

REGULAR MONTHLY COUNCIL MEETING
January 11, 2012
Approved Minutes

DATE: January 11, 2012
TIME: 7:30 p.m. - 9:00 p.m.
PLACE: Stratford Town Centre, 234 Shakespeare Drive

PRESENT: Councillors Diane Griffin; Cooper; Steve Ogden; Emile Gallant; Robert Hughes, CAO; Joanne Weir, Assistant Recreation Director; Jeremy Crosby, Manager Public Works and Utility; Kim O'Connell, Manager of Finance and Administration; Vahid Ghomoshchi, Director of Planning, and Mary McAskill, Recording Clerk

REGRETS: Deputy Mayor Clow and Councillor Steve MacDonald

CHAIR: Mayor David Dunphy

1. CALL TO ORDER

Mayor Dunphy called the Regular Monthly Council Meeting to order at 7:30 p.m. and welcomed those in attendance.

2. APPROVAL OF AGENDA

The agenda was approved as circulated.

3. MINUTES

It was moved by Councillor Diane Griffin and seconded by Councillor Randy Cooper that the December 14, 2012 Regular Monthly Council Meeting Minutes be approved as circulated.

4. BUSINESS ARISING FROM MINUTES

Nil

5. PRESENTATIONS FROM THE FLOOR

Nil

6. CARI REPORT

No Report

7. CORRESPONDENCE

Included in the package is a list of all correspondence sent and received since the last council meeting.

8. MAYOR'S REPORT

Included in the package for Council to review. Mayor Dunphy gave an overview of his

report noting that since the last Council meeting he attended the following events and meetings:

- attended CHANCES Family Christmas.
- attended QEH Foundation Christmas Reception.
- attended Stratford Christmas Reception for committee members.
- participated in Glen Stewart/Stratford Elementary Raffle Draw organized by the RCMP and \$8,600 was raised for their school breakfast programs and playground development
- attended Human Resource Committee meeting.
- met with one of the developers in the Town to discuss accessible apartment units in the context of the National Building Code, along with chair of planning Deputy Mayor Clow, CAO Robert Hughes, and director of planning Vahid Ghomoshchi. Also discussed affordable accessible apartment units in Stratford.
- attended the Town's New Year's Day Levee. It was very successful and well attended. Congratulations go out to staff and to the Events Committee for putting on such a great event. The ethnic food was a great addition to the event this year.
- Attended the New Year's Day Levees for the City of Charlottetown, the Town of Cornwall, UPEI, and the Lieutenant Governor.
- attended the Special Committee of the Whole budget meeting.
- met with CAO to discuss economic development, communication and branding, as well as other Town issues.
- attended a special Planning and Heritage Committee meeting to discuss a sustainable subdivision proposal.
- attended the Chamber of Commerce event where the Hon. Bernard Valcourt, Minister of State for the Atlantic Canada Opportunities Agency (ACOA) gave a speech on the economic outlook for Atlantic Canada.

9. CHIEF ADMINISTRATIVE OFFICER

Included in the package for Council to review. Robert gave a brief overview of his report noting that he continues to work on the Act Review Committee and Revenue Sharing Committee, along with his fellow CAO's and provincial representatives. He noted that the Revenue Sharing Committee is nearing a point of consensus and has started to draft a report.

Regional Active Transportation Plan - Robert noted that the consultant is working on a final draft of the report for submission to the Steering Committee by January 20, 2012. An 'Open House' is planned for each community to give residents one final chance to provide their input. Stratford's Open House will be held on February 22 at 7:00 p.m. at the Stratford Town Centre. The Open House that was held at UPEI in December 2011 did not have a good turn out and this could be due to the bad weather we experienced that day.

Sustainable Stratford - Results Matter - Robert stated that we are making great progress with Results Matter and have cascaded the program down to each department. The resident survey contract work is underway and we are finalizing the strategic

communications and branding rfp for release in the next few weeks. We have also developed a brochure and survey which we will take to each business in Stratford to get the number of persons employed by Stratford businesses.

Councillor Ogden asked if the launch of the transit was still scheduled for January 30, and Robert replied that yes it is, and added that there will also be an official launch on January 25 at noon to explain the changes to the public.

10. **PUBLIC WORKS**

a) Report

It was noted that the Public Works and Property Committee did not hold a meeting in December. The department manager prepared a report which Councillor Cooper reviewed in Councillor MacDonald's absence.

Sidewalk Construction - the sidewalk construction on the sections of the Mason Road and the Keppoch Road are complete, with the exception of the reinstatement. Staff is currently preparing plans for an additional section of sidewalk for 2012. The Town will be looking at completing the final section on the Keppoch Road from Bonavista Avenue to Park Lane, and this will complete one of the major loops in the Town.

Active Transportation - the Town is looking at completing several sections of bike lanes and trails in 2012. Further information regarding locations will be available soon.

Councillor Cooper noted that the outdoor staff has been busy taking down Christmas decorations and completing winter maintenance as required.

Mayor Dunphy asked if both of our rinks are up and running, and assistant recreation director Joanne Weir replied that only the Bunbury Rink is operational at this time.

