



## Stratford City Council Regular Council Open Session AGENDA

**Meeting #:** 4591st  
**Date:** Monday, September 9, 2019  
**Time:** 7:00 P.M.  
**Location:** Council Chamber, City Hall  
**Council Present:** Mayor Mathieson - Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos  
**Staff Present:** Joan Thomson - Acting Chief Administrative Officer, Tatiana Dafoe - Acting Clerk, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Kim McElroy - Director of Social Services, Jacqueline Mockler - Director of Human Resources, John Paradis - Fire Chief, Jeff Leunissen - Manager of Development Services

Pages

### 1. Call to Order:

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

Singing of O Canada

Moment of Silent Reflection

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

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

Name, Item and General Nature of Pecuniary Interest

### 3. Adoption of the Minutes:

11 - 25

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

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated August 26, 2019 be adopted as printed.**

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

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

**THAT the Addendum/Addenda to the Regular Agenda of Council and Standing Committees dated September 9, 2019, be added to the Agenda as printed.**

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

#### 5.1 At the August 26, 2019 Reconvene Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered

- Labour relations or employee negotiations (section 239.(2)(d))

At the In-camera Session, direction was given on this matter.

#### 5.2 At the September 9, 2019 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:

- Labour relations or employee negotiations (section 239.(2)(d)) and Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));
- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f));

- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b));
- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)).

## **6. Hearings of Deputations and Presentations:**

None scheduled.

## **7. Orders of the Day:**

### **7.1 Proclamation - Recovery Day**

26

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

**THAT City Council hereby proclaims September 20, 2019 as "Recovery Day" in the City of Stratford.**

### **7.2 Proclamation - British Home Child Day**

27

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

**THAT City Council proclaims September 28, 2019 as "British Home Child Day" in the City of Stratford.**

### **7.3 Fire Prevention Week and Open House**

The Stratford Fire Department would like to announce this year's Fire Prevention Week. Fire Prevention Week runs from October 6-12, 2019. This year's theme, "Not Every Hero Wears a Cape. Plan and Practice Your Escape!"™, focuses on the small but important actions people can take to keep themselves and those around them safe from fire.

The Stratford Fire Department will have tables set up at various locations in the city, as well, an open house on Sunday, October 6, 2019 to kick off Fire Prevention Week. More information on the open house will be made available during the month of September leading up to the open house. We look forward to hosting the community.

**For the information of Council.**

### **7.4 Correspondence - Letter to Conservation Authorities**

28 - 29

### **7.5 Resolution - Canadian Dairy XPO and Poultry XPO Municipal Significance**

Organizers for the Canadian Dairy XPO and Canadian Poultry XPO have requested designation of the following events as municipally significant for the purposes of obtaining a special occasion permit liquor licence:

Canadian Dairy XPO to be held Wednesday, April 1, 2020 from 9 am to 7 pm and Thursday, April 2, 2020 from 9 am to 4 pm.

Canadian Poultry XPO to be held Wednesday, November 4, 2020 from 9 am to 7 pm and Thursday, November 5, 2020 from 9 am to 4 pm.

Both of these events are being held at the Stratford Rotary Complex and Coliseum buildings.

Stratford Police, the Health Unit and City Departments indicated no concerns with the request, however, the Chief Building Official requires a permit application for use of the temporary structure known as the Coliseum.

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

**THAT City Council hereby designates the Canadian Dairy XPO to be held April 1-2, 2020 and the Canadian Poultry XPO to be held November 4-5, 2020 as having municipal significance in Stratford for the purpose of obtaining liquor licences from the AGCO, subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

- |     |  |         |
|-----|--|---------|
| 7.6 | Road Widening for Consent Application B03-19, 882 O'Loane Avenue (COU19-073) | 30 - 32 |
|-----|--|---------|

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

**Staff Recommendation: THAT Council authorize acceptance of a conveyance of Part 3 on Plan 44R-5640 from Michael and Wendy Holman to The Corporation of the City of Stratford;**

**AND THAT upon conveyance of Part 3 Plan 44R-5640 to the City of Stratford, these lands be dedicated public highway.**

- |     |   |         |
|-----|---|---------|
| 7.7 | Waste, Recyclables and Organics Collection for 2019 (COU19-074) | 33 - 39 |
|-----|---|---------|

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

**Staff Recommendation: THAT Council approve the award of the tender for the bi-weekly collection of recycling to Canadian Waste Management Inc. at a cost of \$672,216.14, including HST, for 2019;**

**THAT Council approve the award of tender for the weekly collection of garbage to Canadian Waste Management Inc. at a cost of \$407,424.37, including HST, for 2019;**



THAT Council approve the award of tender for the collection of yard waste to Canadian Waste Management Inc., at a cost of \$67,800, including HST, for 2019;

THAT the City enter into an agreement with Canadian Waste Management Inc. for a seven year term for the provision of bi-weekly recycling collection, weekly garbage collection, and the collection of yard waste;

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

**8. Business for Which Previous Notice Has Been Given:**

None scheduled.

**9. Reports of the Standing Committees:**

**9.1 Report of the Finance and Labour Relations Committee:**

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

THAT the Report of the Finance and Labour Relations Committee dated September 9, 2019, be adopted as printed.

**9.1.1 Stratford Economic Enterprise Development Corporation (investStratford) – 2019 Quarterly Report 2 (FIN19-029) 40 - 61**

THAT the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

**9.1.2 Presentation by Stratford Festival Guthrie Awards Committee 62 - 69**

THAT a community grant in the sum of \$500 be given to the Guthrie Awards Committee, to be funded from the 2019 contingency fund.

**9.1.3 Preliminary 2020 Budget Discussions (FIN19-030) 70 - 73**

THAT the report of the Director of Corporate Services dated 12<sup>th</sup> August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.

**9.1.4 Preliminary 2020 Budget Discussions – Provincial Grant to Improve Service Delivery and Efficiency (FIN19-031) 74 - 77**

THAT the report of the Director of Corporate Services dated 12<sup>th</sup> August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;

AND THAT Council indicate other priorities for staff to investigate operationally and financially.

**9.1.5 Preliminary 2020 Budget Discussions (FIN19-032) 78 - 80**

THAT the report of the Director of Corporate Services dated 12<sup>th</sup> August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information.

**9.1.6 Stratford Tourism Alliance – Q2 Update - 2019 (FIN19-028) 81 - 92**

THAT the Stratford Tourism Alliance report dated August 12, 2019 be received for information.

**10. Notice of Intent:**

None scheduled.

**11. Reading of the By-laws:**

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

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

**THAT By-laws 11.1 to 11.3 be taken collectively.**

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

**THAT By-laws 11.1 to 11.3 be read a First and Second Time.**

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

**THAT By-laws 11.1 to 11.3 be read a Third and Final Time.**

**11.1 Conveyance from Holman 93**

To accept the transfer (conveyance) from Michael and Wendy Holman of Part 3 on 44R-5640 as a condition of Consent Application approval (B03-19) for 882 O'Loane Avenue.

## 11.2 Dedication as Public Highway of Part of O'Loane Avenue 94

To dedicate Part 3 on Reference Plan 44R-5640 as public highway forming part of O'Loane Avenue.

## 11.3 Award of Tender for Bi-weekly Recycling Collection, Weekly Garbage Collection, and the Collection of Yard Waste 95 - 96

To authorize the entering into and execution of a contract with Canadian Waste Management Inc., for provision of bi-weekly recycling collection, weekly garbage collection, and the collection of yard waste for a seven year term from 2019-2026.

## 12. Consent Agenda: CA-2019-113 to CA-2019-121 97 - 106

Council to advise if they wish to consider any items listed on the Consent Agenda.

## 13. New Business:

## 14. Adjournment to Standing Committees:

The next Regular Council meeting is September 23, 2019 in the Council Chamber, City Hall.

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

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

- Planning and Heritage Committee [7:05 p.m. or thereafter following the Regular Council meeting];
- Infrastructure, Transportation and Safety Committee [7:15 p.m. or thereafter following the Regular Council meeting];

**and to Committee of the Whole if necessary, and to reconvene into Council.**

## 15. Council Reconvene:

### 15.1 Declarations of Pecuniary Interest made at Standing Committees

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on September 9, 2019 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

#### Name, Item and General Nature of Pecuniary Interest

.

.

.

### 15.2 Committee Reports

#### 15.2.1 Infrastructure, Transportation and Safety Committee

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

THAT Items 5.1 and 5.2 of the Infrastructure, Transportation and Safety Committee meeting dated September 9, 2019 be adopted as follows:

5.1 Noise Control By-law Exemption Request for Wellington Street and St. David Street and on St. Patrick Street (ITS19-055)

THAT an exemption from the Noise Control By-law 113-79 be granted to Wightman Telecom Ltd., from September 17 to 19, 2019 from 12:00 p.m., to 6:00 a.m., each night and from September 24 to 26, 2019 from 12:00 p.m., to 6:00 a.m., each night.

5.2 Romeo and Brunswick Crossing – Request for Elimination (ITS19-056)

THAT the Romeo Street and Brunswick Street crossing be eliminated starting September 27, 2019;

AND THAT staff be directed to contact area schools regarding the elimination of this crossing guard location as of September 27, 2019.

#### 15.2.2 Planning and Heritage Committee

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

THAT Items 5.1 and 6.1 of the Planning and Heritage Committee meeting dated September 9, 2019 be adopted as follows:

##### 5.1 77 Ontario Street, Heritage Alteration Permit (PLA19-032)

THAT Council accept the request of the owner to allow vinyl or PVC replacement windows to be installed on the front façade of 77 Ontario Street for the second and third storey provided that the windows match the original proportions, divisions, depth of inset into the wall, and detail of the framing elements. This includes the curved tops of the windows as well as the 3 pane divisions on the 2<sup>nd</sup> storey windows and 2 pane divisions on the 3<sup>rd</sup> storey windows.

##### 6.1 Proposed exemption to Sign By-law 159-2004 – Section 12.0 – Size Requirements (PLA19-035)

THAT the request by the Stratford Perth Rotary Hospice, for a Sign By-law exemption in order to erect a new 3.58 m<sup>2</sup> (38.5sq.ft) ground address sign at 80-90 Greenwood Drive, using the existing concrete foundation, be approved.

