes, TAPMO wishes to voice serious concerns regarding the new tax class ratio established by the Ministry of Finance. Contrary to fostering a revenue-neutral outcome, this adjustment is expected to lead to \$3 million being refunded directly from local taxpayers to the aggregate industry starting in 2025 and beyond. Neither the Ministry nor representatives from the aggregate industry have provided sufficient justification for what seems to be a residential taxpayer-funded subsidy to benefit a for-profit industry. Concerns from both the Ministry of Finance and the aggregate sector highlight that potential cost increases for residential housing stemming from the Assessment Review Board (ARB) ruling have not been adequately assessed or documented. Claims suggesting a mere \$3-4 increase per Ontarian fail to capture the disproportionate impact this assessment framework will have on rural residents, who predominantly host these aggregate operations.

The OSSGA has yet to provide conclusive evidence of the industry's inability to contribute its fair share of taxes. In fact, TAPMO has presented evidence indicating that aggregate producers can meet their tax obligations. For example, Dufferin (CRH) paid \$2 million in royalties to the University of Guelph in 2023, while St. Mary's Cement (CBM Canada) reported total net revenues of \$109,785,000 USD for aggregate products in their 2022 financial statements.

While TAPMO recognizes that tax increases on any property class may be unpopular, we argue that the aggregate industry has long benefited from an inappropriate tax discount. The Divisional Court ruling clarified that MPAC lacked the authority to grant such tax relief. The municipal taxpayers should not have to provide tax relief to the industry as a result of correcting an inappropriate tax benefit that the industry has come to expect. The new property tax class ratio fails to maintain revenue neutrality and threatens to erode trust in Ontario's legal frameworks. Ontarians deserve confidence that these processes are respected and upheld.

TAPMO remains committed to advocating for fair and equitable taxation practices that support both municipal taxpayers and the sustainability of our communities. The future of Ontario's aggregate taxation framework must prioritize transparency, fairness, and the principles of revenue neutrality.

Property Taxation Changes and Concerns for Municipalities - What's Next?

TAPMO is urging members to raise awareness of this issue by requesting your Municipal Council consider supporting the following motion:

Whereas the Ministry of Finance has introduced a one-time \$7 million reduction in education taxes in 2024, a subsidy that will be absorbed by the province through a 95% reduction in education taxes—marking the first such subsidy provided by the province to any industry;

Whereas the Ministry of Finance's plans to introduce a new aggregate property sub-class in 2025, which is set to provide a \$6 million subsidy to the aggregate industry, with \$3 million of that subsidy being transferred back to the municipal (primarily residential) tax base, raises serious concerns about the fairness and equity of the system;

Whereas the claims that the new sub-class will provide tax stability and predictability seem hollow and do not address the systemic inequities in the taxation framework, which continues to shift an undue burden onto municipal taxpayers, particularly those in rural areas who host these aggregate operations;

Whereas there is significant concern that the government's actions prioritize the interests of the aggregate industry over the financial realities faced by municipalities and their residents, and that this shift in burden undermines public trust in the fairness and integrity of Ontario's legal and tax frameworks;

Whereas TAPMO has presented evidence demonstrating that the aggregate industry is financially capable of meeting its tax obligations, including substantial profits and royalty payments made by industry leaders, further undermining the need for these subsidies;

Whereas the municipal taxpayer should not bear the cost of correcting a past error in assessment methodology that unfairly benefited the aggregate industry, and the new property tax class ratio risks further undermining the principle of revenue neutrality and eroding confidence in Ontario's legal and tax systems;

Therefore be it resolved that the Council [INSERT MUNICIPALITY] strongly objects to the undue burden being placed on municipal taxpayers to subsidize the aggregate industry, and calls on the provincial government to:

1. Reevaluate and correct the misguided subsidies being provided to the aggregate sector, and ensure that future tax policies are fair, equitable, and consistent for all taxpayers.
2. Uphold the principles of revenue neutrality in the aggregate tax framework and ensure that any new tax classifications or methodologies do not result in a net loss of revenue for municipalities, especially those that are already facing significant financial challenges.
3. Commit to meaningful reform that ensures fairness and consistency across all sectors of the economy, and actively engages municipalities and taxpayers in a transparent and inclusive process, rather than catering to the demands of the aggregate industry.
4. Take immediate action to correct the existing inequities in the tax framework, ensuring that the burden of this correction is not unjustly shifted to municipal taxpayers, particularly those in rural communities who host these operations.
5. Respect and uphold the integrity of the legal process by honouring the decisions of the Divisional Court and ensuring that all assessment methodologies are transparent, accountable, and based on a fair and balanced approach.

Further be it resolved that the Council [INSERT MUNICIPALITY] supports TAPMO's call for the provincial government to adopt reforms that prioritize the needs and fairness of municipal taxpayers and to ensure that the aggregate sector contributes its fair share to the province's tax base; and

Further be it resolved that this resolution be forwarded to the Minister of Finance, the Minister of Municipal Affairs and Housing, local school boards, AMO, ROMA, Local MPP, all Ontario Municipalities and the Municipal Property Assessment Corporation.



Chair
Mayor James Seeley
 Township of Puslinch



Vice-Chair
Mayor Jennifer Coughlin
 Township of Springwater

Board of Directors



Mayor Dave Barton
 Township of Uxbridge



Mayor Jim Hegadorn
 Loyalist Township



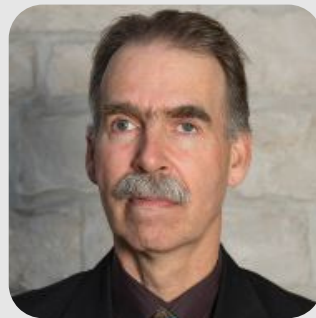
Councillor Tony Brunet
 Town of Lincoln



Mayor Kevin Eccles
 Municipality of West Grey



Deputy Mayor Peter Lavoie
 Township of Oro-Medonte



Councillor Matthew Bulmer
 County of Wellington



Deputy Mayor Katie Grigg
 Township of Zorra

TOWNSHIP OF
Southgate



TOWNSHIP OF
EAST GARAFRAXA



TOWN OF
MONO



Jump In

CITY OF
Burlington



WOOLWICH
 TOWNSHIP

TOWN OF
ERIN



Township of
Springwater



Town of
Lincoln



Township of
SOUTH-WEST OXFORD





Top
Aggregate
Producing
Municipalities of
Ontario

October 24, 2024

Sent via email

Minister of Finance Peter Bethlenfalvy
Ministry of Finance
Frost Building South, 7th Floor
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

Dear Minister Bethlenfalvy:

Re: Aggregate Assessment

I am writing to raise TAPMO's concerns with the new tax class ratio for aggregate operations that does not maintain a revenue neutral outcome. TAPMO has been informed that the new tax class ratio will result in \$3 million of assessment being refunded to the aggregate industry for 2025 and beyond.

To date, neither the Ministry nor the aggregate industry has provided any justification for this residential taxpayer funded subsidy. The concerns raised by the MOF and the aggregate industry indicate that the potential cost increase for residential housing resulting from the ARB ruling applied across the province has not been thoroughly assessed or documented. Impacts of \$3-4 dollars per Ontarian are not accurate. Most aggregate operations are located in rural municipalities, thus rural residents will be providing this relief on a disproportionate level.

I would draw your attention to the developments in the Town of Erin. Developers are largely paying nearly \$200 million in up-front cost to build a wastewater treatment facility. This cost will be a direct pass through to the cost of the homes serviced by the treatment plant. In comparison, a revenue neutral tax class would be adding less than a quarter dollar to the cost of per tonne of aggregate.