11. **STRATFORD UTILITY CORPORATION**

a) Report

Included in the package for Council to review. Councillor Ogden noted that the Utility Corporation is working on the following initiatives:

Mason Road Sewer Lift Station - is now complete. We now have greater capacity in the station to accommodate future development in the area without the risk of overflows.

Water Conservation Plan - planning is underway for the preparation of a water conservation plan. Once the draft plan is prepared it will be submitted to Council for approval.

New Wellfield - we are now very close to securing the land required for the new wells and

if all goes well, the construction of the water station and associated distribution system will start early in the spring.

Councillor Ogden noted that the utility staff has been busy planning for upgrades to some of our lift stations and water stations. They are also getting all supplies and resources ready for the upcoming spring maintenance program. Councillor Ogden stated that there were no major issues with the sanitary collection system or the water distribution system during the past month.

At this time Councillor Ogden presented the 2012 Utility Corporation's Operating and Capital Budgets.

Your Worship Mayor Dunphy, Members of Council, residents of the Town of Stratford, it is my pleasure to present to you the 2012 Stratford Utility Corporation budgets. As the Town's growth continues at a hectic pace, so does the Utility. We currently have 3,533 sewer customers and 2,767 water customers. In 2011, there were 162 sewer units and 207 water units added to the customer base. I am pleased to report that there will be no increase in Utility rates in 2012. We are budgeting for revenue of \$1,714,800, most of which comes from unmetered customers. Expenses are budgeted at \$1,400,200 resulting in a \$314,600 surplus.

A significant surplus is required to allow us to pay our debt principal payments which exceed the depreciation charges by \$189,000. The additional surplus of \$125,600 will allow us some flexibility for future when we examine the rates in relation to the long term sewer treatment plant requirements, and potential metering which I will speak further about below. Total Utility expenses for 2012 are down by 3.55% from the 2011 budget due mainly to lower interest charges and professional fees.

In 2011, we completed a rate study which included the development of a water and sewer rate model. Among other things, the study recommended that we explore the option of metering for the Utility. Metering provides accurate information about water use and informs customers about the amount of water consumption in their homes and businesses. Studies have shown that metering can reduce water consumption significantly without any noticeable impact on customer lifestyles through repairs to leaky faucets, toilets and fixtures, and through the use of low flow fixtures. It reminds us to use water more efficiently to achieve the same results.

In 2012, we will review the rate study, our future needs for the sewer treatment plant and the option of metering. Further research and consultation with residents will occur on these important issues before any decisions are made on metering and future treatment plant options. We will then look at any rate changes, if required, using the new water and sewer rate model in 2013.

One of the main initiatives that the Utility will undertake in 2012, in partnership with the

Stratford Area Watershed Improvement Group, is the development of a comprehensive Water Conservation Program for the Town. We will look at ways to conserve water and educate the public to be water conscious. Communities where water conservation programs have been successful have seen a reduced need for additional water supply and extended use of existing facilities. This can significantly reduce, or at least defer, significant capital and operating expenditures for a new water supply which will help to keep Utility rates reasonable. Some of the initiatives being considered for a trial include:

- a rain barrel program;
- household water audits;
- showerhead exchange program;
- toilet rebate program; and
- household water meter installation.

The Utility has budgeted for a water study/model for the Town. The study will provide the Utility with an up-to-date computer simulation model showing the current hydraulic performance of our municipal water system, along with simulated scenario models to illustrate whether recommendations to address deficiencies will result in the desired performance and efficiency. The study will also examine watermain sizing to ensure there is adequate water supply and pressure for firefighting capabilities. It will assess our existing system and future requirements as we continue to develop the Town.

The Utility capital program is just over \$2.8 M. The projects planned for 2012 include the development of a new wellfield and associated distribution system. New viable wells have been constructed and tested on land located just off the Trans Canada Highway near Reeves Estates. We are in the process of trying to acquire sufficient land to provide proper wellfield/watershed protection. Work should commence early in the spring of 2012. This project is funded under the Build Canada Program based on two thirds of the funding being provided by the federal and provincial governments.

The Utility usually strives to complete extensions of the water and sewer system each year to areas without central services. As you are probably aware, there have been no new announcements for municipal infrastructure funding this year, and as a result we are unable to take on the financial burden to complete infrastructure projects on our own.

In addition to the above budgeted initiatives, the Utility plans to complete the following:

- upgrades to some of our smaller water systems to provide a level of primary treatment;
- new roof for the control building located at the Pondside Water Station;
- new flat bottom boat for providing maintenance at the Waste Water Treatment Plant; and
- upgrades to our Supervisory Control and Data Acquisition System (SCADA) that

controls all of our water and sewer systems.

In summary, the Utility will be looking closely at our long term needs in 2012 with a view to developing a long term financial plan and rate model to ensure that rates are equitable among our customers, sufficient to meet our long term needs, stable, fair and predictable for our customers. (detailed revenue and expense tables are included in the budget presentation handout).

Mayor Dunphy thanked staff and councillors who participated in putting the budget presentation together, and noted that the documents will be online for residents to access.

b) Resolution SUC001-2012 Adoption of the 2012 Utility Operating Budget

Moved by Councillor Steve Ogden

Seconded by Councillor Randy Cooper

WHEREAS the Stratford Utility Corporation complies with Public Sector Accounting Board guidelines which results in depreciation expense being lower than the Utility's principal payment on debt; and

WHEREAS the amount required to cover the principal payments on the Utility's loans exceeds the depreciation expense by \$189,000 and a significant surplus is required to allow the Utility Corporation to make the principal payments.