#### 15.3 Reading of the By-laws (reconvene):

107

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

##### By-law 11.3 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 9, 2019.

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

THAT By-law 11.3 be read a First and Second Time.

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

THAT By-law 11.3 be read a Third and Final Time.

#### 15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

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

**THAT the September 9, 2019 Regular Council meeting adjourn.**



## Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4590th  
 Date: Monday, August 26, 2019  
 Time: 6:00 P.M.  
 Location: Council Chamber, City Hall

Council Present: Mayor Mathieson - Chair Presiding, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Clifford, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos

Staff Present: Joan Thomson - Acting Chief Administrative Officer, David St. Louis - Director of Community Services, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Jacqueline Mockler - Director of Human Resources, John Paradis - Fire Chief, Jodi Akins - Council Clerk Secretary, Tatiana Dafoe - Acting Clerk, Mike Beitz - Corporate Communications Lead, Eden Grodzinski - Manager of Housing, Janice Bierness - Manager of Financial Services, Kathy Bjorkquist - Human Resource Coordinator

Also Present: Members of the Public, Media

### 1. **Call to Order:**

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

Singing of O Canada

Moment of Silent Reflection

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

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

### Name, Item and General Nature of Pecuniary Interest

No declarations of pecuniary interest were made by a Member at the August 26, 2019 Regular Council meeting.

## **3. Adoption of the Minutes:**

R2019-367

**Motion by** Councillor Ritsma

**Seconded By** Councillor Ingram

**THAT the Minutes of the Regular Meeting of Council of The Corporation of the City of Stratford dated August 12, 2019 be adopted as printed.**

**Carried**

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

There was no addenda to the August 26, 2019 Regular Council agenda.

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

### **5.1 At the August 12, 2019 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered**

Application to the Town and Gown Advisory Committee

- Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b))

R2019-368

**Motion by** Councillor Ritsma

**Seconded By** Councillor Henderson

**THAT Randi Rudner be appointed as a Stratford Chef School representative to the Town and Gown Advisory Committee for a**



**two-year term until November 30, 2021 or until a successor is appointed;**

**AND THAT By-law 178-2018, as amended, be further amended.**

**Carried**

**5.2 At the August 26, 2019 Session, under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

- Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)) and A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality of local board (section 239.(2)(k));
- Labour relations or employee negotiations (section 239.(2)(d)).

Direction was given on the first item.

**6. Hearings of Deputations and Presentations:**

**6.1 Presentation by the Ad-Hoc Citizen's Committee on Council Remuneration**

R2019-369

**Motion by** Councillor Beatty

**Seconded By** Councillor Burbach

**THAT Kimberly Richardson, Chair of the Ad-Hoc Citizen's Committee on Council Remuneration, be heard.**

**Carried**

Kimberly Richardson, Chair of the Ad-Hoc Citizen's Committee on Council Remuneration, referring to a PowerPoint presentation provided the qualifications of each Committee member and reviewed the mandate of the Committee.

The Committee met nine times between January and August 2019. Key considerations included the impact of the elimination of the 1/3 tax exemption, determining a process for review and analysis of remuneration and review of resources including an AMCTO report, data from a 2007 review and municipal comparators. It was noted that the Committee

started with seven comparators and reduced to two.

The current state of remuneration was reviewed, noting that pension and benefits are not currently provided and that the base pay, Deputy Mayor differential and per diems have been indexed in accordance with the CPI increase.

The Committee advised the Provincial Government eliminated the 1/3 tax-free exemption and recommended adjusting pay levels for Mayor and Council to the amount prior to the elimination.

Three options to implement that recommendation were put forward including making it retroactive to January 1, 2019, making it effective January 1, 2020 to allow for inclusion in the 2020 budget or implement immediately upon approval.

Woodstock and St. Thomas were selected as municipal comparators, although it was noted that Stratford has more Councillors.. Comparison of council size and make-up, wages and benefits were completed as outlined in the report. It was determined that Stratford Councillors are significantly undercompensated for time spent relative to the comparators.

Three options were provided including:

1. no change to Mayor's compensation and an increase to Councillor remuneration based on the midpoint of two comparators;
2. the same proposal but with a set amount of \$4,000 for benefits for both Mayor and Council; and a
3. third option of the same proposal as the first option but including \$4,000 in lieu of benefits in the base pay for both Mayor and Council.

Impact to the tax levy ranged from 0.128% to 0.202% based on the option selected.

Additional considerations were suggested, including completion of a governance review, mandating a Council remuneration review each term of Council with a standardized format and consideration to moving to a model without per diems for meetings.

Ms. Richardson summarized by advising that the Committee made recommendations to resolve the loss of pay due to the elimination of the 1/3 tax exemption, with separate recommendations to

correct disparity in Council remuneration in relation to comparable municipalities and other options related to governance models and remuneration.

Council was thanked for consideration of the Committee's recommendations and Ms. Richardson extended her thanks to the other members of the Committee.

In response to a question whether the loss of the 1/3 tax exemption was accounted for in the 2019 budget, the Director of Corporate Services advised that only a CPI increase was included.

Discussion was held on the recommendation to give each Councillor a per diem of \$4,320 as participation on committees and local boards varies among the members. Ms. Richardson advised that in order to do a comparison with other municipalities, it was necessary to choose a consistent amount. She stated that consideration of writing off expenses also was not considered as it would be impossible to calculate all of the possible variations of a person's income and employment.

R2019-370

**Motion by** Councillor Clifford

**Seconded By** Councillor Gaffney

**THAT the Report on Council Remuneration dated August 26, 2019 be received and referred to the Finance and Labour Relations Sub-committee.**

**Carried**

## **7. Orders of the Day:**

### **7.1 Correspondence - UTRCA Municipal Budget Workshop**

The Upper Thames River Conservation Authority (UTRCA) had scheduled a Municipal Budget Workshop at their Watershed Conservation Centre on Friday, September 6, 2019. Due to additional provincial announcements the session was postponed.

### **7.2 Acceptance of Quote - Q-2019-29 Fire Alarm Upgrades, St. Marys and Listowel (COU19-071)**

R2019-371

**Motion by** Councillor Henderson

**Seconded By** Councillor Ritsma

**THAT the contract for fire alarm upgrades at 329 Jones Street, St. Marys and 645 Derry Street, Listowel be awarded to Motion Electrical Contracting Ltd. for the amount of \$174,866 including HST, and that the Mayor and Clerk, or their designates be authorized to sign the necessary contract agreement.**

**Carried**

**7.3 Acceptance of Proposal - Facility Condition Assessment (COU19-072)**

R2019-372

**Motion by** Councillor Bunting

**Seconded By** Councillor Vassilakos

**THAT Council approve Cion Coulter Corporation to be retained for Consulting Services for the Facility Condition Assessment RFP2019-40 at a cost of \$50,930.00 excluding HST;**

**AND THAT the Mayor and Clerk be authorized to execute the necessary contract agreement.**

**Carried**

**7.4 Proclamation - Spiritual & Religious Care Awareness Week**

R2019-373

**Motion by** Councillor Clifford

**Seconded By** Councillor Sebben

**THAT Stratford City Council hereby proclaims October 20 to 26, 2019 as Spiritual & Religious Care Awareness Week (SCRAW) in the City of Stratford.**

**Carried**

**8. Business for Which Previous Notice Has Been Given:**

None scheduled.

**9. Reports of the Standing Committees:**

**9.1 Report of the Infrastructure, Transportation and Safety Committee:**

R2019-374

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Burbach

**THAT the Report of the Infrastructure, Transportation and Safety Committee dated August 26, 2019 be adopted as printed.**

**Carried**

#### **9.1.1 Closure of T. J. Dolan (ITS19-050)**

THAT Council proceed to give public notice that the City of Stratford is to consider a by-law to close T.J. Dolan Drive from St. Vincent Street South to St. David Street.

#### **9.1.2 Traffic and Parking By-law Proposed Amendments (ITS19-047)**

THAT the Traffic and Parking By-law 159-2008, as amended, be further amended as follows:

- That the reference to "Mobility Bus" from the table of section 11 page 14 be removed;
- That the title "Schedule 3 – Exemptions for Mobility Bus Stops" be amended to "Schedule 3 – Exemptions for Bus Stops;"
- That Schedule 3 – Exemptions for Bus Stops as amended, be further amended to delete the following:

"Directly in front of the building known as 38 Albert Street"

"On Downie Street West, from a point measured 84.8 metres North of the North curb line of St. Patrick Street for a distance of 13.3 metres North"

"On Ontario Street north, from a point approximately 235 feet to a point approximately 265 feet west of Waterloo Street, immediately west of the driveway entrance to the municipal parking lot"

- That the following be added to Schedule 3 – Exemptions for Bus Stops as amended:

"When authorized signs are installed and on display, which signs are hereby authorized, no person other than those persons

operating a Stratford Transit bus shall park or stop a vehicle to load or unload passengers within 15 metres of either side of a bus stop.

- That Schedule 6 – Angle Parking Only as amended, be further amended to delete the following:

“Cobourg Street, north side, from Waterloo St. to Erie Street”

“Market Place, both sides of the Parking Island and the south side, from Downie Street to Wellington Street”

- That the following be added to Schedule 6 – Angle Parking Only, as amended:

“Albert Parking Lot, municipally known as 18 Albert Street”

“Ontario Parking Lot, municipally known as 126 Ontario Street”

### **9.1.3 Simcoe and Morgan Street Crossing Guard Request (ITS19-048)**

THAT staff be authorized to proceed to install a 35m sidewalk on the north side of Simcoe Street in 2019, to be funded from the Trails/BP Master Plan Implementation budget;

AND THAT staff be authorized to install a crossing guard, necessary signage and markings at the Simcoe and Morgan Street intersection in September 2019.

## **9.2 Report of the Planning and Heritage Committee:**

R2019-375

**Motion by** Councillor Ingram

**Seconded By** Councillor Ritsma

**THAT the Report of the Planning and Heritage Committee dated August 26, 2019 be adopted as printed.**

**Carried**

### **9.2.1 Proposed exemption to Sign By-law 159-2004 - Sections 10.0 (b) and 16.0 (c) (PLA19-030)**

THAT the request by The Hub Fine Food & Market – Butchery to permit a fascia sign on the upper storey of 33 Market Place be

denied as it does not satisfy the criteria of Section 23.0 e) of the Sign By-law.

### **9.2.2 Planning Application Fees Review (PLA19-028)**

THAT in accordance with the Planning Act and in conformity with the Official Plan, the attached pre-planning application consultation by-law (Appendix "A") which requires applicants to consult with the City prior to submitting Official Plan Amendments, Zone Change Applications, Plan of Subdivision Applications, Plan of Condominium Applications and Site Plan Applications, be adopted;

That in accordance with Section 69 of the Planning Act, Schedule "B", Building and Planning Fees and Charges, of By-law 190-2018, Fees and Charges By-law, to amended as shown on Appendix "B";

AND THAT Schedule "B", to By-law 25-2004, a by-law to establish a tariff of fees for the processing of applications made in respect of planning matters be repealed.

### **9.2.3 Demolition Control By-Law (PLA19-031)**

THAT Council receive the Demolition Control By-law report for information;

AND THAT Council approve the Demolition Control By-law.

## **9.3 Report of the Finance and Labour Relations Committee:**

R2019-376

**Motion by** Councillor Clifford

**Seconded By** Councillor Bunting

**THAT the Report of the Finance and Labour Relations Committee dated August 26, 2019, be adopted as printed.**

**Carried**

### **9.3.1 Delegating Authority on Tax Matters (FIN19-046)**

THAT the Treasurer and Supervisor of Tax Revenue be delegated authority to reduce a penalty or interest charged against a property under Section 345 of the Municipal Act, 2001 as amended, to a limit of \$250;

THAT the Treasurer and Supervisor of Tax Revenue be delegated authority to approve applications under Section 357 and 358 of the Municipal Act, 2001 as amended, to cancel, reduce or refund taxes based on specific criteria of demolition, such as fire, change in use, land has become exempt, repairs or renovations, overcharges due to a gross or manifest error that is clerical in nature but not an error in judgment;

THAT the Assessment Review Board be delegated authority to exercise the functions of Council pursuant to subsections 357 (1) and (5) with respect to applications made under Section 357(1)(d.1) of the Municipal Act, 2001 as amended for the cancellation, reduction or refund of taxes levied in the year in respect of which the application is made by any persons who are unable to pay taxes because of sickness or extreme poverty for the City of Stratford;

AND THAT Delegation of Authority By-law 135-2017 as amended, be further amended to delegate this authority to the Treasurer and Supervisor of Tax Revenue for the City of Stratford and to the Assessment Review Board.

### **9.3.2 Operating Budget Variance Report as at 30 June 2019 (FIN19-027)**

THAT the report of the Director of Corporate Services dated 23<sup>rd</sup> July 2019, regarding the Operating Budget Variance Report as at 30<sup>th</sup> June 2019, be received for information.

## **10. Notice of Intent:**

### **10.1 Notice of Public Meeting under the Retail Business Holidays Act**

Stratford City Council will hold a Public Meeting under the *Retail Business Holidays Act* at 7:00 p.m. on Monday, September 23, 2019 in the Council Chamber, City Hall, 1 Wellington Street to hear the application from Value Village Stores for an exemption to allow the Value Village store located at 925 Ontario Street, to open on defined holidays during the designated tourism season in Stratford.



The Act requires most retail businesses to close on defined holidays; however, certain exemptions are allowed. Stratford City Council enacted By-law 149-92 to grant exemptions to the Act. The exemptions granted by Council permit certain retail businesses to open on defined holidays from May 1 to November 12 between the hours of 10:00 a.m. and 4:00 p.m. for the maintenance and development of tourism. Other restrictions apply.

An application has been submitted requesting an exemption to permit Value Village located at 925 Ontario Street to open on defined holidays between May 1 and November 12 each year.

Any person may attend this Public Meeting to make written or oral comments with respect to this application. Alternatively, written comments may be submitted to the Acting Clerk, City of Stratford, P.O. Box 818, Stratford ON N5A 6W1 or [clerks@stratford.ca](mailto:clerks@stratford.ca) by August 31.

#### 11. Reading of the By-laws:

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

R2019-377

**Motion by** Councillor Beatty

**Seconded By** Councillor Burbach

**THAT By-laws 135-2019 to 143-2019 be taken collectively.**

**Carried** unanimously

R2019-378

**Motion by** Councillor Henderson

**Seconded By** Councillor Bunting

**THAT By-laws 135-2019 to 143-2019 be given First and Second Readings.**

**Carried** two-thirds support

R2019-379

**Motion by** Councillor Gaffney

**Seconded By** Councillor Clifford

**THAT By-laws 135-2019 to 143-2019 be given Third and Final Readings.**

**Carried**

**11.1 Delegation of Authority - By-law 135-2019**

To amend By-law 135-2017, as amended, to delegate Council's authority to the Treasurer, Supervisor of Tax Revenue or the Assessment Review Board regarding certain tax matters under the Municipal Act and certain authority under the Planning Act to the Chief Building Official and City Clerk with respect to issuance and refusal of demolition permits for residential properties.

**11.2 Traffic and Parking By-law Amendments - By-law 136-2019**

To amend Traffic and Parking By-law 159-2008, as amended, to make housekeeping amendments.

**11.3 Acceptance of Quote - By-law 137-2019**

To authorize the acceptance of the quote and the undertaking of the work by Motion Electrical Contracting Ltd., for fire alarm upgrades at certain housing buildings[Q-2019-29]

**11.4 Demolition Control By-law Adoption - By-law 138-2019**

To adopt a by-law designating an area of demolition control and the requirement for a permit for demolition of residential buildings.

**11.5 Appointments to Town and Gown Committee - By-law 139-2019**

To amend By-law 178-2018, as amended, to appoint a Stratford Chef School representative to the Stratford Town and Gown Committee.

**11.6 Pre-consultation By-law Adoption - By-law 140-2019**

To adopt a Pre-consultation By-law, to require applicants to consult with the City of Stratford prior to submission of a development application.

**11.7 Fees and Charges By-law Amendment - By-law 141-2019**

To amend Fees and Charges By-law 190-2018, as amended, to reflect amended Planning Services fees.

### **11.8 Repeal of Schedule "B" to By-law 25-2004 - By-law 142-2019**

To repeal Schedule "B" of By-law 25-2004 as amended, which established a tariff of fees for the processing of applications made in respect of planning matters.

### **11.9 Acceptance of Proposal - By-law 143-2019**

To authorize the acceptance of the proposal and the undertaking of the work by Cion Coulter Corporation for consulting services for the facility condition assessment [RFP 2019-40].

## **12. Consent Agenda: CA-2019-108 to CA-2019-112**

Council did not advise of any items to be considered on the Consent Agenda.

## **13. New Business:**

### **13.1. Bike Racks at Transit Terminal**

In response to a question on whether bike racks would be installed at the transit terminal, the Director of Community Services advised he believes there is one there already but that the department can install one if not.

### **13.2. Recreation Complex Parking Lot Design**

It was questioned when a design for the Recreation Complex parking lot would be presented to Council for consideration. The Director of Community Services advised it is anticipated by the end of the year.

### **13.3. Stratford and District Labour Council Annual Picnic**

The Stratford and District Labour Council is hosting their 5th annual Labour Day picnic at Upper Queen's park on Monday, September 2 from 12-3. Members of the public were encouraged to attend.

## **14. Adjournment to Standing Committees:**

The next Regular Council meeting is September 9, 2019 in the Council Chamber, City Hall.

R2019-380

**Motion by** Councillor Clifford

**Seconded By** Councillor Gaffney

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

- **Finance and Labour Relations Committee [6:15 p.m. or thereafter following the Regular Council meeting];**  
**and to Committee of the Whole if necessary, and to reconvene into Council.**

**Carried**

**15. Council Reconvene:**

**15.1 Declarations of Pecuniary Interest made at Standing Committees**

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

Declarations of Pecuniary Interest made at Standing Committee meetings held on August 26, 2019 with respect to the following Items and re-stated at the reconvene portion of the Council meeting:

Name, Item and General Nature of Pecuniary Interest

No disclosures of pecuniary interest were stated by a Member at the reconvene portion of the August 26, 2019 Regular Council meeting.

**15.2 Reading of the By-laws (reconvene):**

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

**By-law 11.10 Confirmatory By-law - By-law 144-2019**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on August 26, 2019.

R2019-381

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Ingram

**THAT By-law 144-2019 be given First and Second Readings.**

**Carried** two-thirds support

R2019-382

**Motion by** Councillor Burbach

**Seconded By** Councillor Gaffney

**THAT By-law 144-2019 be given Third and Final Readings.**

**Carried**

### **15.3 Adjournment of Council Meeting**

R2019-383

**Motion by** Councillor Sebben

**Seconded By** Councillor Bunting

**THAT the August 26, 2019 Regular Council meeting adjourn and reconvene to Committee of the Whole In-camera Session.**

**Carried**

Meeting Start Time: 6:00 P.M.

Meeting End Time: 6:34 P.M.

Reconvene Meeting Start Time: 6:39 P.M.

Reconvene Meeting End Time: 6:41 P.M.

---

Mayor - Daniel B. Mathieson

---

Acting Clerk – Tatiana Dafoe

**PROCLAMATION**  
**RECOVERY DAY, 2019**

WHEREAS           Addiction in its various forms creates a tremendous burden to individuals, families and communities in the City of Stratford;

AND WHEREAS       So many courageous citizens over the years have acknowledged the impact of their addiction and moved on to lives of recovery;

AND WHEREAS       These citizens have found again their dignity and self-respect and loving regard for themselves and those around them;

AND WHEREAS       Many have until this day been reluctant to declare openly, and without need for explanation, that they live proudly in recovery;

AND WHEREAS       These very same people say in unison, "I AM IN RECOVERY," and I am all the stronger and happier and richly fulfilled because of it;

AND WHEREAS       We choose to CELEBRATE our RECOVERY and the RECOVERY of those sons and daughters, brothers and sisters beside us;

NOW THEREFORE    I, Dan Mathieson, Mayor of the City of Stratford, DO HEREBY PROCLAIM Friday September 20, 2019 as

**RECOVERY DAY**

In the City of Stratford.