Generally speaking, in Ontario, the provincial framework we strive to achieve is known at the municipal level as "Growth pays for Growth". Taxing aggregate properly brings us as a society closer to achieving that result. The aggregate tax class ratio does not support the revenue neutral tax outcome, nor does it support the principle of "Growth pays for Growth".

The OSSGA has failed to bring definitive evidence of the industry's inability to pay their fair share of taxes. Quite contrary, TAPMO has provided evidence of the ability of producers to pay their fair share. We are referencing the royalties Dufferin paid the University of Guelph (\$2 million in 2023). Further to the point, St. Mary's Cement's (CBM Canada) audited 2022 Financial Statements indicate a total net revenue for aggregate products at a whopping \$109,785,000 USD.

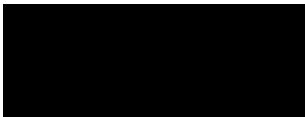
TAPMO recognizes that any increase of taxes on any property class would likely not be welcome. Unfortunately, as recorded in the Divisional Court decision, MPAC did not have the legislative authority to be providing tax relief (page 12 note 55 of the decision) that the industry experienced from 2016 onward. The aggregate industry is accustomed to an inappropriate tax discount. In TAPMO's view, residential taxpayers should not have to provide tax relief to the industry as a result of correcting an inappropriate tax benefit that the industry had come to expect. We respectfully reassert our position that OSSGA has not brought forward evidence to support their claim, other than highlighting the displeasure of paying more taxes. We have also not received evidence from the MOF supporting this relief for 2025 and beyond.

Lastly, we are deeply concerned that the lengthy and expensive legal process undertaken by Wellington County, and the decisions ordered by both the Assessment Review Board and Divisional Court is being undermined. This is particularly concerning given that the ARB decision was upheld. The new property tax class ratio fails to maintain a revenue-neutral tax assessment and undermines the legal process, which incurred significant costs for Wellington County taxpayers. This is extremely disturbing; Ontarians must have confidence in the legal processes in Ontario. Undermining the ARB assessment through a property tax class ratio that does not preserve revenue neutrality erodes that trust.

It is essential that discussions be inclusive and that any future assessment changes involve a fair and balanced approach in consultation with municipal partners, not just the aggregate sector.

TAPMO thanks the Ministry for the opportunity to comment on this very important issue and we look forward to strengthening this relationship.

Yours truly,



James Seeley
Board Chair



John D. Elvidge
City Clerk

City Clerk's Office

Secretariat
Sylvia Przedziecki
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-7032
Fax: 416-392-2980
e-mail:
Sylvia.Przedziecki@toronto.ca
web: www.toronto.ca

**In reply please quote:
Ref.: 24-MM23.1**

(Sent by Email)

December 20, 2024

ALL ONTARIO MUNICIPALITIES:

**Subject: Member Motion Item 23.1
Declaring Toronto a Paid-Plasma-Free Zone - by Councillor Chris Moise,
seconded by Councillor Alejandra Bravo (Ward All)**

City Council on November 13 and 14, 2024, adopted [Item MM23.1](#) and in doing so, has forward this item to Canadian Blood Services, federal, provincial and territorial Ministers of Health, Grifols Pharmaceuticals, and all Ontario Municipalities and requested that they support only voluntary blood and plasma collection, where donors do not receive payment for their blood or plasma.

Yours sincerely,

Niko Markakis, for

for City Clerk

S. Przedziecki/mp

Attachment

Sent to: All Ontario Municipalities
Chief Executive Officer, Canadian Blood Services
Chief Executive Officer, Grifols Canada

c. City Manager

City Council

Member Motions - Meeting 23

MM23.1	ACTION	Adopted		Ward: All
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Declaring Toronto a Paid-Plasma-Free Zone - by Councillor Chris Moise, seconded by Councillor Alejandra Bravo

City Council Decision

City Council on November 13 and 14, 2024, adopted the following:

1. City Council express its opposition to the operation of private for-profit blood collection companies in the City.
2. City Council forward this item to Canadian Blood Services, federal, provincial and territorial Ministers of Health, Grifols Pharmaceuticals, and all Ontario Municipalities and request that they support only voluntary blood and plasma collection, where donors do not receive payment for their blood or plasma.

