



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

Date: Tuesday, January 16, 2018
Time: 4:30 P.M.
Location: Council Chamber, City Hall
Sub-committee Present: Councillor Clifford - Chair Presiding, Councillor Mark Beatty, Councillor McManus, Councillor Vassilakos
Staff Present: Michael Humble - Director of Corporate Services, Jodi Akins - Council Clerk Secretary

Pages

1. Call to Order

The Chair to call the meeting to Order.

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

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3. Delegations

None scheduled.

4. Report of the Director of Corporate Services

4.1 2018 Corporate Services Administrative Priorities – Treasury Division (FIN18-004) 3 - 4

Motion by _____

Staff Recommendation: THAT the report of the Treasurer on 2018 Corporate Services Administrative Priorities – Treasury Division (FIN18-004) be received for information.

4.2 Capital Amounts Carried Forward to 2018 (FIN18-005) 5 - 10

Motion by _____

Staff Recommendation: THAT Management Report FIN18-005 describing capital projects being carried forward to 2018 be received for information.

5. Monthly Project Update

The Director of Corporate Services to provide a verbal update on the status of Corporate Services projects.

6. Advisory Committee/Outside Board Minutes 11 - 15

The following Advisory Committee/Outside Board minutes are provided for the information of Sub-committee:

Sesquicentennial Ad-Hoc Committee minutes of October 18, 2017
Stratfords of the World Committee minutes of October 25, 2017

7. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is Tuesday, February 20, 2018 at 4:30 p.m. in the Council Chamber, City Hall.

8. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by _____

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



MANAGEMENT REPORT

Date: January 16, 2018
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN18-004
Attachments: None

Title: 2018 Corporate Services Administrative Priorities – Treasury Division

Objective: To inform Council of an initial work-plan for the Treasurer, to commence in 2018.

Background: The Treasurer commenced employment with the City on 27th November 2017. The 2018 budget process was already significantly underway. Time has been spent assessing our current situation, gathering information on policies and procedures, and reviewing timelines for previous substantive reviews.

Analysis: The following is a list of work-plan items identified for undertaking in 2018. It is not an absolute and final list, and will be amended as further information comes to light.

The following list is provided for information to Council to outline the future administrative activities of the Treasurer. It does not seek to add strategic initiatives, but supports the City's programs and services.

1. Seek Council approval for 2018 operating and capital budgets.
2. Draft reserve and reserve fund policy for Council's consideration.
3. Review and consolidate existing reserves and reserve funds. May include recommendations to Council for repurposing funds for current strategic priorities.
4. Draft debt policy.
5. Review and update Investment Policy (last amended 2003).
6. Draft Tangible Capital Asset policy for approval by Council, with attention to the Provincial Infrastructure and Jobs for Prosperity Act, 2015.
7. Implement ten year capital planning outlook for both the replacement of existing assets and "growth" projects for Council's consideration.
8. Revise capital budgeting process for 2019 to integrate long term capital asset management and design to identify and achieve sustainable funding levels.

9. Revise and modernize financial variance reporting to Council. New templates will be introduced 1st January 2018 for both Operating and Capital purposes.
10. Approved but unfinished 2017 capital projects will be carried forward to 2018. The information report to Council in January will clearly identify projects and include commentary from Project Managers as to delays encountered and revised completion dates.
11. Requests for carry forward of unspent 2017 operating budgets will be held until the final year end position is known in March or April. This would avoid approving carry forwards of operating budgets that would create or enhance a City deficit.
12. RFP for banking services (last known RFP was over 10 years ago).
13. RFP for insurance services (last known RFP was over 10 years ago).
14. RFP audit services (in 2019).
15. Implement internal audit reviews to monitor compliance with Purchasing Policy.

Financial Impact: As determined on the completion of each work-plan item. Some cost savings may be realized from RFP processes.

Staff Recommendation: **THAT the report of the Treasurer on 2018 Corporate Services Administrative Priorities – Treasury Division (FIN18-004) be received for information.**



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 16, 2018
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN18-005
Attachments: Carry Forward Capital Projects to 2018

Title: Capital Amounts Carried Forward to 2018

Objective: To provide Council with information regarding the carry forward of unfinished capital projects into 2018.

Background: The expenditure and funding of 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, and 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 2017 and prior years that remain unfinished as at 31st December 2017.

The expenditure and various funding sources have been approved in past capital budgets and have not been included again in 2018 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 45 total capital projects unfinished at the end of 2017.

This is a large number of incomplete projects for a municipality of our size and represents a request to carry forward \$15,103,406. of approved spending into 2018.

For comparison purposes, the total 2018 capital budget request is \$23,507,964.

There are two concerns with such a large number of unfinished capital projects being carried forward;

- committing tax dollars and reserve funds prematurely for multiple years when there may have been other projects capable of being completed that could have generated significant community benefit.
- Maintaining a realistic and achievable work plan for staff.

It is best practice to finish off and complete the “old” projects approved in prior years, before taking on a full slate of “new” projects in the 2018 capital budget.

Our current process creates a constant carry-forward practice whereby staff can’t address all current year projects until late in the year. This is compounded by projects that have been carried forward from prior years.

Issuing RFP’s and Tenders late in the season is not expected to yield best prices from contractors as their workload and schedules are typically full. It is best practice to approve municipal budgets in December / early January so staff can issue their tenders before contractors get busy for the year and prices will usually be more competitive.

For the 2019 budget cycle, administration will be working to change existing practices of the City to ensure capital projects are substantially completed within their year of approval, and before new capital requests are made for the following year.

Once a capital project makes it to the budget list and gets Council approval, there should be sufficient staff resources available to start the purchasing process forthwith, anticipating a Spring / Summer commencement and a realistic expectation that completion can be achieved before year end. If a capital project is expected to span more than one year, it will be noted as such when seeking budget approval.

To improve communication of project status, Finance will be coordinating a quarterly capital status report to Council to explain where staff (project managers) are in the lifecycle of each open capital project (including carry forwards), any issues they have encountered, how the costing has turned out compared to approved budget, and an indication of when it will be completed.

The goal will be to improve the quality and frequency of communication.

Financial Impact: There is no financial impact as a result of this report. All projects were approved in 2017 or prior years.

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

Staff Recommendation: THAT Management Report FIN18-005 describing capital projects being carried forward to 2018 be received for information.



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer

CARRY FORWARD CAPITAL PROJECTS INTO 2018									
Description		Account		Council Approved Budgets			Total		Carry
				Date	Amount		Expenditures		Forward
<u>Corporate Services</u>									
Cooper Site Expropriation Cost		G-911-9065			0		385,263		-385,263
Cooper Site Capital Maintenance		G-911-9084			0		118,760		-118,760
Cooper-Adaptive Reuse Costs		G-911-9089			0		138,582		-138,582
Municipal Parking Lots		G-911-9090		2016	500,000		0		500,000
Parking Tech Enhancements		G-911-9101		2017	58,000		37,397		20,603
Rolling Filing Cabinet - Mail Room		G-911-9102		2017	26,000		0		26,000
IT System Implementation		G-912-9012		Annual - 2017	566,383		0		566,383
IT System Upgrades		G-912-9013		Annual - 2017	327,500		172,870		154,630
<u>Library</u>									
Computer Equipment Replacement		G-974-9009		2017	32,000		22,586		9,414
<u>Social Services</u>									
Housing - Properties		G-915-9203		2017	1,837,335		0		150,000
									100,000
									50,000
<u>Fire</u>									
Future Expansion -Hall #1 - Archetectural Design		G-921-9100		2017	60,000		0		60,000
<u>Community Services</u>									
Parks:									
North Shore Pathway		G-971-9379		2017	80,000		0		80,000
Recreation:									
North Shore Washroom Facility		G-973-9382		2017	175,000		17,504		157,496
Regular Transit:									
Bus - Replacement		G-933-9306		Annual - 2017	1,100,000		35,616		1,064,384
Optical Communication Line Install		G-933-9384		2017	25,000		0		25,000
Transit Hub		G-933-9385		2017	1,000,000		2,371		997,629

CARRY FORWARD CAPITAL PROJECTS INTO 2018							
							Jan.16/2018
Description	Account	Council Approved Budgets		Total	Carry	Status Update	
		Date	Amount	Expenditures	Forward		
Engineering & Public Works							
Asset Management	G-930-9052	2017	206,000	82,365	123,635	Project ongoing	
G-931 Road Capital							
Asphalt resurfacing, cracksealing & surface treatment	G-931-9502	Annual - 2017	841,533	64,606	776,927	2017 resurfacing delayed, funds being added to 2018 funds for Douro, Frederick and St. Vincent projects	
Sidewalk Replacement	G-931-9535	Annual - 2017	120,000	35,548	84,452	2017 work incomplete. Will add to 2018 contract for completion before year end 2018	
Large Vehicles & Equipment - Purchase	G-931-9571	Annual - 2017	370,000	145,105	224,895	Unable to arrange delivery for all vehicles in 2017	
Street Lighting Improvements	G-931-9640	Annual - 2017	25,000	0	25,000	These funds are used to pay to replace poles or add new lights. Subject to year end transfers.	
Traffic - New Trails	G-931-9702	Annual - 2017	130,000	101,291	28,709	Maintenance security release in 2018	
Dawson Street Local Improvements Sidewalk	G-931-9757	2017	26,000	3,498	22,502	Construction delayed due to OMB and staffing levels, planned for 2018	
Boulevard Grading Improvements	G-931-9758	2017	30,000	0	30,000	Part of a two year project, to be completed next year	
G-941 Sanitary Capital							
Sanitary Sewer Model	G-941-9532	2015	250,000	72,281	177,719	Delay in issuing rfp, difficulties in installation of flow monitors have resulted in the project not being scheduled for completion until late 2018 (would like 9months or so of flow data to incorporate into the model)	
Quinlan PS Engineering	G-941-9710	2014	150,000	40,818	109,182	Budget approved in 2014. Engineering work now underway.	
WPCP Clarifiers	G-941-9725	2015	2,800,000	2,775,676	24,324	Final works and security relases in 2018	
G-942 Storm Capital							
Road House Drain	G-942-9560	2015-2017	1,861,500	2,391	1,859,109	All funds from previous years to be used for design(2018) and construction (2019-2020)	
Bridge/Culvert Projects	G-942-9615	Annual - 2017	820,000	56,291	763,709	funds to be put towards Romeo and St. Vincent construction in 2018	
Queen Street Diversion Engineering	G-942-9754	2017	5,000,000	133,689	4,866,311	Design to be complete in 2018, construction 2018-2019	
Bridge Inspections	G-942-9726	Annual - 2017	20,000	0	20,000	Report will not be completed until mid 2018	
G-943 Water Capital							
Large Vehicles & Equipment - Purchase	G-943-9571	Annual - 2017	75,000	8,711	66,289	Purchase delayed, will add service vehicle in 2018	
Water Distribution & Supply Master Plan	G-943-9733	R2015-390	156,000	36,804	119,196	Ongoing	
G-944 Waste Capital							
Vehicle & Large Equip Purchase	G-944-9571	Annual - 2017	440,000	0	440,000	Tender awarded awaiting delivery of equipment.	
Landfill Financial Plan	G-944-9721	2015	40,000	40,628	-628	Near completion. Already over budget	
Building - Municipal Property Capital							
82 Erie Street - HVAC	G-919-9002	Annual - 2017	16,000	19,309	-3,309	No Update Offered	
Library - HVAC	G-919-9014	2017	40,000	29,773	10,227	No Update Offered	
Library - Front Steps & Ramp Replacement	G-919-9014	2015	119,000	170,575	-51,575	Stairs near completion. There are deficiencies that need to be delt with.	
Zoning By-law Update	G-919-9074	2013	80,000	68,928	11,072	Delayed waiting for approval of the Official Plan. Staff reviewing and revising work completed by the consultant.	

CARRY FORWARD CAPITAL PROJECTS INTO 2018								
Description	Account		Council Approved Budgets			Total		Carry
			Date	Amount		Expenditures		Forward
Linear Component Projects								
Mornington/Vivian Sanitary Trunk (Road)	G-931-9705	2014						Project from 2015. Significant delay in middle of the project due to water conditions. Final work to be completed in 2018
Mornington/Vivian Sanitary Trunk (Sanitary)	G-941-9705	2014						
Mornington/Vivian Sanitary Trunk (Storm)	G-942-9705	2014						
Mornington/Vivian Sanitary Trunk (Water)	G-943-9705	2014						
				3,902,500		3,913,376		-10,876
John Street - Sanitary Upgrade (Road)	G-931-9708	2014						2015 project was put on hold, but will probably proceed in 2018-2019
John Street - Sanitary Upgrade (Sanitary)	G-941-9708	2014						
John Street - Sanitary Upgrade (Storm)	G-942-9708	2014						
John Street - Sanitary Upgrade (Water)	G-943-9708	2014						
				500,000		315		499,685
St. Vincent - Lorne to Patterson (Storm)	G-942-9729	2017						construction scheduled for 2018
St. Vincent - Lorne to Patterson (Water)	G-943-9729	2017						
				0		4,302		
				350,000		6,854		
				350,000		11,156		338,844
Ballantyne Street - North to Queen (Road)	G-931-9739	2016						construction planned for 2018
Ballantyne Street - North to Queen (Sanitary)	G-941-9739	2016						
Ballantyne Street - North to Queen (Storm)	G-942-9739	2016						
Ballantyne Street - North to Queen (Water)	G-943-9739	2016						
				340,000		78,822		261,178
Erie St. Improvements - Lorne to Gibb (Road)	G-931-9747	2017						construction ongoing in 2018
Erie St. Improvements - Lorne to Gibb (Storm)	G-942-9747	2017						
				2,589,665		1,797,155		
				100,000		173		
				2,689,665		1,797,328		892,337
Oxford Street - Romeo to Burritt (Road)	G-931-9755	2017						construction to be completed in 2018
Oxford Street - Romeo to Burritt (Sanitary)	G-941-9755	2017						
Oxford Street - Romeo to Burritt (Storm)	G-942-9755	2017						
Oxford Street - Romeo to Burritt (Water)	G-943-9755	2017						
				198,000		283,554		
				230,000		128,587		
				0		29,810		
				387,000		297,491		
				815,000		739,442		75,558
TOTALS OF CARRY FORWARD PROJECTS				\$ 28,000,416		\$ 11,359,675		\$ 15,103,406



A meeting of the **2017 Sesquicentennial Ad-Hoc** Committee was held on the above date at 7:00 p.m., Kiwanis Community Centre – Conference Room, 111 Lakeside Drive, Stratford ON.

Members Present: Kimberly Richardson – Chair Presiding, Dave Gaffney, Bryan Beer, Keith Hillyer, Katherine Gunnell Gavin, Jo-Anne Hood-Tidman, Councillor Tom Clifford, Mary O'Rourke, Cindy Hubert, Councillor Graham Bunting

Staff Present: Casey Riehl – Recording Secretary

Absent: Mayor Dan Mathieson

MINUTES

1.0 CALL TO ORDER

Kimberly Richardson called the meeting to order at 7:15 p.m.

2.0 DECLARATION OF PECUNIARY INTEREST

None declared.

3.0 ADOPTION OF PREVIOUS MINUTES – September 20, 2017

Motion by Dave Gaffney, seconded by Katherine Gunnell Gavin to adopt the minutes dated September 20, 2017 as printed. Carried.

4.0 BUSINESS ARISING FROM PREVIOUS MINUTES

(a) First Parliament Re-enactment – Nov. 6/17

Jo-Anne Hood-Tidman reported that they have met with the drama teacher at Central School. They are well prepared and ready to go with the performance and have completed the script development and casting. The evening will begin in the rotunda outside the council chambers with the students in character and costume mingling with guests. There are 21 students cast in a role, with 40 students in total participating. Ms. Hood-Tidman will verify with the school regarding the legalities of videotaping the performance. She will also inquire with Rogers Television and Central School regarding coverage. Council chambers is booked for the entire day, allowing time for costumes to be dropped off by the Festival, as well as

some rehearsals. Kimberly Richardson will send out a letter to the school to invite parents, teachers and guests. Mary O'Rourke inquired if staff would help put together a program for the event. Members discussed if council chambers was going to be large enough for the event. Ms. Hood-Tidman has discussed this with the drama teacher and she feels it would be large enough.

Kimberly Richardson announced that Lieutenant Governor Elizabeth Dowdeswell will be in attendance for the performance. Ms. Richardson will inquire with the Mayor's office what special arrangements need to be made, such as security.

Dave Gaffney has approximately 100 Canada 150 bracelets that he will bring that evening to hand out. Mary O'Rourke will follow up with Bob Walters to see if he has any left over as well.

Kimberly Richardson will contact Andrea Macko to co-ordinate the media release and social media posts.

(b) Conventional & Digital Time Capsule – D. Gaffney/M. O'Rourke

Dave Gaffney inquired if anyone could assist him with contact information for the local school boards. Councillor Bunting suggested he try Councillor Ritsma for some information. Mary O'Rourke also has some contact information she can share with him. Mr. Gaffney inquired if Cindy Hubert has some contacts that would be interested in sending in some digital artwork to include. He has not received anything to date from city staff to include in the time capsule. Staff will send out a second request to all departments and council members, as well as forward to Mr. Gaffney the original contact list the committee put together. Kimberly Richardson will contact the local radio station for coverage. Bryan Beer will contact Andrea Macko and they will send Mr. Gaffney all the sesquicentennial photos.

Kimberly Richardson reminded members that the ceremony to bury the time capsule is on Thursday, November 16th at 2:00 p.m. at Confederation Park.

Mary O'Rourke reported that there have only been 31 submissions received to date for the digital time capsule. She has been in touch with Andrea Macko to ramp up social media coverage for it. She also suggested sending the digital time capsule information along to the school boards when Dave Gaffney is contacting them. The submission website will remain open until the end of the year.

(c) Final Sesquicentennial Report to Council – Kimberly Richardson

Kimberly Richardson reported that the Mayor has requested the committee do their final report at the December 11, 2017 council meeting. She is hoping all committee members can make it to that meeting. If members have items or feedback they would like included in the presentation, please forward to Ms. Richardson. The presentation should be less than ten minutes and the committee has decided to include both text and photos/videos. Cindy Hubert suggested outlining the goals that the committee achieved over the five years. Bryan Beer suggested laying out how the committee started and evolved over time into today's committee. Dave Gaffney will send Ms. Richardson some information on how the committee first started.

5.0 NEW BUSINESS

None.

6.0 NEXT MEETING DATE – Wednesday, November 15, 2017 at 7 p.m. - KCC**7.0 ADJOURNMENT**

Motion by Dave Gaffney, seconded by Councillor Clifford to adjourn the meeting. Carried.

Time: 8:05 p.m.



A meeting of the **Stratfords of the World Committee** was held on the above date at 4:30 p.m. – Kiwanis Community Centre (Conference Rm.), 111 Lakeside Drive, Stratford ON

Present: Joan Ayton – Chair Presiding, Wayne Whitehorn, June Wells, Susan Kummer, Ken Clarke, Joyce Mohr

Staff Present: Casey Riehl – Recording Secretary

Absent: Councillor Tom Clifford, Polly Bohdanetzky, Cambria Ravenhill

MINUTES

1. **CALL TO ORDER**

Joan Ayton called the meeting to order at 4:30 p.m.

2. **DISCLOSURE OF PECUNIARY INTEREST**

None declared.

3. **ADOPTION OF THE PREVIOUS MINUTES – September 26, 2017**

Motion by Wayne Whitehorn, seconded by Susan Kummer to adopt the minutes dated September 26, 2017 as printed. Carried.

4. **BUSINESS ARISING FROM PREVIOUS MINUTES**

(a) **Update on Australia Reunion (Sept. 5-11, 2018)**

No new updates. Still waiting for registration forms.

(b) **Update on SOTW Youth Theatre Ensemble**

Joan Ayton reported that there has been one application sent in from Stratford, Ontario for the youth ensemble in Australia. The student will be residing in Australia at the time of the reunion. The auditions will be done via Skype in early 2018. Ms. Ayton is not aware of any other applications sent from the other Stratfords. Ken Clarke has inquired about some information regarding grants for any students travelling to the Australia reunion. There are some possibilities, should there be a need for it. The committee will pass along all information to any applicants.

(c) Community Information Meeting – Sunday, November 5, 2017

The Tim Taylor Lounge is booked for 1:30 p.m. to allow time for the committee to get set up. Wayne Whitehorn and June Wells have made arrangements for refreshments. Mr. Whitehorn will bring his DVD of the New Zealand reunion to show at the meeting. Joyce Mohr and Wayne Whitehorn have guests staying with them from Australia and will bring them to the meeting to talk about Australia and answer any questions delegates may have. Ken Clarke and Susan Kummer have arranged for travel representatives to attend. Joan Ayton will send out a meeting reminder to delegates and include about wearing their vests. Susan Kummer has been working on a scrapbook full of information on Australia; she will bring it to the meeting.

(d) Entertainment Ideas for 2018

No new updates.

(e) Budget Information from 2007 Stratford ON Reunion – Ken Clarke

Ken Clarke shared some information he and Polly Bohdanetzky gathered from the 2007 Stratford, Ontario reunion. They noted that there were some local donations received. It was interesting to see the itinerary from 2007. The committee will strive to keep the 2020 reunion as local as possible.

(f) Sesquicentennial Pins – Ken Clarke

Will continue to pursue.

5. NEW BUSINESS**(a) Stratford Gateways – Ken Clarke**

Ken Clarke discussed that the group who worked on the community logo project would like to be involved with the gateways project if the opportunity arises.

(b) SOTW Garden – Ken Clarke

Ken Clarke noticed that the city removed all the flowers from the SOTW garden. The sign was still in the flower bed, so he removed it. He will drop the sign off to Community Services staff. He has discussed the planting of the garden for the 2020 reunion with Quin Malott and staff will help with a special planting. They will need details fairly early to order plants.

6. NEXT MEETING DATE: Wednesday, November 15, 2017 at 4:30 p.m. - KCC**7. ADJOURNMENT**

Motion by Wayne Whitehorn, seconded by Joyce Mohr to adjourn the meeting. Carried.

Time: 4:55 p.m.