Dan Mathieson  
Mayor



# British Home Children

## Advocacy & Research Association

CEO Ms. Lori Oschefski  
59 Blair Crescent : Barrie, Ontario : L4M 5Y4  
[info@britishhomechildren.com](mailto:info@britishhomechildren.com)

From 1869 right up to 1948, over 100,000 children of all ages were emigrated right across Canada, from the United Kingdom, to be used as indentured farm workers and domestics. Believed by Canadians to be orphans, only two percent truly were. These children, known as the British Home Children ("BHC") and Child Migrants, were sent to Canada by over 50 organizations including the well-known and still working charities: Barnardo's, The Salvation Army, Quarrier's and Fairbridge, to name a few. BHC are an integral part of the fabric of our nation - often, rightfully, called Canada's Nation Builders. Their vast contributions to our country should never be forgotten. Descendants of BHC, number in the millions in Canada alone!

The British Home Children Advocacy and Research Association ("BHCARA") is a Canadian based not for profit organization dedicated to the BHC. The BHCARA reaches thousands of people through their Facebook group of over 6,700 members and their mailing list of over 4,000 subscribers. Their website now has over 1 million hits and they have a high media presence. The mandate of the organization is to promote the story of the British Home Children, to advocate for those who no longer have a voice and to provide free research help to those seeking their family histories; often providing closure from painful pasts.

Web sites: [www.britishhomechildren.com](http://www.britishhomechildren.com) & [www.canadianbritishhomechildren.weebly.com](http://www.canadianbritishhomechildren.weebly.com)  
Facebook Group: [www.facebook.com/groups/Britishhomechildren/](https://www.facebook.com/groups/Britishhomechildren/)

This year the BHCARA is asking communities to participate in the "Beacons of Light for British Home Children Tribute" and illuminate memorials, monuments, buildings or other areas with the colours of the BHCARA; red, white and blue. 2019 marks the 150<sup>th</sup> year since the first BHC arrived in Canada. The tribute is a symbolic gesture showing these children, in their sesquicentennial year, are not forgotten. Many Canadian cities have agreed to participate with over fifty-five supporters to date, including the iconic Niagara Falls, Toronto's CN Tower, The Northern Lights Display in Vancouver and St. Andrews House - Head Quarters of the Scottish Government in Edinburgh, Scotland. The Town of Midland and Orillia are participating by proclaiming September 28<sup>th</sup> as BBC Day in their cities.

We have received a special letter of support from Her Majesty the Queen, dated August 21, 2019. A copy is available upon request.

September 28<sup>th</sup> is commemorated nationally as British Home Child Day in Canada, a unanimous passage of MP Guy Lauzon's private member's motion M-133 in the House of Commons, Feb. 7, 2018. Please consider participating in the Beacons of Light tribute, it would mean a lot to the living descendants. It is our request that tributes be held on September 28<sup>th</sup> this year, however we realize that it is not possible for some venues; we would be grateful for alternate dates.

A full listing of the supporters can be found at [www.britishhomechildren.com](http://www.britishhomechildren.com).

Yours Truly,

Lori Oschefski, CEO, BHCARA; [info@BritishHomeChildren.com](mailto:info@BritishHomeChildren.com)



August 27, 2019

Honourable Jeff Yurek  
Minister of Environment, Conservation and Parks  
777 Bay Street, 5<sup>th</sup> Floor  
Toronto, ON M7A 2J3

**RE: Letter to Conservation Authorities Dated August 16, 2019**

Honourable Minister Yurek,

Earlier this year Council for the Town of St. Marys was pleased to provide comments on the proposed changes to the *Conservation Authorities Act*. Council for the Town of St. Marys is in agreement with the current government's philosophies to make Ontario open for business. We also fully appreciate the importance of the Province's direction to municipalities to become more efficient and reduce long term costs. To help us accomplish this task, it is our view that the Province needs to view the changes to the *Conservation Authorities Act* as a key step in helping municipalities reduce their long term costs.

We are writing this letter to express our support for your letter dated August 16, 2019 in which you advised conservation authorities that there will be legislative and regulation changes for conservation authorities in the coming months. It is Town Council's position that your request for conservation authorities to not increase their fees or levies prior to the new legislation and regulations being published is both prudent, and responsible. Council has expressed their support for your request by passing the following resolution:

*THAT the correspondence from the Minister of the Environment, Conservation and Parks regarding a Conservation Authorities review be received; and*

*THAT Council for the Town of St. Marys supports Minister Yurek's request that conservation authorities not increase their fees or levies prior to the new legislation and regulations being published.*

We would also like to take this opportunity to reiterate some of the key points that the Town of St. Marys made in response to ERO Number 013-5018 "Modernizing conservation authority operations - Conservation Authorities Act":

- We agree that the core mandatory programs and services provided by conservation authorities needs to be clearly defined.
- We agree that the government should require increased transparency in how conservation authorities levy municipalities for mandatory and non-mandatory programs and services. We believe that the government should specifically prohibit

**TOWN OF ST. MARYS**  
**P.O. Box 998, St. Marys, ON. N4X 1B6**





conservation authorities from using the municipal levy to fund non-mandatory programs. Conservation authorities should be mandated to deliver non-mandatory programs on a self-funded basis using user fees.

- We agree that the government should require conservation authorities and municipalities to enter into agreements for the delivery of non-mandatory programs. We would encourage the government to have the legislation structured to provide municipalities with the ability to individually decide if they wish to fund non-mandatory programs.
- We are cautiously optimistic about the effect of the government's proposal to require conservation authority board members to act in the best interest of the conservation authority. We would encourage the government's legislation to provide precise clarity to board members on what is intended by "acting in the best interest of the authority". The government needs to ensure that the legislation balances the need to protect the environment while being flexible and supporting the growth of business and municipalities.

We wish to once again extend our thanks for the opportunity to provide feedback and comments. The Town of St. Marys sincerely appreciates the government's efforts to provide a clear understanding of the mandatory programs of conservation authorities, and to create clarity around conservation authority levies.

Sincerely,



Al Strathdee, Mayor

CC: Mr. Randy Pettapiece, MPP, Perth-Wellington  
 Mayors of the UTRCA Member Municipalities  
 Mr. Ian Wilcox, General Manager, UTRCA  
 Mr. Tony Jackson, UTRCA Board Member for St. Marys  
 UTRCA Board Members

**TOWN OF ST. MARYS**  
 P.O. Box 998, St. Marys, ON. N4X 1B6

---

Telephone: 519-284-2340 • Fax: 519-284-3881



## MANAGEMENT REPORT

**Date:** September 9, 2019  
**To:** Mayor and Council  
**From:** Jeff Leunissen, Manager of Development Services  
**Report#:** COU19-073  
**Attachments:** None

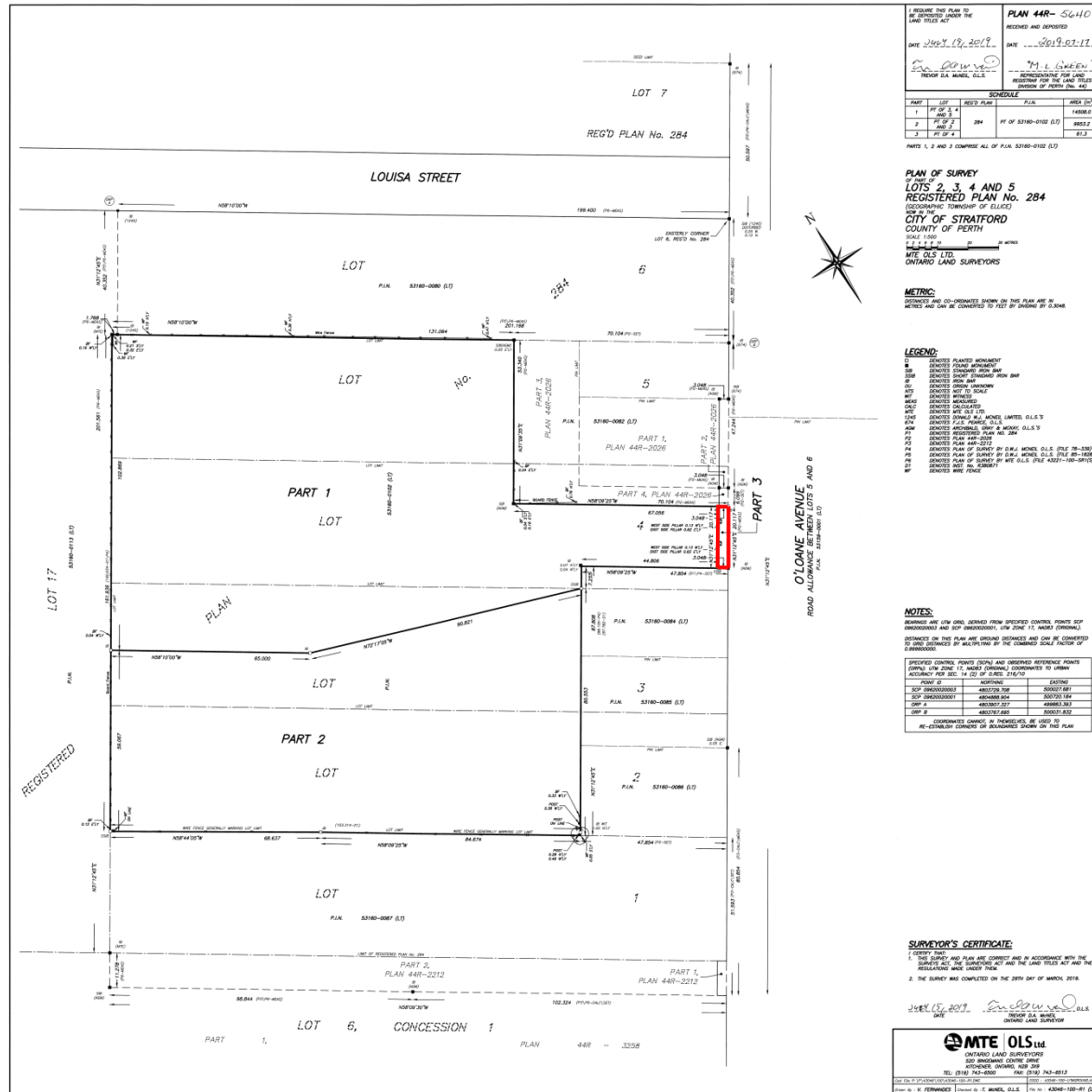
---

**Title:** Road Widening for Consent Application B03-19, 882 O'Loane Avenue

**Objective:** The purpose of this report is to authorize the conveyance of Part 3 on Reference Plan 44R-5640 from Michael and Wendy Holman to The Corporation of the City of Stratford and to dedicate these lands as public highway for the purpose of a 3.05m road widening along O'Loane Avenue.