Summary

In the City of Toronto, we uphold the principle of voluntary blood and plasma donation, acknowledging its vital importance as a public good. Our commitment derives from the lessons of Canada's tainted blood crisis, which tragically claimed approximately 8,000 lives. The subsequent Royal Krever Commission urged a fully voluntary, non-payment oriented blood and plasma donation system.

Within our Ontario healthcare system, we perceive blood donations as a priceless public resource, underscoring the need to safeguard the integrity of the public, voluntary donor system.

The Voluntary Blood Donations Act of Ontario strengthens this stance, legislating against the payment of donors and prohibiting donors from receiving financial compensation for their blood or plasma.

Canada Blood Services plans to open five paid plasma clinics, including one in Toronto, by 2025. This issue needs immediate attention and action. The public health community has raised concerns about Grifols Pharmaceuticals' plans to open a Toronto clinic. It's vital we protect vulnerable residents from exploitation by for-profit plasma collection companies offering cash for blood-plasma, a predatory practice.

In bringing this motion forward, we strive to reinforce the principles of voluntary, non-remunerated blood and plasma donation, protecting both the integrity of Canada's public blood system and the dignity of blood donors.

Background Information (City Council)

Member Motion MM23.1

<https://www.toronto.ca/legdocs/mmis/2024/mm/bgrd/backgroundfile-249600.pdf>

Attachment 1 - Resolution to Declare the City of Hamilton a "No Paid Plasma Zone"

<https://www.toronto.ca/legdocs/mmis/2024/mm/bgrd/backgroundfile-250144.pdf>

Council Meeting

Motion # 12/11/24 - 02
Title: Property Taxation Implications Related to Non-Market Valuation of Electricity Industry Properties, CAO General-2024-33
Date: Wednesday, December 11, 2024

Moved by: Rory Cavanagh
Seconded by: Beth Blackwell

Whereas the Municipality of Kincardine is a proud host community of the Bruce Nuclear Generating Site where Bruce Power generates 30% of Ontario's electricity needs; and

Whereas two decades ago the Province of Ontario adopted a property tax assessment model that continues to apply to Ontario's nuclear generation facilities; and

Whereas the Province assessment model includes non-market property valuation for electricity generating properties; and

Whereas the Municipality of Kincardine undertook a study in 2024 which has shown that the Provincial assessment model is compromising fairness and shifting the tax burden away from the electricity industry properties and onto the broader property tax base within the host community; and

Whereas the study demonstrated that this is primarily attributable to the assessed value of the subject properties being held almost static over several reassessment cycles, resulting from the Provincially prescribed rules for electricity generating, transmission and distribution properties; and

Whereas the Provincial model results in a disparity between the continuously updated market values assigned to the majority of properties and the static, non-market-based formula applied to electricity industry properties means that the tax burden shifts onto non-industry taxpayers; and

Now Therefore be it Resolved That municipal staff be directed to send communication to the Premier of Ontario, Minister of Energy and Electrification, the Minister of Finance, and the local MPP, to request that the Province undertake an immediate review and update the property tax assessment model for Ontario's nuclear generation facilities and other properties within the electricity industry, and copy the Association of Municipalities of Ontario and all Ontario Municipalities.

Carried.

Jennifer Lawrie

Clerk



**BY-LAW NUMBER XXX-2025
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 January 13, 2025.

WHEREAS subsection 5(1) of the Municipal Act, 2001, S.O. 2001 c.25, as amended, ("the Municipal Act, 2001") provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS subsection 5(3) of the Municipal Act, 2001, 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 January 13, 2025, 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 13th day of January, 2025.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe