



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

**Date:** Tuesday, December 17, 2019  
**Time:** 3:30 P.M.  
**Location:** Council Chamber, City Hall  
**Sub-committee Present:** Councillor Clifford - Chair Presiding, Councillor Gaffney - Vice Chair, Councillor Bunting, Councillor Ritsma  
  
**Staff Present:** Michael Humble - Director of Corporate Services, Jodi Akins - Council Clerk Secretary

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Pages

**1. Call to Order**

The Chair to call the meeting to Order.

Councillor Beatty provided regrets for this meeting.

**2. Disclosure of Pecuniary Interest and the General Nature Thereof**

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

Name, Item and General Nature of Pecuniary Interest

### 3. Delegations

None scheduled.

### 4. Report of Festival Hydro Inc.

#### 4.1 Financial Statements and Commentary for Festival Hydro Inc. (FHI) – Q3 ending September 30, 2019 (FIN19-049) 4 - 10

Kelly McCann, CFO of Festival Hydro, will be in attendance to present the update.

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

**Staff Recommendation: THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2019, be received for information.**

### 5. Report of Festival Hydro Services Inc.

#### 5.1 Financial Statements and Commentary for Festival Hydro Services Inc. (FHSI) – Q3 ending September 30, 2019 (FIN19-050) 11 - 16

Kelly McCann, CFO of Festival Hydro, will be in attendance to present the update.

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

**Staff Recommendation: THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending September 30, 2019, be received for information.**

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

#### 6.1 Consideration of the Stratford City Centre Business Improvement Area (SCC BIA) 2020 Budget (FIN19-058) 17 - 19

Rob Russell, Chair of the Stratford City Centre BIA will be in attendance at the meeting.

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

**Staff Recommendation: THAT the report of the Director of Corporate Services dated December 17, 2019, regarding the Stratford City Centre Business Improvement Area 2020 budget be received for information;**

**THAT the 2020 budget of the Stratford City Centre Business Improvement Area be approved as submitted in the amount of**

\$317,950;

AND THAT the sum of \$290,750 shall be levied on properties located within the boundaries of the Stratford City Centre business Improvement Area for the year 2020.

## 6.2 2019 Advisory Committee Annual Reports (FIN19-055)

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

**Staff Recommendation:** THAT the following 2019 Advisory Committee Annual reports be received for information:

- Active Transportation Advisory Committee
- Heritage Stratford
- Accessibility Advisory Committee
- Energy & Environment
- Town & Gown Advisory Committee
- Stratfords of the World
- Communities in Bloom

## 6.3 Capital Amounts Carried Forward to 2020 (FIN19-056)

43 - 48

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

**Staff Recommendation:** THAT the report of the Director of Corporate Services dated December 17, 2019, regarding incomplete capital projects at 2019 year end that need to be carried forward into 2020, be received for information.

## 7. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is January 21, 2020 at 3:30 p.m. in the Council Chamber, City Hall.

## 8. Adjournment

Meeting Start Time:

Meeting End Time:

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

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



## *Corporate Services Department*

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# MANAGEMENT REPORT

**Date:** November 19, 2019  
**To:** Finance and Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-049  
**Attachments:** FHI – Q3 2019 financial statements

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**Title:** Financial Statements and Commentary for Festival Hydro Inc. (FHI) – Q3 ending September 30, 2019

**Objective:** To consider the financial reports from FHI for the period ending September 30, 2019.

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

**Analysis:** As noted in the attached statements. Representatives of Festival Hydro will attend the meeting to answer questions.

**Financial Impact:** Not applicable.

**Staff Recommendation:** **THAT the Festival Hydro Inc. financial statements and commentary for the period ending September 30, 2019, be received for information.**

A handwritten signature in black ink, appearing to read "Michael Humble", written over a horizontal line.

Michael Humble, Director of Corporate Services

A handwritten signature in black ink, appearing to read "Joan Thomson", written over a horizontal line.

Joan Thomson, Acting Chief Administrative Officer

**To:** Tom Clifford and the Finance and Labour Relations Committee  
**From:** Ysni Semsedini, CEO  
**Re:** Financial Statement Commentary for the period ended  
September 30, 2019

Net income for the period is \$1.5M, which is \$162K above the YTD budget. Detailed commentary on the balance sheet and statement of operations are noted below:

**BALANCE SHEET COMMENTARY:**

**Accounts Receivable** – The receivable balance is lower than the prior year by \$1.2M. This is due to the 2018 September balance being on average, over \$1M higher than other months as a result of the timing of the billing for several larger customers at the end of August 2018 and payments not being received until October 2018.

**Unbilled Revenue** – This balance has decreased \$769K since December 2018 and \$479K since September 2018. Most of this decrease is the result of a reduced cost of power due to a lower spot rate over the last year, in addition to reduced consumption in 2019 as compared to 2018.

**Regulatory Assets** – Regulatory assets have decreased \$812K since December 2018 and this is largely as the result of the \$808K settlement adjustment filed in Q3 of this year with the IESO. This flow through settlement adjustment has been received from the IESO and will be included with the 2021 rate filing submitted to the OEB next year. There is no impact to Festival's distribution revenue from this adjustment.

**Deferred Revenue** – The increase in deferred revenue from September 2018 is as a result of the increased subdivision/customer driven work requiring contributions from customers throughout 2018 and the first three quarters of 2019.

Re: Financial Statement Commentary for the period ended September 30, 2019; cont'd

### INCOME STATEMENT COMMENTARY

**Distribution Revenue** – Distribution revenue is below budget by \$85K at the end of the third quarter. This is driven largely by two items. The first is lower consumption to the end of Q3 than the prior year and the budgeted amount which is impacting variable revenue in our GS<50, GS>50 and large use rate classes. The second variance is on residential revenues which are fully fixed in 2019. The budget to actual difference is being driven by the fact that the residential budget did not take into account partial months for customers included in the September 2018 customer count which was the basis of the 2019 budget.

**Other Revenue** – This revenue is ahead of budget by \$84K at the end of the third quarter. This amount is ahead of budget based on increased server room rental billing due to the planned timing of the move of equipment from the space in the budget being May 1<sup>st</sup>, and the actual removal of the equipment having not occurred to September 30<sup>th</sup>. There's also increased management fee revenue over budget as a result of additional time spent by FHI management on FHSl projects. In addition, rate of return revenue is higher than budget based on higher volumes of billable work than budgeted as well as streetlight revenues being higher than budget.

**Operating and Maintenance (O & M) Expenses** – O&M costs are under budget by \$146K at the end of Q3. \$55K of the \$146K variance is due to actual O&M labour versus budget. This could be as a result of timing of the maintenance work, or a shift in the split between internal labour spent on maintenance versus capital as compared to the historical split. There was also very little actual tree trimming cost in Q2 and Q3 which resulting in an \$18K YTD underspend compared to budget. This is expected to be a budget to actual timing difference only. There is \$66k of insurance recovery on a 2018 claim that was above the amount of accrued recovery in 2018. The remaining \$7K is an actual underspend from budget on some transformer station maintenance already performed that cost less than the budget anticipated.

**Administration Expenses** – Administration costs are \$13K less than budget at the end of Q3. There is an underspend compared to budget based on the customer service resource that was anticipated as separate from the conservation resource in the budget. Due to combining these resources, and the wind down of the conservation program resulting in more time spent in conservation than in customer service in the first half of the year. The \$6k difference on admin is expect to all be budget to actual timing.

### LOAN COVENANT RATIOS

The Loan Covenant liquidity ratios and debt to equity ratios as prescribed by our major lenders, RBC and Infrastructure Ontario are being met.

**Festival Hydro Inc.**
**Balance Sheet**
*For the Period Ending September 30, 2019*

|  | Sept 19           | December 2018     | Sept 18           |
|--|-------------------|-------------------|-------------------|
| <b>ASSETS</b>                            |                   |                   |                   |
| <b>Current</b>                           |                   |                   |                   |
| Accounts Receivable                      | 5,250,253         | 5,863,376         | 6,507,573         |
| Inventory                                | 104,100           | 96,644            | 449,213           |
| Prepaid Expenses                         | 233,724           | 486,259           | 230,480           |
| Due from FHSI                            | 465,785           | 164,718           | 355,418           |
| Corporate PILS Recoverable               | (13,409)          | (107,490)         | 32,661            |
| Unbilled Revenue                         | 6,718,745         | 7,487,743         | 7,197,524         |
|  | <u>12,759,198</u> | <u>13,991,250</u> | <u>14,772,869</u> |
| Property, Plant & Equipment              | 53,820,609        | 53,711,085        | 52,389,084        |
| Intangible Assets                        | 1,972,840         | 2,096,216         | 2,106,499         |
| Future payments in lieu of income taxes  | (308,504)         | (308,504)         | 294,815           |
| Regulatory Assets                        | (43,170)          | 769,668           | (299,323)         |
| <b>Total Assets</b>                      | <b>68,200,973</b> | <b>70,259,715</b> | <b>69,263,944</b> |
| <b>LIABILITIES</b>                       |                   |                   |                   |
| <b>Current</b>                           |                   |                   |                   |
| Bank Indebtedness                        | 554,098           | 2,527,544         | 2,582,447         |
| Accounts Payable & Accrued Liabilities   | 7,566,670         | 7,775,448         | 7,682,425         |
| Current Portion of Consumer Deposits     | 1,180,816         | 1,366,841         | 866,550           |
| Current Portion of Long Term Loans       | 201,097           | 621,320           | 193,387           |
| Dividends Declared                       | -                 | 210,480           | -                 |
| Promissory Note                          | 15,600,000        | 15,600,000        | 15,600,000        |
|  | <u>25,102,681</u> | <u>28,101,633</u> | <u>26,924,809</u> |
| Unrealized loss on interest rate swap    | 462,671           | 462,671           | 583,448           |
| Deferred Revenue                         | 1,454,072         | 1,420,742         | 906,948           |
| Employee Future Benefits                 | 1,287,745         | 1,287,745         | 1,438,708         |
| Long Term Debt                           |                   |                   |                   |
| RBC Loan - LT Portion                    | 11,302,000        | 11,302,000        | 11,749,000        |
| Infrastructure Ontario Loan - LT Portion | 1,118,625         | 1,118,625         | 1,292,945         |
|  | <u>12,420,625</u> | <u>12,420,625</u> | <u>13,041,945</u> |
| <b>EQUITY</b>                            |                   |                   |                   |
| Share Capital - Common                   | 9,468,388         | 9,468,388         | 9,468,388         |
| Share Capital - Preferred                | 6,100,000         | 6,100,000         | 6,100,000         |
| Retained Earnings                        | 12,025,276        | 11,118,396        | 11,002,541        |
| Accumulated Other Comprehensive Income   | (120,485)         | (120,485)         | (202,843)         |
|  | <u>27,473,179</u> | <u>26,566,299</u> | <u>26,368,086</u> |
| <b>Total Liabilities &amp; Equity</b>    | <b>68,200,973</b> | <b>70,259,715</b> | <b>69,263,944</b> |

## Festival Hydro Inc.

### Income Statement

For the Period Ending September 30, 2019

|   | Sept 19    | Sept 18    | 2019 YTD Bdg | YTD Bdg Var |
|---|------------|------------|--------------|-------------|
| REVENUE                                       |            |            |              |             |
| SERVICE REVENUE                               | 61,311,190 | 58,867,451 | 59,138,877   | 2,172,313   |
| COST OF POWER                                 | 52,870,808 | 50,554,078 | 50,613,164   | 2,257,644   |
| GROSS MARGIN (DISTRIBUTION REVENUE)           | 8,440,382  | 8,313,373  | 8,525,713    | (85,331)    |
| OTHER OPERATING REVENUE                       | 821,407    | 1,284,778  | 737,193      | 84,214      |
| OPERATING & MAINTENANCE EXPENSE               |            |            |              |             |
| TRANSFORMER & DISTRIBUTION STATION EXPENSE    | 129,831    | 142,213    | 129,863      | (32)        |
| DISTRIBUTION LINES & SERVICES OVERHEAD        | 1,049,928  | 1,065,612  | 1,138,115    | (88,187)    |
| U/G DISTRIBUTION LINES & SERVICES.            | 144,266    | 157,756    | 135,876      | 8,390       |
| DISTRIBUTION TRANSFORMERS                     | (16,731)   | 102,628    | 32,535       | (49,266)    |
| DISTRIBUTION METERS                           | 283,150    | 287,468    | 268,976      | 14,174      |
| CUSTOMER PREMISES                             | 167,015    | 172,926    | 197,819      | (30,804)    |
| TOTAL OPERATING AND MAINTENANCE               | 1,757,459  | 1,928,603  | 1,903,184    | (145,725)   |
| ADMINISTRATION                                |            |            |              |             |
| BILLING, COLLECTING & METER READING           | 940,710    | 903,004    | 948,031      | (7,321)     |
| ADMINISTRATION                                | 1,783,961  | 1,757,579  | 1,789,762    | (5,801)     |
| TOTAL ADMINISTRATION                          | 2,724,671  | 2,660,583  | 2,737,793    | (13,122)    |
| ALLOCATED DEPRECIATION                        | (131,739)  | (121,012)  | (131,739)    | -           |
| TOTAL CONTROLLABLE COST                       | 4,350,391  | 4,468,174  | 4,509,238    | (158,847)   |
| NET INCOME BEFORE DEP'N, INTEREST & TAX       | 4,911,398  | 5,129,977  | 4,753,668    | 157,730     |
| DEPRECIATION                                  | 1,997,743  | 1,872,047  | 1,997,743    | -           |
| INTEREST EXPENSE                              | 1,259,538  | 1,274,355  | 1,266,961    | (7,423)     |
| INTEREST INCOME                               | (34,255)   | (33,386)   | (24,781)     | (9,474)     |
| NET INCOME BEFORE SWAP, ICM & PBA & INC TAXES | 1,688,372  | 2,016,961  | 1,513,745    | 174,627     |
| CURRENT TAX                                   | 196,000    | 146,250    | 183,000      | 13,000      |
| NET INCOME BEFORE SWAP & ICM                  | 1,492,372  | 1,870,711  | 1,330,745    | 161,627     |
| UNREALIZED GAIN/LOSS ON SWAP                  | -          | -          | -            | -           |
| MARKETABLE SECURITY - RECORDED AS OCI         | -          | -          | -            | -           |
| NET INCOME                                    | 1,492,372  | 1,870,711  | 1,330,745    | 161,627     |



## Festival Hydro Inc.

### Cash Flow

For the Period Ending September 30, 2019

| Key Financial Ratios:                               | Actual Ratio | Required Ratio      |
|---|--------------|---------------------|
| RBC Compliance Ratio - Funded Debt to Total Capital | 0.52         | Less than 0.65      |
| Infrastructure Ont Compliance - Debt to Equity Test | 34:66        | Less than 75:25     |
| Infrastructure Ont Compliance - Debt Service Ratio  | 1.87X        | Not less than 1.30X |

|  | 2019<br>September | 2018<br>December   | 2018<br>September  |
|--|-------------------|--------------------|--------------------|
| Cash from Operations                         |                   |                    |                    |
| Net Income                                   | 1,492,372         | 2,474,572          | 1,870,711          |
| Depreciation                                 | 1,997,743         | 2,548,768          | 1,872,047          |
| Unrealized loss on interest rate swap        | -                 | (120,777)          | -                  |
| Net Change in Receivables/Payables/Var Accts | 1,683,424         | 1,555,769          | 877,935            |
| Contributed capital                          | 470,913           | 537,323            | 539,822            |
| Total Cash Provided                          | 5,644,452         | 6,995,655          | 5,160,515          |
| Loan Repayments                              | 420,223           | 598,979            | 405,592            |
| Cash Used - Capital Expenditures             | 2,454,808         | 3,761,140          | 2,369,415          |
| Cash Used - Dividends paid                   | 795,975           | 991,100            | 795,975            |
|  | 3,671,006         | 5,351,219          | 3,570,982          |
| Increase (Decrease) in Cash Position         | 1,973,446         | 1,644,436          | 1,589,533          |
| Bank Indebtedness, Beg of Period             | (2,527,544)       | (4,171,980)        | (4,171,980)        |
| Bank Indebtedness, End of Period             | <b>(554,098)</b>  | <b>(2,527,544)</b> | <b>(2,582,447)</b> |

## Festival Hydro Inc.

### Statement of Capital

For the Period Ending September 30, 2019

|                                   | Annual Bdg Amt   | Sept 19          | Sept 18          | Cur Yr YTD Bdg   | Bdg YTD Var      |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Distribution Overhead             | 934,125          | 666,330          | 697,249          | 700,594          | (34,264)         |
| Underground Conductor and Devices | 863,826          | 613,452          | 346,556          | 647,869          | (34,417)         |
| Distribution Transformers         | 346,050          | 375,745          | 156,570          | 259,538          | 116,207          |
| Services                          | -                | 154,079          | 207,818          | -                | 154,079          |
| Distribution Meters               | 388,000          | 316,168          | 223,193          | 291,000          | 25,168           |
| SCADA/Distribution Automation     | 50,001           | 27,184           | 22,862           | 37,501           | (10,317)         |
| Tools and Miscellaneous Equipment | 30,000           | 13,639           | 28,568           | 22,500           | (8,861)          |
| <b>DISTRIBUTION SUB-TOTAL</b>     | <b>2,612,002</b> | <b>2,166,597</b> | <b>1,682,816</b> | <b>1,959,002</b> | <b>207,595</b>   |
| Land and Buildings                | 230,001          | 81,066           | 145,352          | 172,501          | (91,435)         |
| Transformer Station               | 72,960           | 7,800            | 5,825            | 54,720           | (46,920)         |
| Vehicles and Trailers             | 105,000          | 56,425           | 334,228          | 78,750           | (22,325)         |
| Computer Hardware and Software    | 402,201          | 142,920          | 201,176          | 301,651          | (158,731)        |
| <b>OTHER CAPITAL SUB-TOTAL</b>    | <b>810,162</b>   | <b>288,211</b>   | <b>686,581</b>   | <b>607,622</b>   | <b>(319,411)</b> |
| <b>TOTAL CAPITAL</b>              | <b>3,422,164</b> | <b>2,454,808</b> | <b>2,369,397</b> | <b>2,566,624</b> | <b>(111,816)</b> |
| Per capital reporting             |                  | 2,454,887.00     |                  |                  |                  |
| Unreconciled difference           |                  | (79.00)          |                  |                  |                  |



## *Corporate Services Department*

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# MANAGEMENT REPORT

**Date:** November 19, 2019  
**To:** Finance and Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-050  
**Attachments:** FHSI – Q3 2019 financial statements

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**Title:** Financial Statements and Commentary for Festival Hydro Services Inc. (FHSI) – Q3 ending September 30, 2019

**Objective:** To consider the financial reports from FHSI for the period ending September 30, 2019.

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

**Analysis:** As noted in the attached statements. Representatives of Festival Hydro will attend the meeting to answer questions.

**Financial Impact:** Not applicable.

**Staff Recommendation:** **THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending September 30, 2019, be received for information.**

A handwritten signature in black ink, appearing to read "Michael Humble", written over a horizontal line.

Michael Humble, Director of Corporate Services

A handwritten signature in black ink, appearing to read "Joan Thomson", written over a horizontal line.

Joan Thomson, Acting Chief Administrative Officer

**To:** Tom Clifford and the Finance and Labour Relations Committee  
**From:** Kelly McCann, CFO  
**Re:** Commentary on Financial Results –  
For the period ended September 30, 2019

The net income for the period was \$77K which is \$3k ahead of budget. Detailed commentary on the balance sheet and income statement activity are noted below:

**Balance Sheet Commentary:**

**Capital asset additions** - Additions to the end of Q3 are \$285K, 30% of budget. Note that the budget includes additions of \$584K representing the total spend on the server building. 75% of the 2019 budget for hardware, fibre and Wi-Fi assets has been spent to the end of the third quarter. Details on the capital spend to date as noted below:

**Computer Hardware** – total spend to September 30<sup>th</sup> was \$120K. \$60K has been spent on the GPON replacement project with current efforts supporting the configuration and testing on the headend. We are anticipating that the full \$70,000 allocated to this project will be spent and the project will be completed early in December. \$30K has been spent YTD on a UPS system providing redundancy for IT systems in the new IT server room and a further \$16K updating Rhyzome's core switching infrastructure. To date, we have spent an additional \$14K on the internal preparation of the IT room for migration and the migration efforts related to the relocation of Rhyzome equipment to the new IT server room.

**WiFi** – total spend to the end of Q3 was \$61K and relates to the Stratford optimization plan. We are anticipating utilizing the full \$88K allocated to this project as we aim to complete it by the beginning of December.

**Fiber Capital** – total spend to September 30<sup>th</sup> was \$103K. \$43K of which was allocated to temporary splice replacement and the removal of dead fiber strands after 2018 project completions. Additional budget has been spent on the implementation of new fibre for fiber resiliency and expansion into the downtown core to date totaling \$43K which included the installation of a new vault. Other items purchased with this budget include the purchase of a new GPON card to service customers on the existing OLT and supporting that connection.

**Re:**            Commentary on Financial Results –  
                 For the period ended September 30, 2019; cont'd

**Income Statement Commentary:**

**Revenues** – Revenues are \$4K under budget to the end of Q3. Other revenue is running below budget by \$23K as a result of paying rent on server room space for 5 additional months to the end of September versus what was proposed in the budget (i.e. that we'd have our equipment moved into our new building by May 1). In addition, due to the timing of the completion of the new building, we have not yet charged rent for new customers as considered in the budget.

This is offset by dark fibre revenue running ahead of budget.

**Operating Expenses** – Operating expenses are below budget by \$8K to the end of Q3 mainly driven by marketing costs being below budget as a result of holding off on focused marketing until the AP rollout was complete. This is offset by benefit costs being over budget by \$7K due to increased actual benefit costs in the year based on employee plan changes.

# Festival Hydro Services Inc.

## Balance Sheet

For the Period Ended September 30, 2019

|                                       | September 2019   | December 2018    | September 2018   |
|---------------------------------------|------------------|------------------|------------------|
| <b>ASSETS</b>                         |                  |                  |                  |
| <b>CURRENT ASSETS</b>                 |                  |                  |                  |
| CASH                                  | 85,265           | 11,924           | 84,677           |
| ACCOUNTS RECEIVABLE & PREPAIDS        | 87,105           | 52,682           | 126,690          |
| INCOME TAX RECEIVABLE/(PAYABLE)       | 1,763            | 1,763            | (889)            |
| INVENTORY                             | 8,424            | 8,642            | 9,832            |
| <b>TOTAL CURRENT ASSETS</b>           | <b>182,557</b>   | <b>75,011</b>    | <b>220,310</b>   |
| <b>FIXED ASSETS</b>                   |                  |                  |                  |
| GROSS BOOK VALUE                      | 4,476,465        | 4,191,929        | 5,494,077        |
| ACCUMULATED DEPRECIATION              | (1,784,196)      | (1,571,667)      | (3,213,862)      |
| <b>NET BOOK VALUE</b>                 | <b>2,692,269</b> | <b>2,620,262</b> | <b>2,280,215</b> |
| INVESTMENT TAX CREDIT RECEIVABLE      | 21,000           | 21,000           | 64,000           |
| <b>TOTAL ASSETS</b>                   | <b>2,895,826</b> | <b>2,716,273</b> | <b>2,564,525</b> |
| <b>LIABILITIES</b>                    |                  |                  |                  |
| <b>CURRENT LIABILITIES</b>            |                  |                  |                  |
| ACCOUNTS PAYABLE                      | 141,912          | 71,402           | 60,753           |
| DUE TO FESTIVAL HYDRO INC.            | 472,481          | 164,718          | 355,418          |
| CURRENT PORTION OF LTD                | 81,353           | 336,754          | 75,744           |
| PROMISSORY NOTE                       | 372,000          | 372,000          | 372,000          |
| <b>TOTAL CURRENT LIABILITIES</b>      | <b>1,067,746</b> | <b>944,874</b>   | <b>863,915</b>   |
| DEFERRED REVENUE                      | 145,764          | 166,619          | 170,732          |
| DEFERRED TAX LIABILITIES              | 155,000          | 155,000          | 113,000          |
| RBC FINANCING                         | 288,187          | 288,187          | 595,553          |
| THIRD PARTY FINANCING OF BUILDING     | 293,141          | 293,141          | -                |
| <b>Equity</b>                         |                  |                  |                  |
| SHARE CAPITAL                         | 249,236          | 249,236          | 249,236          |
| RETAINED EARNINGS                     | 696,752          | 619,216          | 572,089          |
| <b>TOTAL EQUITY</b>                   | <b>945,988</b>   | <b>868,452</b>   | <b>821,325</b>   |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | <b>2,895,826</b> | <b>2,716,273</b> | <b>2,564,525</b> |

**Festival Hydro Services Inc.**  
**Income Statement**

*For the Period Ended September 30, 2019*

|   | September 2019   | September 2018   | 2019 YTD Budget  | 2019 YTD Budget Variance |
|---|------------------|------------------|------------------|--------------------------|
| <b>TOTAL REVENUE</b>                            | <b>1,006,275</b> | <b>1,049,045</b> | <b>1,010,175</b> | <b>(3,900)</b>           |
| <b>TOTAL OPERATING EXPENSES</b>                 | <b>678,061</b>   | <b>602,604</b>   | <b>685,943</b>   | <b>(7,882)</b>           |
| <b>NET INCOME BEFORE DEP'N. &amp; INTEREST</b>  | <b>328,214</b>   | <b>446,441</b>   | <b>324,232</b>   | <b>3,982</b>             |
| DEPRECIATION                                    | 212,529          | 194,270          | 212,528          | 1                        |
| INTEREST EXPENSE                                | 39,416           | 41,526           | 37,490           | 1,926                    |
| INTEREST INCOME                                 | (1,266)          | (531)            | -                | (1,266)                  |
| <b>NET INCOME(LOSS) FOR PERIOD BEFORE TAXES</b> | <b>77,535</b>    | <b>211,176</b>   | <b>74,214</b>    | <b>3,321</b>             |
| CURRENT TAX EXPENSE                             | -                | -                | -                | -                        |
| FUTURE TAX EXPENSE                              | -                | -                | -                | -                        |
| <b>NET INCOME(LOSS) FOR THE PERIOD</b>          | <b>77,535</b>    | <b>211,176</b>   | <b>74,214</b>    | <b>3,321</b>             |

## Festival Hydro Services Inc.

### Cash Flow and Statement of Capital

For the Period Ended September 30, 2019

|                                   | 2019<br>September | 2018<br>September | 2019<br>Budget | 2019 YTD<br>Budget | 2019 YTD<br>Budget Variance |
|-----------------------------------|-------------------|-------------------|----------------|--------------------|-----------------------------|
| Sentinel Lights                   | -                 |                   | -              | -                  | -                           |
| Computer Hardware/Software        | 119,582           | 270               | 190,000        | 142,500            | 22,918                      |
| WiFi Capital                      | 60,923            | 77,688            | 138,000        | 103,500            | 42,577                      |
| Fibre Capital                     | 102,092           | 50,340            | 50,000         | 37,500             | (64,592)                    |
| Server Room Building              | 40                | -                 | 584,000        | 438,000            | 437,960                     |
| Contributed Capital - Wightman    | 1,900             | -                 | -              | -                  | (1,900)                     |
| <b>Total Capital Expenditures</b> | <b>284,537</b>    | <b>128,298</b>    | <b>962,000</b> | <b>721,500</b>     | <b>436,963</b>              |

|  | 2019<br>September | 2018<br>December | 2018<br>September |
|--|-------------------|------------------|-------------------|
| <i>Cash from Operations</i>                  |                   |                  |                   |
| Net Income                                   | 77,535            | 258,305          | 211,176           |
| Future tax provision                         | -                 | 42,000           | -                 |
| Depreciation                                 | 212,529           | 245,965          | 194,270           |
| Accretion of interest                        | -                 | (37,471)         | -                 |
| Change in Deferred revenue                   | (20,855)          | (37,737)         | (33,624)          |
| New Contributed capital (non-cash)           | (1,900)           | (6,268)          | -                 |
| Net Change in Receivables/Payables           | 36,307            | 2,744            | (123,449)         |
| Total Cash Provided                          | 303,616           | 467,538          | 248,373           |
| <i>Cash Used/(Received)</i>                  |                   |                  |                   |
| Capital expenditures                         | 282,637           | 513,772          | 128,298           |
| Third party building financing               | -                 | (360,000)        |                   |
| Loan repayments                              | 255,401           | 300,384          | 224,640           |
|  | 538,038           | 454,156          | 352,938           |
| <i>Increase (Decrease) in Cash Position</i>  | (234,422)         | 13,382           | (104,565)         |
| <i>Cash and due to FHI beginning of Year</i> | (152,794)         | (166,176)        | (166,176)         |
| <i>Cash and due to FHI end of Period</i>     | <b>(387,216)</b>  | <b>(152,794)</b> | <b>(270,741)</b>  |





## MANAGEMENT REPORT

**Date:** December 17, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** [Click here to enter text.](#)  
**Attachments:** 2020 SCC BIA Budget

**Title:** Consideration of the Stratford City Centre Business Improvement Area (SCC BIA) 2020 Budget

**Objective:** To approve the 2020 operating budget of the Stratford City Centre Business Improvement Area.

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

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

The 2020 budget for the SCC BIA is attached for review.

**Analysis:** Representatives from SCC BIA will be attending the meeting to review the budget and answer questions.

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

**Financial Impact:** There is no financial impact for the City, as the approved amount is added to the rateable property in the business improvement area as a special charge when 2020 tax rates are established.

**Alignment with Strategic Priorities:****Strengthening our Plans, Strategies and Partnerships**

Sound fiscal responsibility contributes to all aspects of the City's plans, strategies and partnerships.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated December 17, 2019, regarding the Stratford City Centre Business Improvement Area 2020 budget be received for information;**

**THAT the 2020 budget of the Stratford City Centre Business Improvement Area be approved as submitted in the amount of \$317,950;**

**AND THAT the sum of \$290,750 shall be levied on properties located within the boundaries of the Stratford City Centre business Improvement Area for the year 2020.**



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Michael Humble, Director of Corporate Services



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Joan Thomson, Acting Chief Administrative Officer

## 2020 Draft

| REVENUES                                |   |                |
|---|---|----------------|
|   | Tax Levy                                    | \$ 290,750.00  |
|   | Interest on Accounts                        | \$ 1,200.00    |
|   | HST Rebate                                  | \$ 9,000.00    |
| D007                                    | Carriage Ride Revenue                       | \$ 2,000.00    |
| D007                                    | Christmas Revenue                           | \$ 5,000.00    |
| D008                                    | Destination Animation Fund                  | \$ 10,000.00   |
| TOTAL REVENUES                          |   | \$ 317,950.00  |
| EXPENSES                                |   |                |
| Operating                               |   |                |
| D200                                    | CC Support Fees - Admin, Animation, Members | \$ 116,000.00  |
| D201/D204                               | Office Operations                           | \$ 5,100.00    |
| D202                                    | Insurance                                   | \$ 1,200.00    |
| D205                                    | AGM / Membership                            | \$ 1,500.00    |
| D208                                    | Phone                                       | \$ 900.00      |
| D213                                    | Anticipated Levy Refund                     | \$ 5,000.00    |
| D245                                    | Maps  | \$ -           |
| D235                                    | Directory Sign Maintenance                  | \$ -           |
| Animation, Marketing and Beautification |   |                |
| D275                                    | Community Engagement                        | \$ 2,250.00    |
| D275                                    | Holiday Animation                           | \$ 37,000.00   |
| D275                                    | Stratford Summer Music                      | \$ 5,000.00    |
| D275                                    | Carriage Rides                              | \$ 15,000.00   |
| D258                                    | Newsletter Production/Delivery              | \$ 1,000.00    |
| D261                                    | Promotion                                   | \$ 22,000.00   |
| D260                                    | Website Maintenance & Hosting               | \$ 2,000.00    |
| D256                                    | New Business Packages                       | \$ 500.00      |
| D256                                    | Gift Certificate Giveaways                  | \$ 2,000.00    |
| D256                                    | STA contribution                            | \$ 40,000.00   |
| D238                                    | Beautification                              | \$ 40,000.00   |
| D265                                    | Destination Animation Fund                  | \$ 21,500.00   |
| TOTAL EXPENSE                           |   | \$ 317,950.00  |
| NET INCOME/EXPENSES CURRENT YR          |   | \$ -           |
|   |   |                |
| Gift Certificate Revenues               |   | \$ 25,000.00   |
| Gift Certificate Payouts                |   | \$ (40,000.00) |
| G/Cs Difference Outstanding             |   | \$ (15,000.00) |



## MANAGEMENT REPORT

**Date:** December 17, 2019

**To:** Finance and Labour Relations Sub-committee

**From:** Michael Humble, Director of Corporate Services

**Report#:** [Click here to enter text.](#)

**Attachments:** 2019 Advisory Committee Annual Reports:

- Active Transportation Advisory Committee
- Heritage Stratford
- Accessibility Advisory Committee
- Energy & Environment
- Town & Gown Advisory Committee
- Stratfords of the World
- Communities in Bloom

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**Title:** 2019 Advisory Committee Annual Reports

**Objective:** To receive the 2019 annual reports from City Advisory Committees.

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

**Analysis:** All Advisory Committee annual reports have been attached for review.

**Financial Impact:** There is no financial impact. These reports are provided for information only. Advisory Committee budget funds for the upcoming year have been handled through the 2020 budget process.

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

**Staff Recommendation: THAT the following 2019 Advisory Committee Annual reports be received for information:**

- **Active Transportation Advisory Committee**
- **Heritage Stratford**
- **Accessibility Advisory Committee**
- **Energy & Environment**
- **Town & Gown Advisory Committee**
- **Stratfords of the World**
- **Communities in Bloom**



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Michael Humble, Director of Corporate Services



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Joan Thomson, Acting Chief Administrative Officer



## 2019 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name:** Accessibility Advisory Committee (AAC)

**Date Submitted:** September 13, 2019

### 1. Outline of accomplishments/projects completed in 2019:

a) **Home Show:** Shared booth at the Stratford Home and Leisure Show Spring 2019 with the Perth County AAC, to provide information on the AAC, accessibility in the City of Stratford, and share resources from the Canadian Mortgage and Housing Corporation (CMHC) on Home Renovations for Accessibility.

b) **Feedback:** As of September 10, 2019, the City of Stratford Accessibility Advisory Committee was consulted and has provided feedback on the following. This feedback is legislated under the Accessibility for Ontarians with Disabilities Act (AODA):

Site Plans: 16

External Pathways: 2

Play spaces: 1

c) **National AccessAbility Week** (May 27-June 2, 2019): Members of the Stratford AAC worked with teachers at Stratford Northwestern Secondary School on an event at Northwestern on May 28<sup>th</sup> to help raise awareness of accessibility issues, challenges and champions. Eighty grades 3, 4 and 5 students from Avon Public School were partnered with 80 Northwestern students from Grades 7-12. Students watched a series of videos illustrating the accomplishments of people with disabilities in business, sports and the arts, and then visited more than a dozen stations set up by local businesses and organizations to highlight some of the challenges that some people in our communities face as they attempt everyday tasks.

d) **Accessibility Improvements** amounting to approximately \$10,000 were made to the following sidewalks this year:

- i. St. David Street near Wellington Street
    - ii. Waterloo Street near Downie Street
    - iii. Dawson Street – ramp installed
  - e) **Audible Traffic Crossing Signals** were installed at the following intersections to assist people who have visual disabilities:
    - i. Waterloo Street / Veteran's & Lakeside Drive
    - ii. Ontario Street / C.H. Meier
  - f) **Key2Access Installations** - [Key2Access](#) is revolutionizing pedestrian mobility with cutting edge wireless technology that allows users to request crossing without having to find and reach the button on the pole.
    - i. Waterloo Street / Ontario Street
    - ii. St. Patrick Street / Wellington Street
  - g) **Annual Transit Meeting:** The City is required to consult with the AAC and members of the public on matters pertaining to transit accessibility on an annual basis. The next meeting is scheduled for October 9, 2019.
  - h) **Wellness Show:** The AAC is planning on setting up a booth at the Wellness Show in Stratford on November 15<sup>th</sup>.
  - i) **Accessible Stratford Messages:** In August, information was shared with the public on Facebook about some of the preventable barriers that exist in our community in the summer for people with disabilities. Barriers such as hoses, children's toys, scooters, bicycles etc. left on the sidewalk can all be tripping hazards. Also, it is important that shrubs are trimmed so that people with mobility devices or who have a visual disability are not harmed by overhanging branches.  
  
A winter message will be shared as well focusing on clearing sidewalks of snow, ensuring cars are not parked across sidewalks, and checking on any neighbors who might have disabilities after a big snow storm.
  - j) **International Day of Persons with Disabilities**, December 3<sup>rd</sup>: Plans are under way to recognize this day.
2. **Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the committee's accomplishments/projects for 2019:**

**PURPOSE of the AAC:**

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

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

**3. Summary of 2019 recommendations made to Sub-committee, Committee or Council:**

**April 2, 2019**

Motion by Peg Huettlin, seconded by Julie Patterson that the Accessibility Advisory Committee requests Council update the current terms of reference for the AAC committee to include new AODA guidelines. Carried.

**April 2, 2019**

Motion by Councillor Bonnie Henderson, seconded by Peg Huettlin that the Accessibility Advisory Committee requests that the City of Stratford apply for grant funding to develop an age-friendly action plan for Stratford. Carried.

**May 7, 2019**

Motion by Michelle Good, seconded by Diane Sims that the Accessibility Advisory Committee recommends all crossing signals automatically change with the traffic lights without having to push the button, which will accommodate pedestrians who are not physically able to reach or push the buttons to cross safely; or investigate pedestrian motion sensors as an alternative option. Carried.

**June 4, 2019**

Motion by Judy Hopf, seconded by Diane Sims that the Accessibility Advisory Committee requests that staff include in the zoning by-law an increase to the Type-B accessible parking spaces to match the proposed 2.8m width of regular parking spaces. Carried.



### **September 4, 2019**

Motion by Michelle Good, seconded by Peg Huettlin that the Accessibility Advisory Committee requests staff investigate the possibility of adding an on-street accessible parking spot on Erie Street at the south side of the entrance to the City Hall Annex parking lot. Carried.

### **September 4, 2019**

Motion by Councillor Henderson, seconded by Michelle Good that the Accessibility Advisory Committee requests staff investigate the possibility of adding an on-street accessible parking spot on Oak Street at Dufferin Street close to the accessible entrance to the Dufferin Ball Diamond. Carried.

### **September 4, 2019**

Motion by Councillor Henderson, seconded by Julie Patterson that the Accessibility Advisory Committee requests Council increase the annual accessible playground equipment budget and investigate the possibility of partnering with local businesses and service clubs to fundraise funds. Carried.

## **4. Outline of projects / plans for 2020 budget funds:**

- a) Complete missing link of sidewalk on Erie Street from West Gore to Lorne Ave.
- b) Complete missing link of sidewalk on Mornington Street between McCarthy and Graff Ave.
- c) Other accessibility improvements on sidewalks as they arise from AAC feedback and public feedback.
- d) Ongoing Site Plan Reviews, Formal Consultations on Site Plans, feedback on proposed play spaces, recreational trails and external pathways.
- e) Installation of at least 2 more audible signals at intersections in the City. Locations to be based on feedback from the public and the AAC.
- f) Participation in Stratford Home and Leisure Show, and Wellness Fair, including distribution of promotional products. Past promotional products have included items that are useful for all people, including people with disabilities, and seniors, such as back scratchers, gel packs etc.
- g) Events for National AccessAbility Week and International Day of Persons with Disabilities.
- h) Annual Public Transit Meeting

**5. Please summarize how your 2020 projects / plans reflect the City's strategic priorities:**

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

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

- The AAC works closely with Stratford Transit to share feedback regarding accessible Conventional and Specialized transit, and provides feedback on the availability of on-demand accessible taxis in the community (of which there is a shortage).
- The AAC also works closely with the Engineering and Planning departments to ensure that the city sidewalks and recreational trails are accessible to people of all abilities, so that they can move safely and confidently within the City.

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

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

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

**Strategic Priority: Developing Our Resources**

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

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

## **Report to Stratford City Council for the Active Transportation Advisory Committee** **2019**

### Outline of Accomplishments/projects completed 2019

- Continued assessment of existing and future cycling infrastructure
- Continued assessment of existing and lacking pedestrian infrastructure
- Continued discussion re. locations and quantity of bike parking
- Discussed accident reports with respect to time-of-day and location to determine problem areas
- Created bicycle-route maps for city
- Purchased Valet racks
- Rewarded Green Communities Fund Grant of \$60,000

Summary of how the Advisory Committee's mandate in the terms of reference is reflected in the committee's accomplishments/projects for the year

- Continued to educate school children on benefits of active transportation
- Continued tracking of bike and pedestrian master plan
- Continued school travel plan (i.e. Walk-and-wheel Wednesdays, etc)
- Bicycle parking plan (purchase of post-and-ring racks, bike corrals, temporary bike valet)
- Monitoring consultants of way-finding plan
- Utilizing the City's Strategic Priorities on active transportation including mobility, accessibility and design excellence to promote the Bike and Pedestrian Master Plan

### Outline of the 2019 recommendations made to sub-committee, committee or council

- Create a 'request a bike-ring' programme
- Add to post-and-rings near city hall
- Improve snow removal around bike racks
- Purchase of bike corral for downtown
- Gaps in sidewalk infrastructure for city to work on

### Planned activities for fall 2019

- School travel planning committee
- Work on friendship/elder bench
- Continue promoting increased bicycle parking around the city, but especially in the core.
- Joint meetings with AAC to coordinate sidewalk infrastructure recommendations
- Monitor City's investment in active transportation as mentioned in the City's "Strategic Priorities 2018-2022"
  
- Highlight gaps in cycling infrastructure with respect to the Bike Masterplan and offer new ideas

### Outline of projects and plans for the 2020 budget funds

- Bike Valet programme
- Branding for Bike Parking
- Promotional map of new bike facilities
- Improve signage on one-way streets
- Monitor City progress regarding correcting gaps in the sidewalk infrastructure already highlighted and continue to provide new areas of concern to pedestrians
- Continue promotion of Active Transportation for school students through future planning and sustainability of the programme
- Continue work on map designs for active transportation



## 2019 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name:** Communities in Bloom

**Date Submitted:** September 13, 2019

### 1. Outline of accomplishments/projects completed in 2019:

Your Communities in Bloom Committee celebrated its 25<sup>th</sup> anniversary in 2019. This year has been filled with wonderful projects and accomplishments.

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

The Committee spent the majority of the year preparing for the 2019 International CIB Competition. The judging was held July 15 – 17. This year, Stratford was the only North American city competing in the competition. To showcase Stratford, we re-wrote our profile book and updated the visuals to make it more comprehensive. We introduced the judges to new activities in Stratford such as, the Ted Blowes Memorial / Peace Garden, Market Square, the Pollinator Pathway and the refurbished Centennial Park. In commemoration of our 25<sup>th</sup> anniversary, we unveiled a plaque in the Information Centre garden.

Two of our long-term committee members will attend the annual symposium in late September in hopes that Stratford will become an International Champion. We have also applied for the 25<sup>th</sup> Anniversary Grant through the National CIB organization.

We are uploading the CIB profile book to the CIB page on the City website.

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

In 2018, we commemorated the Ted Blowes Memorial/Peace Gardens. Residents and visitors were able to enjoy beautiful butterfly-attracting plants. To finish off the project, we created and installed a sign to explain all the species. A QR code has been added to the sign that provides access to more information related to the garden and to a video completed by a local resident. We are working with the Parks Department to finish the installation of the pathway to the Garden

#### **Garbage Can Decorating Project**

CIB was asked to participate in the 2019 Garbage Can Decorating competition. This year's theme was diversity. This event is a joint event with Festival Marketplace and the Civic Beautification and Environmental Awareness Committee. We won the "Community" award.

## **Planter Day**

Despite the rain, our Annual Planter Day held on May 25 was a success. We gave away planter box soil and mulch to encourage residents to “get planting”. We had information available on the City’s garbage and recycling programs. Composters and blue boxes were available for purchase. We had 1000 yard waste bags to give away. We also distributed pollinator plants and seeds free of charge. Thank you to Stratford Home Hardware for being the host location for this event.

## **Pumpkin Parade**

The 9<sup>th</sup> annual Pumpkin Parade will be held on Friday, November 1, in Market Square from 5 p.m. to 9 pm. This initiative diverts the pumpkins from our landfill to a local pork farm.

## **Wayfinding**

The Committee provided input on the Wayfinding strategy project. We also provided historical information on the City’s previous gateway projects.

## **Committees in Bloom Website**

The Committee is currently working on updating our page on the City’s website. We anticipate completing this project in late 2019 or early 2020.

## **Citizen’s Recognition Lawn Signs**

CIB launched a new initiative in 2019 to recognize beautiful residential gardens within our city. Residents could nominate themselves or others to receive one of the 12 recognition signs. CIB connected with the Stratford Horticultural Society to promote the program. The program ran from the end of July to the end of September. The signs were placed in a garden for approximately two weeks and then through a “pay it forward” approach moved on to another worthy garden. Recipients were thrilled to see these signs in their gardens. The project was a success. We have discussed adding more signs in 2020.

## **Scott’s Canada Gardening Contest**

CIB assisted Scott’s Canada by providing a conduit to get the word out about their contest. Members of the community who wished to participate had to submit pictures and a story to Scott’s Canada.

## **Pollinator Pathway**

The Pollinator Pathway project started because CIB received a grant from TD Canada Trust. The pathway is between the Railway Station and Erie Street. We planted 9 trees in 2018. We will be adding an additional 25 trees in recognition of the Committee’s 25<sup>th</sup> anniversary. The Committee is very proud and grateful to the Grade 4 and 5 students at Hamlet Public School who raised funds to plant a tree on the pathway. Planting will occur this fall.

## **Bee City**

CIB supports the newly formed Bee City Group and will continue to work on developing the pollinator pathway.

## Community Events

CIB participated in Seedy Sunday on February 17. This event was hosted by the Local Community Food Centre. The focus of the event is to bring like-minded people together to discuss and learn about gardening.

The Committee also:

- Assisted local schools in planting gardens at their school and throughout the city.
- Participated in the Swan Parade with the Civic Beautification and Environmental Awareness Committee.
- Supported the Parade of Lights.

## Grants

The Committee applied for the following grants:

- Wildlife Federation Grant – still waiting for a response
- TD Friends of the Environment – not successful

2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the committee's accomplishments/projects for 2019:

The mandate of the Committee is:

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

- To coordinate a host program as required
  - Our participation in the CIB competitions meets this part of the mandate.
- To be financially sustainable
  - We operate within our budget.

3. Summary of 2019 recommendations made to Sub-committee, Committee or Council:

- Supporting Stratford as a BEE City
- Participation in the 2019 International CIB Competition

4. Outline of projects / plans for 2020 budget funds:

- Updating CIB website
- Annual Planter Day
- Maintain Ted Blowes Memorial / Peace Garden & Pollinator Pathway
- Pumpkin Parade
- Citizen's Recognition Program
- Lakeshore restoration in front of Tom Patterson Theatre
- Installing a picnic pavilion at the Splash Pad
- Interacting with and assisting community partners
- Attending symposiums and conferences related to CIB

5. Please summarize how your 2020 projects / plans reflect the City's strategic priorities:

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

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

1.





## 2019 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Energy and Environment Committee**

**Date Submitted: Friday, September 13, 2019**

1. Outline of accomplishments/projects completed in 2019:

Public Education

- Stratford Garden Festival: educational booth including highlighting recycling changes;
- Stratford Home Show: educational booth including highlighting recycling changes;
- Tour of the Stratford Landfill for Committee members;
- Stratford Trashion Week: hosted film screening and Q&A panel re: textile waste;
- Plastics Reduction: online feature about efforts underway by restaurateurs to reduce single-use plastic;
- World Water Day: Once again, committee members joined staff to host tours of City facilities on World Water Day. Helping the community understand the source and supply of tap water as well as the treatment of wastewater will foster confidence in our safe supply of drinking water.

City Projects

- Tree planting: The E and E Committee, in partnership with the UTRCA, City of Stratford Parks and Forestry and the Huron-Perth Catholic District Board funded the planting of 150 native trees and shrubs at Devon Park;
- GREEN Program: The Committee, along with the City of Stratford's Waste Reduction Coordinator, also supported the UTRCA with its implementation of the GREEN Program with the Grade 7 and 8 students at St. Aloysius Catholic School;
- Cosmetic supplies and repurposing project: used mascara wands were collected via four community partners to be donated to a Wildlife Rehabilitation Centre; resulted in most shared Facebook post via the City's page ever;
- Energy Efficiency lightbulbs: 426 energy efficient lightbulbs were distributed through city Social Service-managed housing;
- Avon River Crib Wall: Worked with the Rotary Club of Stratford, Green Hair Spa and the Upper Thames River Conservation Authority (UTRCA) and installed 60 metres of crib wall to repair shoreline erosion, increase fish habitat and improve the accessibility of the walking trail on the north shore of Lake Victoria, between Waterloo and James Streets
  - <https://www.stratfordbeaconherald.com/news/local-news/new-accessible-trail-along-lake-victoria-fantastic>
- Invasive Species: Facilitated two rounds of invasive species control (second to be completed later this fall) in the TJ Dolan targeting Japanese Knotweed and buckthorn.

2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the committee's accomplishments/projects for 2019:

In 2019 the Committee voted to update its mandate to the following: "The main purpose of the Energy and Environment Committee is: to study all matters coming to its attention which might have any effect on the environment, particularly the environment of the City of Stratford and its surroundings. The

Committee shall be advisory in nature and shall advise City Council of environmental matters and may from time to time make such recommendations to Stratford City Council concerning the environment as it deems advisable.” *Please note that this new mandate does not yet appear on the City of Stratford’s website and, thus, requires updating.*

In 2019, the Energy and Environment Committee has been very attuned to the City of Stratford’s activities, hearing from staff representatives about, for example, tree planting, waste diversion and renewable natural gas projects. It has also sought examples of what other municipalities are doing to improve their local environment and heard from guest speakers about phasing out single-use plastics, recycling pet waste and increasing textile recycling among others. Using this knowledge, the Committee has made several strong and informed recommendations (outlined below) with the purpose of increasing the city’s environmental sustainability.

3. Summary of 2019 recommendations made to Sub-committee, Committee or Council:

- Council adopt two goals:
  - Reducing the community’s carbon footprint and
  - Increasing the greening of the community, that these goals will act as a lens through which all Council activities are viewed and that Council establish these two goals as priority;
- Upon approval of the prior motion, requests that Council direct staff to convert the Roundtable for the Environment Document into an Action Plan to implement the two priorities of reducing the community’s carbon footprint and increasing greening of the City;
- Staff report on feasibility of dog waste collection;
- Motion to reinstate a Bee City representative on the Energy and Environment Committee;
- City of Stratford staff research the feasibility of the City of Stratford banning single-use plastic bags and any suggestions the committee can address; and
- That Stratford City Council pass a resolution in support of the UTRCA.

4. Outline of projects / plans for 2020 budget funds:

- *Avon River Naturalization Project*
- *Low Impact Development (LID) Project*
- *GREEN Program*
- *Perth County Children’s Water Festival*
- *City of Stratford Water Festival: April 22*
- *Bee City education and development*
- *Tree plantings*
- *Invasive Species Control*
- *Waste diversion pilot projects (ex: Terra Cycle, Green Cone)*
- *Continued public education*

5. Please summarize how your 2020 projects / plans reflect the City’s strategic priorities:

While pursuing greater environmental sustainability could have a much larger presence throughout the Strategic Priorities document, the “Developing Our Resources” section refers to: “Planning a sustainable future for Stratford’s resources and environment.” The projects being planned by the Committee for 2020 support the stated examples of what success may look like. Specifically, our continued and increased waste diversion projects will help enable progress towards “zero waste” as they encourage residents to explore alternatives and divert waste from the landfill. The committee’s planned tree and garden planting, subsequent Avon River naturalization project, LID Project and public education all supports the aim of achieving “More greening of the city.”



## 2019 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name: Heritage Stratford**

**Date Submitted: August 12, 2019**

1. Outline of accomplishments/projects completed in 2019:

- Recommended Council proclaim February 18, 2019 as Heritage Day in Stratford (Council accepted).
- Council approved Heritage Stratford recommendation that 44 properties identified in the inventory of heritage property be included in the non-designated section of the City's Register of properties of cultural heritage value or interest. Participated in "open house" held for property owners to explain impact of inclusion in the register.
- Council approved Heritage Stratford recommendation that the Stratford Fairgrounds Entrance Gates, Gate Posts and Memorial Pylon be designated under the *Ontario Heritage Act* and adopted the designation By-law.
- Mounted photos of properties designated after 2009 in the City Hall Auditorium.
- Commissioned designation plaque and archivally mounted and framed photograph of Fairgrounds Entrance (plaque to be mounted in fall and photograph displayed in City Hall Auditorium with other designated properties).
- Recommended Council initiate review of Downtown Heritage Conservation District Standards (Council deferred to 2020 budget).
- Recommended Council amend the Heritage Stratford By-law to increase the membership of the Permit Review Committee from three to five (Council accepted).
- Reviewed five nominations for the 2018 James Anderson Awards, and selected three recipients:
  - Rick and Carole Huband under the Cultural Heritage Category for their efforts in support of the conservation of Stratford's heritage.

- Kevin Neufeld under the Build Heritage Category (Commercial) for the restoration of 36 Ontario Street (former Long and McQuade Building).
  - Danielle and Niels Kouwenberg under the Built Heritage (Residential) category for the restoration of 46 Norman Street.
  - Commissioned Blue Plaque recognizing Dr. Robert Salter as second recipient of the award. The Blue Plaque will be placed on Dr. Salter's childhood home, 56 Front Street in the fall.
  - To September 13, the Permit Review sub-committee has reviewed and provided recommendations 17 Heritage Alteration Permit applications and one pre-application inquiry in the Heritage Conservation District and two applications for Designated Heritage Properties. One HCD application is awaiting further information; one is under appeal related to recommended conditions of approval.
  - To September 13, the Permit Review Sub-committee has reviewed and provided advice on two Sign By-Law variance applications.
  - Provided advice to the Development Services Department on several planning applications involving the HCD, Designated Properties and Heritage Areas and Corridors.
  - Provided advice to the Development Services Department on the draft Demolition Control By-law.
  - Completed an update of the Heritage Stratford and Heritage Designation brochures (first published in 2005 and 2006).
  - Continued participation in reviewing the Heritage Alteration Permit Application and Permit Review Sub-committee Evaluation Form.
  - Participated in stakeholder meetings regarding the Draft Zoning By-law and the Wayfinding Strategy.
  - Made presentation to Seniors group on Heritage Stratford mandate and Heritage Act designation process.
2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the committee's accomplishments/projects for 2019:

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

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

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

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

- HS heard several presentations by property owners in the Heritage Conservation District and Heritage Areas regarding proposed development plans and provided feedback and advice on heritage related matters.
- Heard two presentations from Stratford Perth Branch of the Architectural Conservancy of Ontario regarding residential Heritage Conservation Districts and protection of heritage trees.
- Council approval of designation of Stratford Fairgrounds Entrance Gate, Gate Posts and Pylon under the *Ontario Heritage Act*.
- Completed update of Designated Heritage Property Registry information and photos on HS web site.

*Long term planning.*

- Continued review of properties previously identified as having significant heritage value or interest.
- Continued to update Heritage Stratford web page to provide more easily accessible information on heritage conservation generally and on Stratford's specific initiatives.
- Recommended that Council review and update Heritage Conservation District Standards.
- Initiated review of Blue Plaque Program and updating of Program information and selection criteria.

*Advocacy for heritage conservation.*

- Presentation of three James Anderson Awards for meritorious heritage efforts in the community.
- Mounting of Blue Plaque to commemorate Dr. Robert Salter at his childhood home at 56 Front Street.
- Made presentation to seniors group on heritage matters.

- Participated in stakeholder sessions on Zoning By-law and Wayfinding Strategy.
- Heard presentations and met with owners regarding development proposals for properties in the Heritage Conservation District.

3. Summary of 2019 recommendations made to Sub-committee, Committee or Council:

- Recommended that Council proclaim February 12, 2018 as Heritage Day in Stratford.
- Recommended that Council review and update Heritage Conservation District Standards.
- Recommended that Heritage Stratford By-law be amended to increase membership of Permit Review Sub-committee from three to five.
- Recommended that Council designate Stratford Fairgrounds Entrance under the Ontario Heritage Act (initial recommendation in 2018, approved by Council in 2019).
- Recommended Council include 44 non-designated properties in the City's Heritage register (recommendation made in 2018, approved by Council in 2019).

4. Outline of projects / plans for 2020 budget funds:

- Archival research and heritage analysis of properties which are proposed for designation under the *Ontario Heritage Act*, as and when required.
- Archival research in support of Architectural Conservancy of Ontario initiative examining potential for residential Heritage Conservation District.
- Updating Blue Plaque Program information and application form. HS anticipates that one or two Blue Plaques will be awarded in 2020.
- HS anticipates that one or more James Anderson Awards will be made in 2020.
- Continue to update the HS webpage with additional information and external links, and include information on non-designated properties included in the City's register of heritage properties.
- Continue to review Heritage Permit applications and HCD Sign Variance applications in accordance with its mandate, and Heritage Impact Assessments where required by the Official Plan.

- With Planning Department, participate in review and updating of Heritage Conservation District Standards.
- With Planning Department, complete review of Heritage Alteration Permit Application and Permit Review Sub-committee Evaluation Form.
- Support HS members to attend the 2020 Ontario Heritage Conference in Markham, as well as other heritage related public educational events.
- Preparation of a guide and map to the photographs of Designated properties in the City Hall Auditorium.
- Assist Planning Department as requested regarding inclusion of the non-designated properties in the City's register of heritage properties.
- If the City proceeds with a Sign By-law update in 2020, HS will review sign requirements in the HCD and for Designated Properties, and make recommendations on potential amendments.

5. Please summarize how your 2020 projects / plans reflect the City's strategic priorities:

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

The City's vision statement in the strategic priorities is a "vibrant city". The City's heritage resources make a significant contribution to the culture and livability of the City, and HS's projects and plans are intended to preserve and promote this aspect of the City. The September 9 Netflix movie shoot, as well as shoots for CBC's *Murdoch Mysteries*, demonstrate that the City's heritage resources provide economic benefits.

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

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



## 2019 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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**Committee Name:** Stratfords of the World Advisory Committee

**Date Submitted:** August 13, 2019

1. Outline of accomplishments/projects completed in 2019:

Continued planning for 2020

Projects completed were a new logo.

An open house was held to gain interest from the community for 2020

2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the committee's accomplishments/projects for 2019:

Continued planning for 2020 cultural exchange program

3. Summary of 2019 recommendations made to Sub-committee, Committee or Council:  
None

4. Outline of projects / plans for 2020 budget funds:

The 2020 Stratfords of the world reunion will be held in our Stratford. The funds will be used to supplement the registration fees delegates pay. We provide a full week of activities 80% of which takes part in town.

5. Please summarize how your 2020 projects / plans reflect the City's strategic priorities:

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

All of our events for 2020 will focus on culture, the arts and the community will be invited to be involved.

**Planning a sustainable future for Stratford's resources and environment.**

We plan to make our events in 2020 as green as possible





## 2019 ANNUAL REPORT TO STRATFORD CITY COUNCIL

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

**Date Submitted:** September 10, 2019

**1. Outline of accomplishments/projects completed in 2019:**

- The addition of a representative from the Stratford Chef School
- Held a very successful on-campus pizza luncheon bringing together the Town & Gown Committee members and local providers of potential rental accommodations for our UW-Stratford campus students.
- Presentation at Council from our student representative

**2. Summary of how the Advisory Committee's mandate in the Terms of Reference is reflected in the committee's accomplishments/projects for 2019:**

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

**3. Summary of 2019 recommendations made to Sub-committee, Committee or Council:**

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

**4. Outline of projects / plans for 2020 budget funds:**

- Our plan for 2020 is to continue this relationship-building process and to further connect our local BIA and residents to the lives of our students.

**2019/20 Action Items**

- Video clips/sound bites for websites and radio
- Share existing resources with students regarding off-campus housing (August)
- Share moving-out resources (March)
- Student welcome event & housing showcase (January)
- Student gallery showcase
- GBDA Society orientation plans – have T&G play a larger role

- GBDA sticker contest
- Articles in local paper – student-friendly community
- Radio clips welcoming students in the fall/January
- Radio clips for housing updates
- Orientation scavenger hunt – U of W /Chef School/T&G
- Welcome Event for 2<sup>nd</sup> Year Students (September)
- T&G attend an upcoming GBDA Society meeting

5. **Please summarize how your 2020 projects / plans reflect the City's strategic priorities:**

- Our plans reflect the city's strategic priorities by building community well-being through partnerships and promoting a more fulsome communication network between our post-secondary institutions and the city.



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## MANAGEMENT REPORT

**Date:** December 17, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-056  
**Attachments:** Carry Forward Capital Projects Into 2020

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**Title:** Capital Amounts Carried Forward to 2020

**Objective:** To provide Council with information regarding the carry forward of unfinished capital projects into 2020.

**Background:** The expenditure and funding of new capital projects are approved annually by Council as part of the budget process.

It is reasonable to expect that capital projects can be completed by staff within their year of approval. While every effort is made to complete capital works in a timely manner some capital projects, by their nature, will span two or even three years (linear infrastructure work), while others may face unexpected and unforeseen delays that will prevent their completion within a calendar year.

In this case, staff will report to Council for each project that is incomplete:

- The date approval for the project was originally granted,
- the reason for the delay,
- the amount of funds unspent and needed to be carried forward in order to complete the project,
- the revised timeline for completion of the carried-forward project.

**Analysis:** The attachment contains a list of all capital projects approved in 2019 and prior years that will remain unfinished as at 31<sup>st</sup> December 2019.

The expenditure and various funding sources have been approved in past capital budgets and have not been included again in 2020 budget requests.

Once a funding source is committed to a particular capital project, those funds remain earmarked until the project is completed, funded and closed.

For each request to carry forward, staff have been encouraged to include a brief status update to include delays encountered that prevented timely completion, a revised projected completion date and the amount of funds required for completion and carry forward.

There are a total of 66 capital projects unfinished at the end of 2019 (37 – 2018).

This represents a request to carry forward \$15,379,326 of approved spending into 2020 (\$15,194,185 – 2018 *adjusted*).

For comparison purposes, the total 2020 capital budget request is for \$29,044,890 (or \$14,574,890 without the re-budgeting of the Queen Street Storm Sewer project) and 84 additional projects.

Analysis of the status of projects indicates

| # Projects | \$ Value            | Reason            |
|------------|---------------------|-------------------|
| 26         | \$3,998,863         | Not Started       |
| 27         | 9,613,549           | Underway          |
| 13         | 1,766,914           | Awaiting invoices |
| <b>66</b>  | <b>\$15,379,326</b> |                   |

The primary concern with carrying forward so many capital projects from one year to the next is maintaining a realistic and achievable work plan for staff.

Causal factors for such a large number of carry forward requests this year include

- late approval of the 2019 budget (April)
- staffing vacancies during critical Summer and Fall construction months
- Waiting grant approvals for Transit projects (ICIP)

**Financial Impact:** There is no financial impact as a result of this report. All projects were approved by Council in 2019 or prior years.

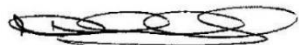
Surplus or deficits may arise if individual projects remain underspent or exceed their approved budget.

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

#### **Strengthening our Plans, Strategies and Partnerships**

Sound fiscal responsibility contributes to all aspects of the City's plans, strategies and partnerships.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated December 17, 2019, regarding incomplete capital projects at 2019 year end that need to be carried forward into 2020, be received for information.**



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Michael Humble, Director of Corporate Services



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Joan Thomson, Acting Chief Administrative Officer

| Capital Carry Forward Report With Expenditures As At 31st October 2019 |            |              |                        |                               |                      |   |  |  |  |
|--|------------|--------------|------------------------|-------------------------------|----------------------|---|--|--|--|
| Project Description  | Account #  | Council Date | Approved Budget Amount | Expenditure 31st October 2019 | Carry Forward Amount | Description and Status Update   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| <b><u>Corporate Services</u></b>                                       |            |              |                        |                               |                      |   |  |  |  |
| Cooper Site Expropriation Cost   | G-911-9065 |              | 0                      | 748,248                       | 0                    | Unbudgeted Expenditures. Financed internally in 2020 budget   |  |  |  |
| Cooper Site Capital Maintenance  | G-911-9084 |              | 0                      | 95,932                        | 0                    | Unbudgeted Expenditures. Financed internally in 2020 budget   |  |  |  |
| Cooper-Adaptive Reuse Costs  | G-911-9089 |              | 0                      | 41,423                        | 0                    | Unbudgeted Expenditures. Financed internally in 2020 budget   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Wayfinding Signs   | G-911-9108 | 2019         | 74,850                 | 57,130                        | 17,720               | Awaiting Council direction and final edits to comprehensive design. Invoices may come in 2020.  |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| <b>Parking</b>   |            |              |                        |                               |                      |   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Pay-by-plate Installation  | G-911-9109 | 2018         | 9,907                  | 0                             | 9,907                | Requested re-allocation of funds to hard wire and add a shelter over Albert lot pay by plate machine. Due to weather this project has been deferred to 2020.  |  |  |  |
| Parking Enforcement Vehicle  | G-934-9571 | 2019         | 25,000                 | 21,277                        | 3,723                | Vehicle purchased, awaiting purchase of snow tires.   |  |  |  |
| Parking Pilot Project - Extension                                      | G-934-9113 | 2019         | 34,000                 | 20,352                        | 13,648               | Awaiting final invoices   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Erie Parking Lot Improvements  | G-934-9076 | 2019         | 100,000                | 0                             | 100,000              | Deferred to 2020 due to staffing shortages. At time of deferral, the development of design concepts was underway. Completion date potentially April 2021, subject to final decision.  |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| <b>Information Technology</b>  |            |              |                        |                               |                      |   |  |  |  |
| IT System Implementation   | G-912-9012 | 2019         | 428,500                | 158,736                       | 301,000              | Deisgn Stage with possible completion by December 2020  |  |  |  |
| Parking Tech Enhancements  | G-911-9101 | 2017         | 9,799                  | 0                             | 9,799                | Working on online parking ticket payment application through the website. In process of testing, due to other priorities this item has been delayed and needs to be carried over into 2020.   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| <b><u>Social Services</u></b>  |            |              |                        |                               |                      |   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Driveway and Parking Lots - several locations                          | G-915-9203 | 2018 & 2019  | 255,600                | 0                             | 153,949              | Work has been completed for T-2018-35. The service agreement for T-2019-53 was awarded on October 15th, but the contractor did not initiate the work. Due to weather, we request to carry unspent fundig forward to complete the project in 2020.   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Roof/Eaves and Downspouts - several loaction                           | G-915-9203 | 2018 & 2019  | 186,340                | 0                             | 116,645              | Work for T-2018-42 was not completed as per contract specifications. Housing has paid approximately 75%, but has retained a hold back to address deficiencies. We are meeting with contractor in November to discuss. We will be issuing a tender for the remaining roof work in January.   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Security Systems   | G-915-9203 | 2019         | 50,000                 | 0                             | 12,427               | New security (camera) system was installed at 270 Queen St., St. Marys and at Franklin Drive, Stratford. Additional projects were priced, but put on hold as per direction of IT department. Request to carry forward balance of funding for Connectivity/Security project identified by IT.  |  |  |  |
| Safety/Card Entry - Unit Hardware                                      | G-915-9203 | 2019         | 102,000                | 0                             | 102,000              | Request to carry forward for Connectivity/Security project identified by IT.  |  |  |  |
| Safety/Card Entry - Main Entry Hardware                                | G-915-9203 | 2019         | 20,000                 | 0                             | 20,000               | Request to carry forward for Connectivity/Security project identified by IT.  |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Accessibility for Ontarions with Disabilities - AODA                   | G-915-9203 | 2019         | 106,527                | 0                             | 82,766               | Accessiblilty upgrades have been completed to one unit at 45 Buckingham Drive, Stratford and to the common door at 270 Queen Street, St. Marys. Drawings and plans for the establishment of a LULA lift at 170 Queen Street, Listowel has also been completed. Carry forward balance of funding for the installation of the lift in 2020. |  |  |  |
| Housing Division Software Upgrade                                      | G-915-9204 | 2018         | 20,000                 | 0                             | 20,000               | YARDI upgrade to go live in March 2020, request carry forward of funding to complete this project.  |  |  |  |
| Social Service Department Renovations                                  | G-915-9206 | 2018         | 250,000                | 0                             | 250,000              | Renovation plan deferred.   |  |  |  |
| Furniture and Equipment - for renovations                              | G-915-9206 | 2018         | 20,000                 | 0                             | 20,000               | Renovation plan deferred.   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| <b>Fire</b>  |            |              |                        |                               |                      |   |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| Washroom Renovation - Station 2  | G-921-9051 | 2019         | 50,000                 | 1,193                         | 50,000               | Quote submissions under review and evaluation. Small project did not generate intial interest. ETA March 2020.  |  |  |  |
| Vehicle Replacement  | G-921-9571 | 2019         | 80,000                 | 48,235                        | 31,765               | 80% complete. Parts took longer than normal for delivery. ETA December 15, 2019.  |  |  |  |
|  |            |              |                        |                               |                      |   |  |  |  |
| <b>Airport</b>   |            |              |                        |                               |                      |   |  |  |  |
| Backup Generator   | G-936-9403 | 2019         | 100,000                | 0                             | 100,000              | Project took longer than estimated for bidders to fully comprehend the scope of work. ETA June 2020.  |  |  |  |

| Capital Carry Forward Report With Expenditures As At 31st October 2019 |            |              |                        |                               |                      |   |
|--|------------|--------------|------------------------|-------------------------------|----------------------|---|
| Project Description  | Account #  | Council Date | Approved Budget Amount | Expenditure 31st October 2019 | Carry Forward Amount | Description and Status Update   |
| <u>Police</u>  |            |              |                        |                               |                      |   |
| Vehicle Replacement  | G-922-9011 | 2019         | 139,500                | 13,736                        | 125,764              | three cruisers have been ordered. Expected delivery is prior to end of 2019 but no concrete date yet. Vehicles will still need to be prepared for opertional deployment following delivery. |
| <u>Community Services</u>  |            |              |                        |                               |                      |   |
| North Shore Pathway  | G-971-9379 | 2017         | 80,000                 | 0                             | 80,000               | Few resources in Engineering Department to complete this work due to staff turnover   |
| Lions Pool Liner   | G-973-9321 | 2019         | 124,147                | 43,044                        | 80,997               | Awarded to Accapulco Pools - Work has stopped for the season, will resume in spring 2020  |
| <u>Transit</u>   |            |              |                        |                               |                      |   |
| Bus - Replacement  | G-933-9306 | 2019         | 1,140,000              | 0                             | 1,140,000            | Funding from Federal and Provincial governments, waiting on approval  |
| Real Time Arrival Web App  | G-933-9399 | 2018         | 200,000                | 0                             | 200,000              | Funding from Federal and Provincial governments, waiting on approval  |
| On Demand Pilot Project Software                                       | G-933-9411 | 2019         | 50,000                 | 0                             | 50,000               | Funding from Federal and Provincial governments, waiting on approval  |
| <u>Library</u>   |            |              |                        |                               |                      |   |
| Library Collection   | G-974-9111 | 2019         | 246,000                | 145,377                       | 10,000               | Total amount has been encumbered with orders to vendors; invoicing does not occur until materials arrive which may cause discrepancy between encumbered and actual.                         |
| Childrens Service Desk   | G-974-9114 | 2019         | 21,500                 | 0                             | 21,500               | Design in process; new service considerations required re-start of ideation. Expected completion date in 2020.  |
| <u>Engineering &amp; Public Works</u>                                  |            |              |                        |                               |                      |   |
| <u>Road Capital</u>  |            |              |                        |                               |                      |   |
| Asphalt resurfacing, cracksealing & surface treatment                  | G-931-9502 | 2019         | 1,320,000              | 933,449                       | 386,551              | waiting for invoices from Geotech, CN, Stantec  |
| House Service Applications   | G-931-9512 | 2019         | 400,000                | 128,100                       | 100,000              | Still processing invoices for work completed in 2019.   |
| Sidewalk Replacement   | G-931-9535 | 2019         | 100,000                | 65,395                        | 34,605               | Work still ongoing in November weather permitting. Funds needed to pay outstanding invoices.  |
| Accessibility Improvements   | G-931-9605 | 2019         | 30,000                 | 8,605                         | 21,395               | Year end charges still to be assessed.  |
| Traffic - New Trails   | G-931-9702 | 2019         | 237,000                | 36,465                        | 200,535              | waiting for invoices - NWSS pedestrian crossing, Huron and Huntingdon pedestrian crossing construction in 2020  |
| Traffic Singal Improvements  | G-931-9714 | 2019         | 42,000                 | 23,221                        | 18,779               | Waiting for invoices.   |
| Bridge Inspections - moved from G-942                                  | G-931-9726 | 2019         | 24,000                 | 0                             | 24,000               | inspections scheduled Nov/Dec 2019, report and invoicing expected Jan/Feb 2020  |
| Erie Street Sidewalk - West Fore to Lorne                              | G-931-9762 | 2018         | 300,000                | 2,689                         | 297,311              | open house held, design being finalized, construction scheduled 2020  |
| New Traffic Signals - Lorne and Wright                                 | G-931-9785 | 2019         | 20,000                 | 0                             | 20,000               | traffic counts done, waiting for invoices, report February 2020   |
| Traffic Study - Downtown Areas   | G-931-9786 | 2019         | 150,000                | 0                             | 150,000              | consultant retained, invoicing, project and report completion in 2020   |
| <u>Fleet</u>   |            |              |                        |                               |                      |   |
| Vehicle Replacement  | G-932-9571 | 2019         | 1,060,955              | 637,481                       | 175,000              | One van and one backhoe still to be purchased   |
| <u>Sanitary Sewer</u>  |            |              |                        |                               |                      |   |
| Sanitary Sewer Model   | G-941-9532 | 2015         | 148,661                | 26,968                        | 121,693              | Work to be completed by end of 2019.  |
| WPCP Remedial Work   | G-941-9546 | 2019         | 200,000                | 75,184                        | 124,816              | Waiting for invoices from OCWA  |
| Quinlan Pumping Station  | G-941-9710 | 2017 & 2018  | 5,041,443              | 3,682,078                     | 1,359,365            | PPCs for 2019, 2020 work including topcoat asphalt, consultant invoices for training upcoming   |
| Sewer Relining   | G-941-9749 | 2018 & 2019  | 425,385                | 129,124                       | 296,261              | final PPCs for 2019 works   |
| RNG Project  | G-941-9771 | 2018         | 205,961                | 0                             | 205,961              | There are charges for this year. This project may be proceeding in 2020 if approved by Council  |
| Tertiary Filter Rehabilitation   | G-941-9770 | 2019         | 150,000                | 0                             | 150,000              | Quotes received and project to begin in December 2019.  |
| Water and Wastewater Rate Study  | G-941-9787 | 2019         | 55,000                 | 0                             | 55,000               | Consultant retained work to be completd by end of 2019.   |
| <u>Storm Sewer</u>   |            |              |                        |                               |                      |   |
| Road House Drain   | G-942-9560 | 2019         | 2,500,000              | 3,981                         | 2,496,019            | Engineer has been appointed, waiting for invoices for preliminary report, future works in 2020-2021   |
| Sewer Relining - Storm   | G-942-9749 | 2019         | 235,000                | 4,579                         | 230,421              | Work complete, waiting for invoices   |
| Romeo Arch   | G-942-9767 | 2018         | 581,900                | 55,775                        | 526,125              | tender is closed, award scheduled for Nov 25, construction to be completed by March 31, 2020.   |
| Storm MasterPlan Update  | G-942-9768 | 2019         | 250,000                | 0                             | 250,000              | Project to be started in the first quarter of 2020.   |
| Shoreline Protection   | G-942-9700 | 2019         | 65,000                 | 0                             | 65,000               | Invoice received late November and processed for the entire amount.   |

| Capital Carry Forward Report With Expenditures As At 31st October 2019 |            |              |                        |                               |                      |   |  |  |  |
|--|------------|--------------|------------------------|-------------------------------|----------------------|---|--|--|--|
| Project Description  | Account #  | Council Date | Approved Budget Amount | Expenditure 31st October 2019 | Carry Forward Amount | Description and Status Update   |  |  |  |
| Water  |            |              |                        |                               |                      |   |  |  |  |
| Romeo Reservoir Works  | G-943-9784 | 2019         | 120,000                | 14,860                        | 105,140              | Project 90% complete. Waiting for invoices.   |  |  |  |
| Waste Management   |            |              |                        |                               |                      |   |  |  |  |
| Landfill Buffer Zone - Land Acquisition                                | G-944-9627 | 2019         | 150,000                | 0                             | 150,000              | To be completed in 2020   |  |  |  |
| Landfill Methane Collection System                                     | G-944-9770 | 2019         | 400,000                | 0                             | 400,000              | RFP received. Award pending. Construction to take place in 2020.  |  |  |  |
| Landfill Facility Improvement  | G-944-9788 | 2019         | 100,000                | 0                             | 100,000              | Construction to take place in 2020.   |  |  |  |
| Linear Component Projects  |            |              |                        |                               |                      |   |  |  |  |
| St. Vincent - Patricia to Redford                                      | G-931-9760 | 2019         | 930,309                | 825,202                       | 105,107              | PPCs for 2019, geotech invoices, 2020 works including topcoat asphalt                                     |  |  |  |
| Crane Avenue Reconstruction  | G-931-9780 | 2019         | 2,250,000              | 360,561                       | 1,889,439            | PPCs for 2019, geotech invoices, 2020 works including topcoat asphalt                                     |  |  |  |
| Pleasant Drive - (Ontario to Devon)                                    | G-931-9781 | 2019         | 1,816,088              | 996,926                       | 819,162              | final PPCs for 2019, geotech invoices, 2020 works including topcoat asphalt                               |  |  |  |
| McCarthy Road (Orr to O'loane)   | G-931-9790 | 2019         | 200,000                | 4,804                         | 195,196              | Waiting for land purchase. Design to proceed in 2020.   |  |  |  |
| McCarthy Road (Fraser to Orr)  | G-931-9791 | 2019         | 250,000                | 0                             | 250,000              | Developer should be submitting an invoice for 2019, we have not received it yet.                          |  |  |  |
| Frederick and Burritt (Romeo to Douro)                                 | G-931-9796 | 2019         | 1,745,000              | 1,024,165                     | 720,835              | Final PPCs for 2019, geotech invoices, 2020 works including topcoat asphalt                               |  |  |  |
| Building & Planning  |            |              |                        |                               |                      |   |  |  |  |
| 47 Downie Street - Masonry   | G-919-9001 | 2019         | 25,000                 | 29,773                        | 25,000               | Incomplete. Initial prices were over budget project will move to 2020 budget to be completed in spring.   |  |  |  |
| City Hall - Boiler Replacement   | G-919-9007 | 2019         | 75,000                 | 519                           | 64,000               | Incomplete. Design completed in 2019 and tender was overbudget. Project to be re-tendered in 2020         |  |  |  |
| City Hall - Roof Slate   | G-919-9007 | 2019         | 10,000                 | 0                             | 5,000                | Incomplete. Not started, consultant unable to look at project until 2020                                  |  |  |  |
| 270 Water Street - Normal School - Window Assessment                   | G-919-9087 | 2019         | 25,000                 | 3,731                         | 8,000                | Incomplete. Report completed by consultant. Work to be completed in early spring 2020                     |  |  |  |
| Building Condition Assessment Report                                   | G-919-9772 | 2019         | 150,000                | 0                             | 65,000               | Incomplete. Project ongoing. Should be completed in 2020 and invoiced but if not please carry over funds. |  |  |  |
| P/W Facility - Functional Review                                       | G-919-9763 | 2019         | 45,000                 | 0                             | 45,000               | Consultant retained in September. Project to be completed in January 2020.                                |  |  |  |
| GRAND TOTAL 2018 CAPITAL ACTUAL  |            |              | 25,757,372             | 10,468,318                    | 15,379,326           |   |  |  |  |