**Background:** Michael and Wendy Holman received provisional consent at 882 O'Loane Avenue to allow a lot boundary adjustment (B03-19). Condition 5 of the approval requires the owner, prior to the stamping of the deed, to dedicate a 3.05m wide road widening along O'Loane Avenue to the City of Stratford free and clear of all encumbrances.

44R-5640

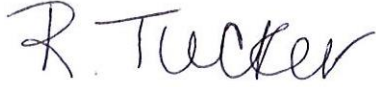


**Analysis:** Part 3 on Reference Plan 44R-5640 is required to be dedicated to the City of Stratford for the purpose of providing a road widening along O’Loane Avenue. This part, upon being transferred to the City, should be dedicated as public highway.

**Financial Impact:** The owner will be responsible for all costs associated with the transfer of the land to the City of Stratford.

**Staff Recommendation: THAT Council authorize acceptance of a conveyance of Part 3 on Plan 44R-5640 from Michael and Wendy Holman to The Corporation of the City of Stratford;**

**AND THAT upon conveyance of Part 3 Plan 44R-5640 to the City of Stratford, these lands be dedicated public highway.**



---

Rachel Tucker, Planner



---

Jeff Leunissen, Manager of Development Services



---

Joan Thomson, Acting Chief Administrative Officer

August 30, 2019



## MANAGEMENT REPORT

**Date:** September 9, 2019  
**To:** Mayor and Council  
**From:** Ed Dujlovic, Director of Infrastructure and Development Services  
**Report#:** COU19-074  
**Attachments:** Blue Box Recyclable Materials Processing Management Report COU19-026

**Title:** Waste, Recyclables and Organics Collection for 2019

**Objective:** To award contracts for the collection of garbage and recyclable materials for 2019 – 2026.

**Background:** Garbage Collection and Recycling Collection at curbside contracts expire on October 31, 2019. Tenders were called for the following:

### **Collect and Transport Recyclables to Material Recycling Facility:**

In advance of the calling for tenders for collection of recyclable materials, the City initiated a Request for Proposal (RFP) process to establish the facility that was to be used for the processing of the City's recyclable materials. The outcome of this RFP was that the Bluewater Recycling Association Material Recovery Facility (MRF) was the selected destination for receiving the recyclables. The City has entered into an agreement with Bluewater Recycling for a seven year term. As noted at the time of the award, there was a significant increase to the cost of processing recyclables.

Bidders were asked to submit an annual cost for collection and transport to the Bluewater MRF. The City requested pricing for both the existing bi-weekly pickup of recyclables and a weekly pickup. The length of the contract is for a seven year term with yearly adjustments for cost increases based on the Consumer Price Index (CPI), as well as, a fuel adjustment.

### **Collect and Transport Refuse to the City of Stratford Landfill Site:**

Currently, the City collects regular household waste on a weekly basis. The waste is delivered to the City's landfill site at 777 Romeo Street South. The City is divided up such that waste collection occurs from Monday to Friday with the downtown core receiving two collections per week on Tuesday and Friday. The length of the contract is for a seven year term with yearly adjustments for cost increases based on the Consumer Price Index (CPI), as well as, a fuel adjustment.

### **Collect and Transport Organics to Facility:**

As in the past, the City requested pricing in order to determine the cost of establishing a weekly curbside organics collection and processing service. The City issued an RFP to determine a processor for curbside organic materials. In addition, the Garbage Collection and Recycling Collection Tender included an option for the collection of the organics via green bins. The length of the contract is for a seven year term with yearly adjustments for cost increases based on the Consumer Price Index (CPI), as well as, a fuel adjustment for the collection contract.

### **Optional Yard Waste Seasonal Collection:**

Currently, the City collects yard waste for 12 weeks during the calendar year. The months of April, May, June, July, August and September have one week of collection with October and November having three weeks of collection. The yard waste is delivered to the landfill at 777 Romeo Street South where it is composted.

The pricing is based on a weekly cost which provides the opportunity to extend the service if required. The length of the contract is for a seven year term with yearly adjustments for cost increases based on the Consumer Price Index (CPI), as well as, a fuel adjustment.

### **Analysis:**

#### **Collect and Transport Recyclables to Material Recycling Facility:**

Two firms provided pricing to carry out the collection of recyclables. The low bid tender for the bi-weekly collection of recyclables was \$594,881.54 (not including taxes) from Canadian Waste Management Inc. Canadian Waste Management Inc. currently holds this contract with the City. The low bid tender for weekly collection of recyclables was \$1,106,166.40 (not including taxes) from Halton Recycling Ltd. DBA Emterra Environmental.

Staff recommends maintaining the current bi-weekly collection and awarding the tender to Canadian Waste Management at \$594,881.54 (not including taxes).

#### **Collect and Transport Refuse to the City of Stratford Landfill Site:**

Weekly curbside garbage collection was tendered and two bids were received. The low bid was \$360,552.54 (not including taxes) from Canadian Waste Management Inc. It should be noted that the current provider of this service did not submit a bid for any of the collection services required by the City.

Staff recommend that the curbside collection contract be awarded to Canadian Waste Management Inc.

#### **Collect and Transport Organics to a Processing Facility:**

Two bids were received for the processing of curbside organics. The low bid was from StormFisher Ltd. which has a processing facility located in London, with a transfer station

in Drumbo. Based on our projected annual tonnes of organics expected to be collected, 1,000 tonnes, the City would pay fees estimated at approximately \$88,500.00 in 2020.

The tendered low bid for collecting and transporting organics curbside on a weekly basis was \$388,380.10 (not including taxes) from Canadian Waste Management Inc.

Additionally, if an organics collection program were to be implemented, it would also be necessary to purchase the required green bins and kitchen bins. The cost of the bins would be approximately \$250,000 to supply every Stratford household.

In summary, proceeding with an organics green bin collection program would have a first year cost of approximately \$727,000 (\$477,000 for collection and processing and \$250,000 initial start-up costs), not including taxes, to implement in 2020.

**Optional Yard Waste Seasonal Collection:**

The low bid was \$5,000 per week (not including taxes) for the 12 weeks of collection that is currently provided, from Canadian Waste Management Inc.

**Financial Impact:** The 2019 purchase price for a bag tag is \$2.60. The revenue received from the bag tag covers the cost for the yard waste collection, weekly garbage collection, bi-weekly recycling collection and processing. In order to provide the necessary funds to accommodate the increased costs the bag tag fee needs to be raised to \$3.50.

In order to initiate a curbside organics collection program a \$1.50 increase would need to be added to the proposed bag tag fee of \$3.50. The cost to go to weekly collection of recyclables would require an additional increase to the bag tag fee of \$1.60.

At the August 27, 2019 Finance & Labour Relations Committee staff was directed to conduct a review of the waste management services provided. Accordingly, staff do not recommend the addition or changes to the existing waste management services that are currently provided until this review is completed.

**Staff Recommendation: THAT Council approve the award of the tender for the bi-weekly collection of recycling to Canadian Waste Management Inc. at a cost of \$672,216.14, including HST, for 2019;**

**THAT Council approve the award of tender for the weekly collection of garbage to Canadian Waste Management Inc. at a cost of \$407,424.37, including HST, for 2019;**

**THAT Council approve the award of tender for the collection of yard waste to Canadian Waste Management Inc., at a cost of \$67,800, including HST, for 2019;**

**THAT the City enter into an agreement with Canadian Waste Management Inc. for a seven year term for the provision of bi-weekly recycling collection, weekly garbage collection, and the collection of yard waste;**

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



---

Kate Simpson



---

Ed Dujlovic, Director of Infrastructure and Development Services



---

Joan Thomson, Acting Chief Administrative Officer





---

## MANAGEMENT REPORT

**Date:** April 8, 2019  
**To:** Mayor and Council  
**From:** Ed Dujlovic  
**Report#:** COU19-026  
**Attachments:** None

---

**Title:** RFP-2019-07 Blue Box Recyclable Materials Processing

**Objective:** To award the contract for the processing of recyclable materials.

**Background:** The City currently has a contract with Bluewater Recycling Association for the processing of blue box materials that expires at the end of April 2019. Currently, the processing fee is \$90 per tonne. The processing fee was deducted from the revenue. We were guaranteed no costs for the duration of the contract 2012-Spring 2019. Over the contract duration, we received over \$160,000 in revenue from the sale of our blue box materials and were not invoiced for expenses, even though in the last few years the costs exceeded revenues. In an audit of our Datacall, the Datacall is the source of data for determining the net blue box system cost and for allocating funding under the Blue Box Program Plan, it was reiterated that the City of Stratford had a very favourable agreement.

There has been a huge industry change regarding the markets for blue box materials. In December 2017, a Chinese Directive was issued that resulted in 24 recycled materials being banned from import. In March 2018, China directed that recyclable materials must have a contamination rate of less than 0.5%. In the spring of 2018, U.S. shipments of recyclable materials to China were halted. In December 2018, 32 additional materials were banned by China. December 2019 will see 16 more materials banned and by December 2020 there will be a complete ban of recyclable imports in favour of Chinese domestic sources.

The world impact on recyclable material markets was significant as China was managing 90% of the market. The trickle effect is that more countries are now banning imports. Domestic markets have shown an over-supply of materials resulting in lower commodity prices. The U.S. reaction has seen a 25% cut in mixed paper from recycling programs, 45% cut in mixed plastics and 31% increase in landfilling recyclables from lack of markets. Some U.S. cities have temporarily stopped their recycling programs.

**Analysis:** Three processing contractors expressed an interest in responding to the RFP. Only one submission was received. It was from Bluewater Recycling Association, our current recycling processor. The fee submitted for the processing of recycled materials is \$185 per tonne an increase of \$95 per tonne.

In addition to the increased fee, there will also be an elimination of certain materials that are difficult to process and are of little value in the commodity market.

- Cartons - this includes tetra packs, milk cartons and ice cream containers. They are a laminated product that needs to be kept separate from other commodities otherwise they become a contamination issue.
- Aluminum Foil – it is difficult to sort and the foil disintegrates in the smelter.
- Aerosol Containers - They contribute to hundreds of fires in processing facilities every year, each jeopardizing the safety of the workers and they cause significant risks to the processing facility.
- Paint Cans - The industry is converting to plastic paint cans with a metal top which are not recyclable.
- Beverage Cups - Beverage cups have never been part of our program, but because the word got out that we were testing them for a while, people assumed they were recyclable. Beverage cups are a laminated product much like cartons and they are even more difficult to separate from the rest of the materials and recycle in the end partly because of the ink used on the outside of the cups.
- Small Items - This is a new problem for us. In the 1990's, everything was large and club pack sized. Today, everything is becoming individualized in small sizes of greater variety. The bottom line is we are essentially trying to sort out confetti and it is nearly impossible. Now that quality matters (markets want 99.5% pure material), anything below a certain size, 75mm (3 inches), has to be screened out to purify the rest of the materials.

**Financial Impact:** The 2019 waste management budget was adjusted for the increased cost of processing recyclable materials in the amount of \$250,000.

The budgeted transfer to reserve for 2019 has been reduced by a corresponding amount and now is anticipated to be \$143,400.

**Staff Recommendation: THAT Council approve the award of RFP-2019-07 Blue Box Recyclable Materials Processing to Bluewater Recycling Association at \$185 per tonne plus HST;**

**AND THAT the Mayor and Clerk be authorized to sign the necessary contract documentation.**



---

Ed Dujlovic, Director of Infrastructure and Development Services



---

Rob Horne, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** August 12, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-029  
**Attachments:** investStratford 2019 – Q2 Report  
 investStratford 2018 Annual Report

**Title:** Stratford Economic Enterprise Development Corporation (investStratford) – 2019 Quarterly Report 2 and 2018 Annual Report

**Objective:** To update members of Sub-committee on recent and upcoming activities for the Stratford Economic Enterprise Development Corporation (investStratford).

**Background:** See attached reports.

**Analysis:** Joani Gerber, Chief Executive Officer of Stratford Economic Enterprise Development Corporation, will be presenting to Committee.

**Financial Impact:** Not applicable.

**Staff Recommendation:** That the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

Michael Humble, Director of Corporate Services

Joan Thomson, Acting Chief Administrative Officer

# Finance & Labour Relations

## August 12, 2019





## ANNUAL REPORT, 2018

### Highlights

- \$400,000 in land sale revenue & 50,000 sq ft of new industrial development
- Official openings & expansions account for 150+ jobs
- Featured presenter/key note at 13 Provincial & International Events
- Assisted 220+ small businesses, creating 149 local jobs

### Collaborations & Partnerships

- Intra-Municipality Partnerships – critical to the success of investStratford & Stratford companies
- The investStratford team sits directly on 6 local boards & committees, and as members of more than 20 associations & organizations
- Worked closely with Stratford Transit to support & promote the Industrial (Route #7) Route

### Financial Summary

- Revenue - \$104K higher than budget (Small Business Centre/Grants; Shared Space Lease; Expense Recoveries)
- Operational Expenses – \$5K lower than budget (PTE contract ended; CAM reconciled lease to date; external communications support)
- Core Program Expenses - \$38K higher than budget (conferences & marketing offset by recoveries in revenue)
- Special Projects – Festival HD Program Reconciled; Digital Media Project (RED Smart City)

## Investment Attraction

- Germany – CleanFix; Hosted by the City of Schorndorf; A/V Trade Show
- UK Mission – funded in part by Industry Canada, hosting 24 meetings
- 8-10 External Companies considered warm leads

## Retention & Expansion

- Wright Business Park (Phase 1&2) – 2 available lots
- Crane West Business Park – construction underway
- Total projects = 175+ acres
- Concierge Process – collaborative development

## Business Creation/Entrepreneurship

- Worked with 30 new businesses, creating 66 jobs (Stfd/StM/PC)
- Summer Company – 7 youth run businesses (\$21K investment); musical engineer, organic honey; mobile ice cream
- Starter Company – 6 open spaces for startup & existing businesses (\$30K investment)

## Workforce Development

- Ontario Immigration Program Meetings
- Connect2Skills – program reno's to include service/hospitality sectors
- Workforce Summit – Stratford, Oct, 2019

## Marketing/Communications

- Company Promotion – Jutzi Water Ribbon Cutting
- APMA Conference & Meeting w/Minister Smith (former MEDTJG)
- Consul General (Detroit) Cromartin Visit



Thank you,



STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)

# ANNUAL REPORT

# 2018

YEAR IN REVIEW



---

ADVANCING STRATFORD'S ECONOMIC FUTURE

## STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)

**VISION:** Stratford is Canada's leader in digitally enabled approaches for investment in arts, education and industry.

**MISSION:** The Stratford Economic Enterprise Development Corporation (SEED Co.) advances the economic future of Stratford through excellence, creativity and collaborative leadership.



*Advancing Stratford's Economic Future*

# STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)

## Annual General Meeting

Friday, June 14, 2019

**investStratford,**  
**6 Wellington Street**  
**Stratford, Ontario**

**7:30am-8:00am**

**2018**  
**YEAR IN REVIEW**

### AGENDA

- |        |  |
|--------|--|
| 7:25am | Arrival of Board Members   |
| 7:30am | Call to Order  |
| 1.0    | Board Business Meeting Called to Order – 5th Annual General Meeting of the Stratford Economic Enterprise Development Corporation |
| 2.0    | Declarations of pecuniary interest and the general nature thereof  |
| 3.0    | Adoption of the Minutes from 2017 AGM (held on June 7, 2018)   |
| 4.0    | Director's Report on 2018 – Joani Gerber   |
| 5.0    | Auditor's Report and unaudited 2018 Financial Statements – Michael Humble  |
| 6.0    | Amendment of Bylaws  |
| 7.0    | Confirmation and Appointment of Board Directors  |
| 8.0    | Appointment of Auditors  |
| 9.0    | Adjournment  |

Stratford Economic Enterprise Development Corporation (SEED Co.)

## 2017 Annual General Meeting

Tuesday, June 7, 2018

7:30 – 8:00 a.m.

### MINUTES from AGM: 2017 Year in Review (held June 7, 2018)

**Directors Present:** George Brown; Stephen Cooper; Dennis DesRosiers; Ginny Dybenko; Franklin Famme; Anita Gaffney; Rob Horne; Dan Mathieson; Jeff Orr; Kevin Tuer

**Regrets:** Brad Beatty; Anne McDougall

**Staff Present:** Joani Gerber; Mike Pullen; Michael Humble

#### 1.0 Board Business Meeting Call to Order – Annual General Meeting of the Stratford Economic Enterprise Development Corporation

*Kevin Tuer called the Annual General Meeting: 2017 Year in Review, to order at 7:33 am and noted that there was quorum.*

#### 2.0 Declarations of Pecuniary Interest and the General Nature Thereof

Declared: Anita Gaffney re: Festival HD Project

Declared: Franklin Famme re: Festival HD Project

#### 3.0 Adoption of the Minutes from Annual General Meeting: 2017 Year in Review

Moved by Franklin Famme and seconded by Anita Gaffney

*That the Minutes of the Stratford Economic Development Corporation Annual General Meeting dated September 7, 2017 be adopted.*

*Carried.*

#### 4.0 Chief Executive Officer Report

Joani Gerber provided an overview of the 2017 CEO Report and highlighted a number of key activities, projects, partnerships and successes. She also thanked Board Members for their leadership.

Moved by Dan Mathieson and seconded by George Brown

*That the Chief Executive Officer Report be received.*

*Carried.*

#### 5.0 Auditor's Report and Unaudited 2017 Financial Statement

Michael Humble, Director of Corporate Services & Treasurer for the City of Stratford presented the unaudited Financial Statement, noting that the field work for the SEED Co. financial audit was done in conjunction with the 2017 City of Stratford audit. Mr. Humble also noted: a small operating deficit of \$12,500; forthcoming FedDev Ontario funding for the Festival HD Project; and, a surplus of \$38,000. He indicated that he had no concerns with the unaudited Financial Statement.

Moved by Ginny Dybenko and seconded by George Brown

*That the unaudited 2017 Financial Statement be received as presented.*

*Carried.*

## 6.0 Amendments of Bylaws

Joani Gerber provided an update and overview for Board Members of the proposed amendments to SEED Co. Bylaw No. 1.

Moved by Franklin Famme and seconded by Ginny Dybenko

***THAT a formal review of SEED Co. By-Law No. 1 be conducted by Siskinds LLP in 2018, and that recommended amendments be circulated to Members of the SEED Co. Governance Committee for comment and review.***

***AND that the SEED Co. Board of Directors be authorized to amend and adopt recommended amendments to SEED Co. By-Law No. 1 at a regular 2018 meeting of the Board of Directors.***

***Carried.***

Moved by Ginny Dybenko and seconded by George Brown

***THAT SEED Co. By-Law No. 1 be amended to extend the current one (1) year term of the Board President to a term of two (2) years.***

***AND that SEED Co. By-Law No. 1 be amended to extend the term for all Board Directors to three (3) years, with an option for a second three (3) year term.***

***Carried.***

## 7.0 Confirmation and Appointment of Board of Directors

Moved by Stephen Cooper and seconded by Dennis DesRosiers

***THAT Kevin Tuer be re-elected as SEED Co. Board President for a second term.***

***THAT Jeff Orr be re-elected as SEED Co. Vice President for a second term.***

***Carried.***

Joani Gerber noted the returning Board Members and advised that the fall 2018 municipal election would potentially impact the Board Members appointed by Stratford City Council.

## 8.0 Appointment of Auditors

Moved by Dan Mathieson and seconded by Jeff Orr

***THAT the City of Stratford's auditor, Millards Chartered Accountants be appointed as auditors for the Stratford Economic Enterprise Development Corporation for the fiscal year ending December 31, 2018.***

***Carried.***

## 9.0 Adjournment – 7:50 am

Joani Gerber and Kevin Tuer thanked retiring Board Members Anita Gaffney and Dennis DesRosiers for their service, guidance and expertise and presented a small token of appreciation from the Board of Directors.

Moved by Franklin Famme and seconded by George Brown

***That the Stratford Economic Enterprise Development Corporation Annual General Meeting – 2017 Year in Review adjourn.***

**Stratford Economic Enterprise Development Corporation (SEED Co.) branded in 2015 as investStratford, is principally funded by the City of Stratford, and has been established as a stand-alone entity with a mission to focus singularly on Stratford's economic future. SEED Co. has been positioned to be a creative and innovative collaborator with partners in the Stratford community and beyond.**

**The Corporation, under the guidance of a board of directors, offers support services and business focused development events to Keep, Grow and Attract business.**

## **Board of Directors 2018**

**Kevin Tuer**, VP Strategic Initiatives, Communitech (SEED Co. Board President)

**Brad Beatty**, Councillor, City of Stratford

**George Brown**, Councillor, City of Stratford (retired November 2018)

**Stephen Cooper**, Vice-President, MTE Consultants Inc.

**Dennis DesRosiers**, President, DesRosiers Automotive Consultants Inc. (retired June 2018)

**Ginny Dybenko**, President's Advisor to Stratford, University of Waterloo

**Franklin Famme**, Partner, Famme and Co.

**Anita Gaffney**, Executive Director, Stratford Festival (retired June 2018)

**Dave Gaffney**, Councillor, City of Stratford (as of December 2018)

**Rob Horne**, Chief Administrative Officer, City of Stratford

**Dan Mathieson**, Mayor, City of Stratford

**Anne McDougall**, President, Rambri Management

**Jeff Orr**, Owner/Account Executive, Orr Insurance & Investment Group

**Shelley Stevenson**, Administrative Director, Stratford Festival (as of June 2018)

## **investStratford Team**

**Joani Gerber**, Chief Executive Officer

**Mike Pullen**, Managing Director

**Elke Bidner**, Marketing and Communications Lead

**Holly Mortimer**, Business Advisor, Stratford Perth Centre for Business

**Laura MacDougall**, Business Advisor, Stratford Perth Centre for Business (part-time)

**Trena Hough**, Events Coordinator, Stratford Perth Centre for Business (maternity)

**MESSAGE FROM THE BOARD PRESIDENT:**

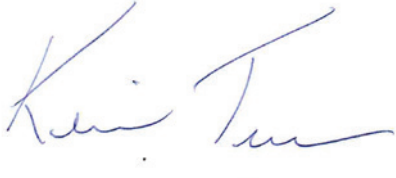
On behalf of the Board of Directors, it is my pleasure to present the Stratford Economic Enterprise Economic Development Corporation (SEED CO./investStratford) 2018 Annual Report.

2018, was another exciting year of change and economic growth for both the Corporation and the City of Stratford and I'm tremendously proud of the work we've done, both as a governing board and as an organization. In this, my second term, I have had the great pleasure of also managing the Corporation through its 5th Anniversary, and am very pleased to see the Corporation continue to build on its successes with new and existing partnerships and strategic alliances showing great promise. I would like to extend a special thank you to retiring Board members Anita Gaffney, George Brown and Dennis DesRosiers for their exemplary dedication and service and warmly welcome aboard new Board members David Gaffney and Shelley Stevenson. Thank you to all for your ongoing support and for sharing your professional expertise to the benefit of the organization and community.

The following 2018 Annual Report highlights numerous initiatives and goals that were accomplished under the strategic direction of the Board, and by the very dedicated team at investStratford, whose contributions play an integral part in the growth and prosperity of Stratford. Under the leadership of Joani Gerber, the Corporation continues to exceed expectations and remains firmly committed to its mandate to 'advance the economic future of Stratford through excellence, creativity and collaboration'.

On behalf of the Board of Directors I would like to acknowledge and express appreciation to The City of Stratford and its leadership for their funding and support and again thank the investStratford team for their continued passion, dedication and service to our community throughout 2018 and in the years ahead.

Sincerely,

**Kevin Tuer**

Board President, SEED Co.

**Kevin Tuer**

Board President, SEED Co.

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It is my great honour to continue to serve investStratford and the City of Stratford. Over the past year, we've continued to build upon the strong foundations since our inception in 2013, and once again, expansions and industrial land development led the way in 2018 with over \$400,000 in Industrial Land Sales in the Wright Business Park and close to 50,000 square feet in new industrial buildings being constructed in 2018 and early 2019. We were also incredibly pleased to support and celebrate the expansion initiatives of local firms including Stackpole, Samsonite and Trillium Hatchery.

Collaborations and partnerships are an important part of our success. One of the most important and critical partnerships is with the City of Stratford's Infrastructure and Development Services team, who help us more efficiently meet the needs of citizens and businesses alike. We continue to work in close collaboration with government partners, local business and industry to initiate strategic investments that result in job retention, business expansion and investment attraction.

Entrepreneurship is an essential fibre in the fabric of any community, and we are pleased to support and grow new small business not only in Stratford, but also the Town of St. Marys and the County of Perth via the work done through our Stratford-Perth Centre for Business. Funded collaboratively by the City of Stratford & Province of Ontario we supported 223 small businesses and helped to create over 149 jobs in Stratford, Perth and St. Marys' area. Under the guidance of investStratford, and with the support of the City, the Stratford Perth Centre for Business continues to successfully deliver its program's mandate to provide provincially funded youth and entrepreneurship programs. This year, the Centre successfully launched its "Entrepreneur Online Learning Academy", the first ever online learning platform in the SBEC network.


The City of Stratford's official designation as Ontario's Autonomous Vehicle Demonstration Zone continues to attract new and exciting projects to our municipality. Multiple Partnership projects and initiatives are gaining momentum every day. Together with partners such as Rhizome Networks, Festival Hydro and the APMA, we are making great strides towards building innovative projects in the new frontier of autonomous technologies.

The Stratford Business Community is an eclectic mix; a motivated world class family of diverse sectors with a well-deserved reputation for re-invention and entrepreneurship. I often say "I have the best job in the whole world", and as a true Stratfordian (born and raised) I am motivated to help Stratford achieve everything it can, and more.

On behalf of our team at investStratford, I extend my heartfelt appreciation to our Board for their ongoing guidance and support, thank the City and Council for their leadership and investStratford's partners for their contribution and commitment to both our corporation and our community.

I look forward to continuing our work in 2019, and it is with great pleasure that we report on SEED Co.'s 2018 year and present the following 2018 Annual Report.

Sincerely,



**Joani Gerber**

CEO, Stratford Economic Enterprise Development Corporation (SEED Co./investStratford)



**Joani Gerber**

CEO, SEED Co./investStratford



June 2019

**In 2018, investStratford, the City's Economic development corporation continued to build upon its reputation as a comprehensive business concierge service dedicated to new investment, business growth and economic opportunity within the City of Stratford.**

## **MAJOR HIGHLIGHTS FOR THE 2018 OPERATIONAL YEAR INCLUDE:**

- \$400,000 in Industrial Land Sales in the Wright Business Park
- Approximately 50,000 square feet in new industrial buildings
- 2018 Conference Board of Canada report revealed that Corporation's ROI and Economic Impact to the City is a solid 125%. Since 2015, the City of Stratford's investment of +\$100 million in projects supported by investStratford, has resulted in \$184.5 million in GDP, added \$109.6 million in wages and resulted in +\$10 million in tax revenue for the City of Stratford.
- New developments currently in progress for 2019 will generate an additional \$2M in land sales within the Park.
- On May 3, 2018, Stackpole International officially opened an expanded Stratford Location at 128 Monteith Avenue. At full capacity, the new production lines employ 87 employees and generate sales of over \$22M. With four other plants located in Ontario, the Stratford Powder Metal Division plant is an important employer in Stratford with more than 50 years of history, employing 560 people. The 20,000 sq. ft. addition enables the company to launch 8 new products over the next few years with transmission parts supplying Ford and GM.
- On June 21, 2018, Samsonite Canada officially opened their 140,000 sq. ft. Canadian Head Office on C.H. Meier Boulevard in Stratford, Ontario. The new state-of-the-art facility features a warehouse, offices, showroom and Company Outlet store. Located on a 10.4-acre site behind Festival Marketplace Mall, the new facility represents a significant investment in the future success of both Samsonite and Stratford.
- On November 13, 2018, Trillium Hatchery Inc. (Trillium), a consortium of Ontario farmers, cut the ribbon at their new 70,000 sq ft facility in Stratford's Wright Business Park. The revolutionary new facility, which began construction in 2017, utilizes a new technology, called HatchCare, a system which aims to provide stronger, healthier chicks in an animal-friendly and antibiotic-free production with a superior environment through the entire hatching process. Contractors, engineers and labour have been sourced from Stratford companies throughout the project and the 70,000 square foot facility has seen total investment over \$25 Million. The hatchery is expected to employ more than 20 full time staff.