BE IT RESOLVED that the attached 2012 Stratford Utility Corporation operating budget with revenues of \$1,714,800 and expenses of \$1,400,200 for a surplus of \$314,600 be approved as follows:

Operating	Actual 2010	Budget 2011	Budget 2012
Unmetered Sales	\$1,377,262	\$ 1,439,000	\$ 1,519,600
Metered Sales	113,118	100,900	102,200
Frontage Charges	44,264	57,600	60,500
Penalty Charges	29,507	20,000	25,000
Connection Fees	\$7,970	3,700	2,500
Capital Contributions	104,465	-	-
Interest Income	9,407	-	4,000

Other Income	1,244	-	1,000
Total Revenue	Actual 2010	Budget 2011	Budget 2012
	\$ 1,687,237	\$ 1,621,200	\$ 1,714,800

Total Expenses	Actual 2010	Budget 2011	Budget 2012
	\$ 1,259,808	\$ 1,450,300	\$ 1,400,200

Utility Surplus	Actual 2010	Budget 2011	Budget 2012
	\$ 427,429	\$ 170,900	\$314,600

Discussion: This resolution bears the recommendation of the Stratford Utility Corporation and the Committee of the Whole.

Mayor Dunphy commented on the surplus amount of \$314,600. He noted that the amount required to cover the principal payments of the outstanding loans exceeds the depreciation expense by \$189,000, leaving a net surplus of \$125,600 and we want to have some flexibility in the event that an issue occurs during the year.

Question: **CARRIED**

b) Resolution SUC002-2012 - Adoption of the 2012 Utility Capital Budget

Moved by Councillor Steve Ogden

Seconded by Councillor Emile Gallant

BE IT RESOLVED that the attached 2012 Stratford Utility Corporation Capital Budget be approved with total capital expenditures of \$2,455,000 less Build Canada Funding of \$1,733,400 for a net capital expenditure of \$721,600.

Capital	Budget 2011	Budget 2012
Wellfield exploration	\$ 2,300,000	\$ 2,416,000
Misc capital items	34,500	10,000
Water system primary treatment		10,000
New roof for Pondside water bldg		5,500

Flat bottom boat for WWTP		3,500
SCADA system upgrades	7,000	10,000
New utility truck	38,000	
Total Capital Expenses	Budget 2011	Budget 2012
	\$ 2,379,500	\$ 2,455,000
Capital Funding	Budget 2011	Budget 2012
Build Canada Funding	\$ 1,533,300	\$ 1,733,400
Total Capital Funding	\$ 1,533,300	\$ 1,733,400
Net Capital Expenditure	Budget 2011	Budget 2012
	\$ 846,200	\$ 721,600

Discussion: This resolution bears the recommendation of the Stratford Utility Corporation and the Committee of the Whole.

Councillor Gallant asked if the \$721,600 would be the Town's share and Mayor Dunphy replied that is correct. Councillor Gallant noted that normally when we do water and sewer projects, we do it with each level of government funding one third. We also have revenue coming in from the area being serviced, but with the wellfield there is no additional revenue coming in. Mayor Dunphy noted that this expansion is for new growth in the Town, so when new growth happens it will contribute against that cost. Councillor Gallant asked if this would significantly increase our operating budget annually to cover that debt - is it amortized over 25 years and Councillor Ogden replied that we usually lock in for 10 years when the rates are good.

For clarification Mayor Dunphy noted that the wellfield shows in 2011 and 2012 in excess of 2.3 million each year, but in fact it did not take place in 2011 and has been deferred into 2012.

Question: **CARRIED**

12. RECREATION AND ENVIRONMENT

a) Report

Included in the package for Council to review. Councillor Griffin stated that the

committee dealt with budget and policy items at the December meeting and Councillor Cooper will be touching on those items when he gives the Town budget presentation.

Councillor Griffin noted that everyone should have received their winter program guide, as it was released early this year to accommodate early start dates for some of the programs.

The 55 Plus fitness class continues every Wednesday and Friday mornings at the Cotton Centre and this year marks their 10 year anniversary.

Councillor Griffin noted that the month of December was extremely busy for both staff and the Events Committee, with preparations for the children's Christmas party and the Town Levee. She noted that both events were well attended.

Winter Carnival is our next big event and will be held from February 23 to 26, and we are hoping for good weather for this event.

Councillor Griffin noted that the Pownal Rink will be holding public skates during the winter months.

13. **FINANCE AND ADMINISTRATION**

a) At this time Councillor Cooper presented the 2012 Town Operating and Capital Budget.

Your Worship Mayor Dunphy, members of Council, residents of the Town of Stratford, It is my pleasure to present to you the 2012 Town of Stratford budget. The Town of Stratford continues to be the most desirable place to live, as evidenced by our continued strong growth in 2011. The total value of development permits issued in 2011 was \$30,043,819 and is the third year in a row that the value of development permits exceeded 30 million dollars. This strong growth, and Council's commitment to prudently manage the dollars entrusted to us by taxpayers allow us to keep our tax rates reasonable. I am pleased to announce that there will be no increase in the municipal tax rate for the Town of Stratford in 2012. It will remain at \$.44 per \$100 of assessment for residential properties and \$.99 per \$100 of assessment for commercial properties.

A particularly good sign in 2011 was the growth in commercial assessment which increased by more than \$4,000,000. Council is committed to increasing the availability of goods and services locally and increasing job opportunities in the Town - provided that the commercial development does not compromise the beauty and character of the Town. We are looking forward to another good year in 2012 with the completion of Phase 1 of Southport Landing on the waterfront. One of the important components of the waterfront development is the preservation of green space on the waterfront for residents to enjoy.

In the 2012 budget, we are forecasting revenue of \$4,227,400 and expenses of \$4,039,400 with a resulting surplus of \$188,000. We have to generate this level of surplus for two reasons. Because the principal payments on Town debt exceeds the amount of depreciation contained in our budget pursuant to Public Sector Accounting Board guidelines, a surplus is required to maintain a positive cash flow. As well, the Town has adopted a strategy for debt reduction using a target of 4% of yearly revenue. More information is contained later in this report on this topic. The majority of the Town's revenue is received from Property Tax and from the Municipal Support Grant. The grant system was introduced by the province in 2008 where they reduced our property tax rate for non-commercial property by \$.20 per \$100 of assessment and replaced it with a grant.

The Grant has not increased at the same rate as our assessment increases which results in the Town receiving more than \$200,000 less revenue in 2012, and the number grows each year. The good news is that the province has appointed a committee that is working collaboratively with municipalities to come up with a new revenue sharing arrangement in accordance with the recommendations of the Commissioner on Land and Local Governance. We hope to see that new formula in place in 2012, but we have budgeted based on the status quo.

Sustainable Stratford – Results Matter

In 2011, the Town adopted a new strategic performance management system, which we call Sustainable Stratford – Results Matter, to increase transparency and accountability to our residents and to ensure that we deliver results. The system is a blend of our sustainability vision and pillars, and the Balanced Scorecard which is used by more than 65% of Fortune 1000 Companies. Our vision is:

to become a sustainable community where the social needs of residents are taken care of, where our culture and heritage are rich, diverse and celebrated, where the limits of the earth to sustain us are recognized and respected, where there is a thriving local economy and where there is a transparent and responsive local government.

Members of Council and staff worked extensively in 2011 to develop the new system. We have identified 16 high level strategic objectives across the five sustainability pillars to move the Town towards the desired future state. Our mission is to continually strive to find out what current and future residents and stakeholders need and want, and then deliver it.

We have identified 48 corporate level initiatives that are designed to move us toward our vision. We have also identified 38 corporate performance measures which we will report on to resident stakeholders so that taxpayers can see how we are progressing toward our goals. There has been funding allocated to a number of these initiatives in the 2012

budget to get us on our way. This will be a tool for our residents to monitor our progress on different initiatives which are marked as priority items in the eyes of our residents, staff and Council.

Town Expenses

Town expenses are divided into six categories which are General Government, Finance, Recreation, Public Works, Planning and Depreciation.

General Government

The largest category of general government includes the big ticket items of police protection, fire protection, transit and street lighting.

The fire protection expense is forecast to increase by more than 20% in 2012 due to a planned rate hike of fire dues by the Cross Roads Rural Community Fire Company. The rate hike is only a portion of the projected need of the fire company and money has been set aside in 2012 to hire a consultant, in cooperation with the fire company, to assess their equipment, manpower and training needs so that a long term financial plan can be developed. The review may also result in lower fire insurance rates for some residents if our water supply system is deemed suitable for community fire protection in areas of the Town.

Another initiative that will be supported under General Government is the implementation of the Traffic Safety Plan. The draft plan was developed by a committee formed to examine ways to reduce speeding and improve pedestrian safety in the Town. There is also money allocated in the capital budget for signage and traffic calming to support this initiative. As well, an allowance was also made for additional legal expenses so we can recover the cost of the work that is required to correct the deficiencies that we discovered in the construction of the Stratford Town Centre. Overall, General Government expenses are increasing by almost 9% driven mainly by increased investments in community safety.

Finance and Administration

In finance and administration, the largest expense is the interest payment on the debt. The Town of Stratford has been steadily decreasing the debt, and we have been generating and using the town surplus revenue to pay for our capital expenditures most years instead of borrowing money to cover capital additions.

Each year our interest on long term debt has also been decreasing. We budget for a surplus to at least cover the difference between depreciation and what our annual principal payments would be, so that each year the full amount of our principal payments on long term debt is satisfied. Overall, the expenses in the Finance and Administration Department are reduced by 2.5% thanks mainly to lower interest payments.

The other expense category in Finance and Administration includes property taxes; the property tax rebate to bonafide farms and not for profit organizations, and administrative expenses such as office supplies, equipment leases etc. Also included here is funding to host three functions for the Stratfords of the World reunion which is being held here in September 2012. Delegates will come from Stratfords in New Zealand, England, the US, Ontario and Australia. Further information on the reunion can be found in the link to Stratfords of the World on the Town website.

Recreation

Our recreation department is planning to again offer a summer day camp for kids. This was done as a pilot project in 2011 and was a big success, and parents may wish to register their children early to get the theme weeks they want. Another initiative funded in the recreation budget is the watershed protection which includes planting trees within our parks and trails.

We are also putting some money aside for the Stratford and Area Watershed Group so that they can eventually dredge Kelly's Pond in Pondside Park which has silted up considerably in recent years from development and construction.

Additional funding has been allocated for Arts and Culture programming to continue to ensure that residents can avail themselves of programming to strengthen all aspects of their physical, mental and spiritual health. In 2011, there was a very successful 'Art Days' program held at Glen Stewart School and Stratford Elementary School that we plan to build on. As well, there will be new arts and culture programs for children and adults. One of our big cultural activities is our 'Celebration of Life' event that occurs during the Winter Carnival. We have seen the number of people attending this event steadily increase from year to year.

The recreation budget also contains funding for Grants and Agreements for organizations that we support - such as the CARI Complex and the Pownal Rink. There is also \$5,000 set aside for the improvement of the grounds at Glen Stewart School contingent on matching funds being found by the school. Overall, we are increasing the recreation department budget by more than 10% to invest in additional initiatives for the health and wellness of our residents.

Public Works

The public works department is responsible for the maintenance of all Town owned facilities and equipment, except for trails and sport fields, which are maintained by the recreation department. To help cope with the continuous increase in infrastructure, we are budgeting for an additional bay for our maintenance building in our Capital Budget. Overall, expenses are increasing by 4.8% which includes an additional investment of \$10,000 in consulting, to allow staff more time for the implementation of Sustainable Stratford – Results Matter.

Planning Department

The planning department saw the introduction of the National Building Code in 2011. We will be making additional investments in cross-training staff in the building code, and in a seasonal position to help reduce the permit processing time during the busy building season. The planning department is undertaking a housing demand study and will start the official plan review in 2012.

Capital Budget

We are budgeting \$1,359,700 for capital items in 2012 which, after New Deal and other funding, will be a net cost of \$404,700 to taxpayers. Our capital budget for 2012 will include additional investments in sidewalks, bike lanes and trails. We have enjoyed excellent cooperation from the province in recent years to install storm sewers to allow us to continue with the installation of sidewalks and bike paths on the collector roads. We plan to do a large section of trail, with funding assistance from the Trans Canada Trail Group, to establish the Trans Canada Trail through Stratford and eventually connecting to the Confederation Trail at Charlottetown and Iona. Money has been set aside for additional investment in core area projects in accordance with the Core Area Plan which sets higher standards for street construction and amenities in our commercial core. All of these projects are funded through the Federal New Deal Gas Tax Program for which we are very grateful.

We are budgeting for an emergency generator for the Stratford Town Centre. The Town of Stratford has an Emergency Measures Plan and actively takes part in emergency exercises with the province and other municipalities. A vulnerability in our ability to respond to emergencies is the lack of a generator to provide electricity and heat for residents if the Town Centre is used for a reception centre during an extended power outage. The Town Centre also houses our Emergency Operations Centre, and emergency power would ensure the continued operation of this critical function during a power outage. Acquisition of a generator is contingent on accessing funding support from the Island Community Fund.

We have allocated \$28,000 to partner with the Mayflower Seniors Club to add storage to the Cotton Centre to meet their growing needs. We are very pleased to assist this tremendously successful club and well used facility that serves our youth and seniors so well. Other capital budget items include:

- \$68,000 to complete repairs due to construction deficiencies on the Stratford Town Centre;
- \$25,000 to update the Town entry signage and to start installing new street signs in accordance with our new signage standards. The new street blades have a larger font to make it easier for seniors and others with a visual impairment to read;
- \$100,000 for the aforementioned addition to the maintenance building; and
- \$50,000 for the aforementioned traffic calming and signage to reduce speeding and

increase pedestrian safety.

In summary, we are making strategic investments in priority areas to meet the needs of residents, and to create a better future for our community while being mindful of the trust placed in us by taxpayers to be prudent and responsible with their money. (Detailed Revenue and Expense tables are included in the budget presentation handout).

b) Resolution FA001-2012 Approval of 2012 Town Operating Budget

Moved by Councillor Randy Cooper
Seconded by Steve Ogden

WHEREAS the Town of Stratford complies to Public Sector Accounting Board guidelines which results in depreciation expense being lower than the Town's principal payment on debt; and

WHEREAS the amount required to cover the principal payments on the Town's loans exceeds the depreciation expense by \$135,000 and a significant surplus is required to allow the Town to make the principal payments.

BE IT RESOLVED that the 2012 Town of Stratford Operating Budget with revenue of \$4,227,400 and expenses of \$4,039,400 for a surplus of \$188,000 be approved in accordance with the attached revenue and expense tables:

Operating	Actual 2010	Budget 2011	Budget 2012
Property Tax	\$ 2,479,531	\$ 2,570,900	\$ 2,829,800
CUSA Grant	932,318	944,000	944,000
Equalization Grant	7,269	-	-
Salary Recovery	9,000	9,000	9,000
Rent Income	225,271	241,300	244,300
Police Fines	54,866	55,000	70,000
Fees and Permits	72,523	78,500	94,500
Interest Income	5,260	4,600	4,000
Recreation	20,178	17,300	31,800
Other	32,646		
Total Revenue	Actual 2010	Budget 2011	Budget 2012

	\$ 3,838,862	\$ 3,920,600	\$ 4,227,400
Operating	Actual 2010	Budget 2011	Budget 2012
General Government Expenses	\$ 1,523,263	1,627,300	\$ 1,770,400
Finance Expenses	581,672	596,300	581,500
Recreation Expenses	465,711	500,000	553,300
Public Works Expenses	532,856	554,800	580,300
Planning Expenses	276,077	267,000	303,900
Depreciation	232,623	252,000	250,000
Total Expenses	Actual 2010	Budget 2011	Budget 2012
	\$ 3,612,201	\$ 3,797,400	\$ 4,039,400

Total Surplus	Actual 2010	Budget 2011	Budget 2012
	\$ 226,661	\$ 123,200	\$ 188,000

BE IT FURTHER RESOLVED that the non-commercial municipal tax rate be set at \$0.44 per \$100 of assessment for 2012.

BE IT FURTHER RESOLVED that the commercial municipal tax rate be set at \$0.99 per \$100 of assessment for 2012.

Discussion: This resolution bears the recommendation of the Finance and Administration Committee and the Committee of the Whole.

Question: **CARRIED**

c) Resolution FA002-2012 Approval of 2012 Town Capital Budget

Moved by Councillor Randy Cooper

Seconded by Emile Gallant

BE IT RESOLVED that the attached 2012 Capital Budget be approved in the amount of \$1,359,700 less New Deal Funding of \$750,000, less Island Community Fund and Trans Canada Trail Funding of \$205,000 for a net Town Capital Budget of \$404,700.

Capital	Budget 2011	Budget 2012
Park Development	\$ 40,000	\$ 40,000
Recreation Centre Equipment	8,000	6,000

Recreation Capital Projects	138,000	-
Sidewalk/Bike Path Construction	300,000	300,000
Trail Construction	60,000	130,000
Core Area Capital Projects	640,000	320,000
Signage/Branding Program	-	25,000
Equipment Replacements/Additions	58,000	2,700
Town Centre Capital Repairs/Additions	95,000	68,000
Maintenance Bldg. Capital Repairs/Additions	-	100,000
Cotton Park Bldg. Repairs/Additions	15,000	28,000
Other Bldgs/Ground Repairs/Additions	266,500	24,000
Public Art	5,000	5,000
Computer Hardware	9,000	14,000
Information Systems	10,000	35,000
LED Street Lighting Pilot	20,000	-
Transit	-	12,000
RCMP Office Upgrade	50,000	-
Traffic Calming/Signage	-	50,000
Town Centre Generator	-	200,000
Total Capital Expenses	Budget 2011	Budget 2012
	\$ 1,714,500	\$ 1,359,700
Capital Funding	Budget 2011	Budget 2012
New Deal Funding	\$ 1,000,000	\$ 750,000
Trans Canada Trail (pending approval)	-	55,000
Island Community Fund (pending approval)	278,000	150,000
Total Capital Funding	Budget 2011	Budget 2012
	\$ 1,278,000	\$ 955,000
Net Capital Expenditure	Budget 2011	Budget 2012

	\$ 436,500	\$ 404,700
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Discussion: This resolution bears the recommendation of the Finance and Administration Committee and the Committee of the Whole.

Question: **CARRIED**

Mayor Dunphy thanked Councillor Cooper and staff for all their hard work over the past few months in preparing the budget.

14. **PLANNING AND HERITAGE**

a) Report

Included in the package for Council to review. In Deputy Mayor Clow's absence, Councillor Griffin noted that the minutes from the most recent meeting are included in the the agenda package. She noted that Stratford has been busy over the past year and the details are included in the report.

b) Permit Summary

Included in the package for Council to review.

c) Resolution PH001-2012 Clair Jenkins - DP:168 - 11 Accessory Building

Moved by Councillor Diane Griffin

Seconded by Councillor Steve Ogden

WHEREAS an application has been received from Clair Jenkins to construct a 1125 square foot Accessory Building on parcel number 289264, located at 273 Stratford Road; and

WHEREAS the property is located within the Mason Road Commercial Zone (MRC); and

WHEREAS the proposed Accessory Building is a pre-manufactured steel building system which does not conform to the Architectural Guideline for the Commercial Zone in the Core Area; and

WHEREAS the existing character and use of the property is farming and agricultural.

BE IT RESOLVED that approval be granted to the proposed Clair Jenkins's application subject to the following conditions:

1. That the proposed building shall be designed as per the attached sketch and the materials used on the building side facing Stratford Road shall be in architectural harmony with the existing buildings with shingles and windows;

2. That the building will be used as an accessory building for the storage of agricultural equipment;
3. If the property is altered from existing “Agricultural Use” to a “Commercial Use” then the proposed building shall be removed from the site at the same time; and
4. The proposed building shall meet all other Town’s Development and Building bylaws requirements.

Discussion: It was noted that this resolution bears the recommendation of the Planning and Heritage Committee.

Councillor Cooper stated that in the resolution it states that the building doesn’t conform to the architectural guidelines of the commercial zone in the area, but yet they talk about the conditions. Are the conditions generally put forth to help with that, as it is an area that is highly visible to the highway and surrounding areas and is still a bit of an agricultural zone. Councillor Cooper stated that it is his intention to follow the guidance of the planning department. They have taken a considerable amount of time to look at this and have worked around the obstacles and have come to a common ground to make this proposal work and Councillor Griffin replied that is correct. She added that the conditions that were put on were very specific and you will not find those exact conditions on any other project.

Mayor Dunphy referred to the first condition, *the proposed building shall be designed as per the attached sketch.....shall be in architectural harmony with the existing buildings for example - with shingles and windows*, so that end of the structure facing the Mason Road will be wooden shingles.

Councillor Griffin stated that she would like to propose an amendment to condition number 1 - where it ends with shingles and windows to state: ***for example with shingles and windows***. It would be up to final discussion on the details, but the idea being that this building will be in architectural harmony with the existing buildings on the property.

Mayor Dunphy noted that the existing buildings are wooden structures and this building is going to be a steel structure so how can that be in architectural harmony, and Councillor Griffin replied that it depends on the cladding of the steel building, especially on the end.

Amendment to read That the proposed building shall be designed as per the attached sketch

and the materials used on the building side facing Stratford Road shall be in architectural harmony with the existing buildings *for example* with shingles and windows.

Question on Amendment **CARRIED**

Councillor Cooper had a question on condition number 3 - *If the property is altered from existing "Agricultural Use" to a "Commercial Use" then the proposed building shall be removed from the site at the same time.* He asked are we thinking that if the owner wanted to change the zoning on the building, or applied to change the zoning from agricultural to commercial, or are we anticipating that the Town may have an interest in changing the area, and Councillor Griffin explained that the reason it is there depends entirely on the owner of the property not the Town. Mayor Dunphy asked if technically, it is in agricultural use now and Councillor Griffin replied that technically, yes it is.

Question on Amended

Resolution: **CARRIED**

b) Resolution PH002-2012 Street Name Michael Thomas Way

Moved by Councillor Diane Griffin

Seconded by Randy Cooper

WHEREAS a new street has been constructed on the new CADC's subdivision in the Stratford's waterfront area; and

WHEREAS the Heritage Committee has reviewed the history of the area and discovered that in 1929, Michael Thomas established a fishing operation at Southport. His family home was situated near the water at the approach to the Hillsborough Bridge.

WHEREAS while Michael Thomas lived in Southport he remained a champion of Indian rights and retained the respect of the community for his accomplishments and convictions. He was one of Canada's finest long distance runner and the first Islander to take part in the Boston Marathon; and

WHEREAS the Heritage Committee has recommended the proposed new street be named as Michael Thomas Way; and

BE IT RESOLVED that approval is granted to the street name Michael Thomas Way for the newly constructed street located off Stratford Road.

Discussion: It was noted that the resolution bears the recommendation of the Planning and Heritage Committee.

Councillor Gallant stated that in the resolution it states *Indian Rights*, but the proper term now is Native Rights or Aboriginal. Councillor Griffin agreed and proposed an amendment to replace *Indian Rights* with *Aboriginal Rights*. Robert noted that *Indian Rights* this was the correct terminology of that particular time period and Councillor Griffin agreed, but put forward the amendment to change *Indian Rights* to *Aboriginal Rights*.

Amendment to read: while Michael Thomas lived in Southport he remained a champion of *Aboriginal rights*.

Question on Amendment: **CARRIED**

Question on Amended

Resolution **CARRIED**

c) Resolution PH003-2012 Parkland and Open Space Policy, Policy # 2012-PH-01

Moved by Councillor Diane Griffin

Seconded by Councillor Emile Gallant

WHEREAS Stratford's sustainability vision considers parks and open spaces as opportunities for learning, leisure, spiritual renewal and recreation; and

WHEREAS Section 25.7 Stratford's Development Bylaw indicates requirements and regulations on Parkland Dedication and/or Park Dedication fees (Cash in lieu) in general; and

WHEREAS Council pursues fairness, equity and consistency as key principles in how parkland acquisition is applied within the community; and

WHEREAS a new policy has been required to elaborate such principles in reviewing process in order to improve transparency, increase predictability in actions, and build a mutual respect between the Town and other stakeholders.

BE IT RESOLVED that approval is granted to the attached Policy #2012-PH-01 Parkland & Open Space.

Discussion: It was noted that this resolution bears the recommendation of the Planning and Heritage Committee.

For clarification, Mayor Dunphy noted that in future parkland dedication is equal to 10% of the assessed value after development of the property.

Councillor Ogden noted that further to Mayor Dunphy's comment the dedication is at least 10% but could be more.

Question: **CARRIED**

d) Resolution PH004-2012 - SD029-11 - Roger Balderston Subdivision

Moved by Councillor Diane Griffin

Seconded by Councillor Steve Ogden

WHEREAS a new Subdivision (Forest Trails) concept plan has been received from Roger Balderston to subdivide his property located at the Trans-Canada Highway, parcel No. 289512, approximately 40 acres which is currently zoned R2; and

WHEREAS the developer has applied for a "Sustainable Subdivision" certificate and the proposal aims to create 113 quality housing units including, 42 Semi-Detached and 71 Townhouses; and

WHEREAS Section 18 of the Town's Development Bylaw sets out the criteria and related scoring table for evaluation of a sustainable subdivision proposal; and

WHEREAS according to the subsection 18.1 The Sustainable Subdivision Overlay Zone will replace the requirement of the R1, R1L, R2 and PURD Zones where:

- (i) the Developer initiates an application under this Section; and
- (ii) the proposed subdivision meets the requirement for a Sustainable Subdivision as set forth in this Section 18.

WHEREAS the initial assessment of the proposed application and the scoring table has been completed by planning staff and the plan has acquired 70 percent of applicable points (per the attached table) and qualified as a sustainable subdivision at the "Certified" level; and

WHEREAS the Planning Board has reviewed the plan at the meetings on December 19, 2011 and Jan 9, 2012.

BE IT RESOLVED that the proposed plan submitted by Roger Balderston for property PID 289512 be granted a sustainable subdivision designation at "Certified" level, and

BE FURTHER RESOLVED that a preliminary approval is granted to the proposed conceptual design for a sustainable subdivision subject to the following conditions:

1. Conformance with the concept plan Rev No 3 prepared by Harland Associates, dated on Jan 10, 2012.
2. That a Development Agreement will be signed by developer in order to elaborate the specifications and details of the proposal as defined in Section 18.
3. Approval from the Department of Transportation and Infrastructure Renewal, Department of Environment and Stratford's Utilities Department.
4. All other relevant provisions of the Town of Stratford Zoning and Subdivision Control (Development) Bylaw must be satisfied.
5. This preliminary approval will be valid for three years from the date of this resolution.

Discussion: This resolution bears the recommendation of the Planning and Heritage Committee.

Councillor Griffin noted that it is very progressive and it certainly is one of the most sustainable proposed subdivisions in the country and it ties in very nicely with what we are trying to do in Stratford with our Sustainability Policy and Strategy. Councillor Griffin stated that it is nice to see it happening in the private sector, and she feels it will be highly successful.

Councillor Cooper stated that he was at the meeting but had to leave before all the comments were made. He noted that a lot of work has gone into this project and it is quite different than anything else you would see on the Island. There has been considerable time and attention taken to keep the property as best fitting and in its natural state. Councillor Cooper stated that he commends the Balderston's and all the people who have come on board with this project, and he looks forward to the development hopefully in the near future.

Councillor Ogden stated that he would also like to commend the planning staff and Robert Hughes for their leadership in working with the developer on this to bring it to fruition, because it is a good example of a positive win-win approach to developing a subdivision.

Councillor Cooper noted that in the absence in Deputy Mayor Clow, he is sure he would say a job well done - and it will be great to see it in ward 3.

Question: **CARRIED**

15. **COMMITTEE OF THE WHOLE**

Nil

16. SAFETY SERVICES

a) Report included in the package for Council to review.

b) Street Light Report

No Report

c) RCMP Report

The RCMP report for the month of December 2011 was included in the package. Councillor Gallant stated that he was happy to see \$50,000 included in the capital budget. The Traffic Safety Committee did a lot of work over the past year and will be happy to know that we can start implementing some of our traffic safety initiatives. There are also funds in the operating budget for education, and a lot of the work needs to be done to educate people in addition to the traffic calming measures.

Councillor Gallant noted that he was glad to see that we are planning ahead regarding the hiring of new RCMP officers by budgeting some money this year. When we do have to hire a new officer, it will not be a one big expense in one year.

d) Humane Society Report

The Humane Society report for the month of December 2011 was included in the package.

e) Transit Report

Included in the package. As noted earlier, there will be a re-launch of the transit system on January 30, 2012. Councillor Gallant noted as a point of interest, that today, for the first time, there was standing room only on the bus which was great to see. Councillor Gallant gave an update on the route changes.

f) Fire Company Report

No Report. Councillor Gallant will request a report from the fire company for Council.

17. ECONOMIC DEVELOPMENT

a) Report

No Report. The Economic Development Committee meeting did not hold a meeting in December due to the Christmas holidays. Mayor Dunphy noted that communication strategy and branding are still being worked on by staff and an rfp will be going out withing the next month.

18. HUMAN RESOURCES

a) Resolution HR001-2012 - Classification of Maintenance Positions

Moved by Diane Griffin

Seconded by Councillor Randy Cooper

WHEREAS we have two seasonal employees who have been working with the Town for 9 and 10 years doing maintenance in the public works department and recreation departments respectively. The incumbents currently work 36 weeks per year, 40 hours per week and the positions have never been classified as permanent positions in the Town's pay plan. Classifying the positions would provide the successful applicants with access to town benefits like sick leave, health benefits and the pension contributions.

BE IT RESOLVED that the two long standing seasonal positions of Recreation Maintenance Worker II and Public Works and Utility Maintenance Worker II be classified as permanent positions at Salary Level 2 in the Town's pay plan in accordance with the attached job descriptions and that the positions be filled in accordance with the Town's Hiring Policy.

Discussion: This resolution bears the recommendation of the Human Resources Committee.

Question: **CARRIED**

18. OTHER COMMITTEES

a) Stratford Seniors Complex

No Report

19. PROCLAMATIONS

Nil

20. OTHER BUSINESS

Nil

21. ADJOURNMENT

There being no further business the meeting adjourned at 9:00 p.m.

David Dunphy, Mayor

Robert Hughes, CAO