- VR3 Engineering and D.H Jutzi broke ground on new facilities in 2018 adding almost 34,000 sq. ft expansion to their existing operations. Both companies added space to their local footprint 11,300 sq. ft. for Jutzi and 22,600 sq. ft. for VR3.
- On May 7, 2018, Ontario Global 100 (OG100), a private network of top Ontario CEO's held their annual conference at various venues within the City. The inaugural conference invited OG100 members and guests to discuss trending global issues in business while showcasing some of the innovative work being done locally. The two-day event was an opportunity to convene the full membership of OG100 under the theme of "Learning from Leaders" and featured thought leaders and global CEOs including Dominic Barton, Global Managing Partner of McKinsey & Company and Mark Barrenechea, Vice Chair, CEO and CTO of OpenText.
- Stratford represents Canada at ITS Copenhagen: In September 2018, CEO Joani Gerber travelled to Copenhagen with Mayor Mathieson and a team from the City of Stratford to attend the Intelligent Transportation Systems World Congress (ITS). They participated in a special Intelligent Vehicle Testing session, an international meeting of Government representatives and met with the Ambassador to Denmark and Embassy Staff.
  - As the only Ontario City in attendance, Stratford was part of ITS Canada, the National Transportation Systems Society of Canada. Seeking to establish new global relationships and partnerships.
  - Mayor Mathieson participated in a High-Level Round Table on global leadership and responsibility with Ministers, Mayors and Senior government officials from around the world including Italy, Australia Singapore, Korea, China, Germany, UK and France.
- Amazing Race Canada: Heroes Edition, Stratford episode. Beginning in January 2018, CTV reality television producers began scouting locations in Stratford for a special "Stratford-focused episode".
  - In early 2018, producers of Canada's highest rated summer television series contacted investStratford who worked closely with Producers pitching the strengths of our City. Locally the production employed 50 residents during the week leading up to their shoot day in early May. In addition to investStratford, local partners including Stratford Tourism Alliance, Stratford City Centre BIA, Stratford Festival, RTO4, and the Destination Animation Fund worked with Insight Productions and CTV to bring The Amazing Race: Heroes Edition to Stratford. Participating businesses and individuals were asked to sign agreements in order to comply with the popular series' strict confidentiality standards.
  - The Stratford episode, which drew approx. 1.8 million viewers, aired on Tuesday, July 31 and featured contestants arriving from Indonesia and travelling to Stratford where they were required to complete challenges including a duel challenge at the Stratford Festival, chocolate packing competition at Rheo Thompson and a paddle-boat clue-hunt on the Avon River. Teams then raced to City Hall where they were met by Mayor and the series host Jon Montgomery at the show's well-known "pit stop". The episode introduced Stratford and everything we have to offer, to the rest of Canada.
  - Queen of the Square Screening: investStratford supported Tourism Stratford's sold out screening of the Stratford episode in City Hall's Queen of the Square auditorium.

- November/December 2018 Industrial Bus Route announcement: In November 2018, the Corporation supported the City's launch of a new industrial bus route in December 2018 with creation and design of marketing and communication materials supporting the launch of the new Industrial Bus route. The new route connects the Stratford downtown core with the Wright Business Park and area industry, making it easier and more affordable for working residents to get to and from work.
- Website Improvement: An Invest Canada Community Initiatives (ICCI) grant from Global Affairs Canada gave us the welcome opportunity to revive and enhance our existing investStratford website. The updated site presented a refreshed visual design, improved and responsive site flow, SEO optimization and more fluid incorporation of our previously produced videos. The ultimate goal of the update was to increase the sites capacity to attract, retain and expand FDI with maximum benefit to our community. The site will also allow future initiatives to seamlessly integrate on the platform.

## ENTREPRENEURSHIP

Under the management of investStratford and its board, the Stratford Perth Centre for Business is a provincially-funded and municipally supported program dedicated to small business in Stratford, Perth County & St. Marys.

### Stratford Perth Small Business Centre Highlights include:

- Stratford Perth Centre for Business assisted **223 small businesses** to start or expand and created **149 small business jobs** in the Stratford Perth St. Marys' area
- Stratford Perth Centre for Business also provided essential learning to startups and entrepreneurs presenting **20 workshops**, events and learning opportunities to over **370 participants**. Partnered with **17 regional organizations** to create entrepreneurial events with over **450 attendees**.
- Granted 7 students (enrolled in secondary and post-secondary education) \$21,000 in start-up funding for their Summer Businesses via the Summer Company Program
- Granted 10 entrepreneurs \$24,000 in start-up funding, which in turn leveraged over \$100,000 in economic growth for our community.
- In March 2019 launched the "Entrepreneur Online Learning Academy", first ever online learning platform in the SBEC network, allowing expansion of Business Centre reach both locally and worldwide, allowing the centre to create revenue to fund innovative new outreach projects.

## ONGOING PROJECTS

Downtown Revitalization Project: investStratford spearheaded the distribution of a \$20,000 grant awarded to the City of Stratford as part of the Main Street Revitalization funding received from the Association of Municipalities Ontario (AMO) and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

The Downtown Revitalization Initiative is a matching grant program available to businesses located within the Stratford City Centre boundary. The Downtown Initiative has been designed to support exterior capital improvements with a focus on energy efficiency, accessibility, aesthetics, and marketability of small businesses within the downtown.

The project has awarded 9 businesses towards facade improvements projects, with 5 more grants expected to be awarded in the next 6 months. The project remains open to new applicants, on a first-come, first-serve basis until Nov. 29, 2019.

**FDI TRADE MISSIONS:** In 2018, Stratford Economic Development Corporation participated in a number of trade and investment-attraction missions in collaboration and partnership with the Southwest Ontario Marketing Association (SOMA). The SOMA mission focus is to promote Southwestern Ontario as a region for foreign investment and this year's missions included trips to Nevada, Indianapolis, Michigan, England, Denmark and France.

**CONFERENCES:** investStratford seeks to provide thought leadership and support our initiatives and global brand identity, promoting our region and City by attending conferences and providing thought leadership as featured speakers at Ontario Public Works Association, AMCTO, Industry Canada and APMA conferences.

## CONNECT2SKILLS / SKILLS ADVANCE PROVINCIAL PILOT PROJECT

- In partnership with the Ministry of Training, Colleges and Universities, the Four County Labour Market Planning Board and other local employment agency partners, Stratford and Perth County were selected and funded by the Province to be part of the first rural Skills Advance Pilot Project. The program is now coming to the end of its second year and has had demonstrable success in preparing unemployed/underemployed individuals for work opportunities, as well as helping employers who are unable to find skilled labour to meet their demands. This program branded locally as 'connect2SKILLS', is filling a need that is helping individuals - many of whom are on social assistance - find gainful employment
- The program has engaged 127 unique individuals through the SAO program. 65% of these individuals identified that they are in receipt of Social Assistance. Within Stratford, SAO has met with 110 possible participants and 69% of those clients were in receipt of Ontario Works.

- The Connect2SKILLS training has been delivered to 90 participants since its inception in 2017, with a success rate of 70%. This is significant, as we look to the future of continuing to help members of our community achieve full, sustainable employment, while simultaneously alleviating the challenges of low unemployment rates and significant numbers of hard-to-fill positions for many local employers.
- We have formally expressed the importance and positive impacts of this program to the Ministry and requested that funding be extended by the Province to continue to assist both individuals and local companies.

## **PARTNERSHIP EVENTS**

- Meeting of the Minds Sponsorship dinner- in June 2018, investStratford and the City partnered with the APMA and Rhizome to host a dinner as part of the “Meeting of the Minds” Conference in Ann Arbor, MI. The casual event allowed the telling of the “Stratford Story” and promoted Stratford’s unique value proposition as Ontario’s official Autonomous Vehicle Demonstration Zone within AVIN (Autonomous Vehicle Innovation Network (AVIN)). Attendees included managers, thought leaders and strategists from global companies including Bosch and Toyota.
- OCE Discovery Conference: investStratford partnered with the APMA at the 2018 Ontario Centres of Excellence Discovery Conference in Toronto as part of an Autonomous Vehicle Innovation Network exhibit.
- Stratford Smart Community Project: Rural Economic Development (RED) Grant, via OMAFRA, has allowed brand development initiative to identify a strategy, mandate and outcomes necessary for the City’s evolution as a Smart City.

## **GOALS/OBJECTIVES FOR 2019**

- New Development lands: With almost all remaining land in the Wright Business Park now sold and to keep pace with growing demand, investStratford is working closely with the Infrastructure & Development Services Department to bring 50 new acres of serviced industrial land into the City’s inventory in 2019.
- Brand Building: With assistance of RED grant, the Corporation will build upon its established brand, strengthening its identity as a “Smart City”, investing in refreshed marketing creative, both print and digital.

## ASSOCIATIONS AND MEMBERSHIPS:

**SEED Co. has been active in the following associations and organizations:**

**Economic Developers Council of Ontario (EDCO)**

**Economic Development Association of Canada (EDAC)**

**Stratford and District Chamber of Commerce**

**Stratford Summer Music**

**Stratford Tourism Alliance**

**Stratford Perth Community Foundation**

**Automotive Parts Manufacturers Association (APMA)**

**ITS Intelligent Transportation Systems Society of Canada**

**United Way Perth Huron Social and Research Planning Council**

**Southwestern Ontario Marketing Alliance (SOMA) including:**

Ontario Clean Tech Alliance (OCTA)

Ontario Food Cluster Group (OFC)

Ontario Manufacturing Communities Alliance (OMCA)

Ontario Real Estate Alliance

South Central Ontario Region (SCOR)

Centre for Automotive Research (CAR)/Automotive Communities Partnership (ACP)

Canadian German Chamber of Industry and Commerce (CGCIC)

Japan Society and Canadian Chamber of Commerce in Japan (CCCJ)

Western Ontario Warden's Caucus (WOWC)

Site Selectors Guild

## ACTIVE PARTNERSHIPS:

**City of Stratford**

**Stratford Perth Centre for Business**

**Perth Community Futures Development Corporation**

**Stratford City Centre BIA**

**Stratford Festival (Festival HD Project)**

**Automotive Parts Manufacturers Association (APMA)**

**Autonomous Vehicle Innovation Network (AVIN)**

**Perth County**

**Town of St. Marys**

**Four County Labour Marketing Planning Board**

**Connect2SKILLS Steering Committee**

**Labour Market Strategy Committee**

**Ontario Centres of Excellence**

**University of Waterloo**

**National Research Council (NRC)**

**Federal Economic Development Agency for Southern Ontario (FedDev Ontario)**

**UW Centre for Automotive Research**

**Communitech**

**Newcomer Settlement Huron Perth**

**Province of Ontario (various ministries)**

**Ontario Investment Office (Invest in Ontario)**

**Ministry of Economic Development, Job Creation and Trade (MEDJCT)**

**Ministry of Research Innovation (MRI)**

**Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)**

**Canadian Government (Trade Commissioners)**

**Festival Hydro/Rhizome**



CITY OF STRATFORD  
Corporate Services Department  
City Hall, P.O. Box 818  
Stratford, ON N5A 6W1

(519) 271-0250  
Fax: (519) 273-5041  
TTY: (519) 271-5241  
[www.stratfordcanada.ca](http://www.stratfordcanada.ca)

May 29, 2019

Joani Gerber, CEO  
Stratford Economic Enterprise  
Development Corporation (SEED Co.)  
6 Wellington St.  
Stratford, ON N5A 2L2

**RE: 2018 Unaudited Income Statement**

I have attached the unaudited income statement for SEED Co. operations for the year ended 2018.

Please be advised that the City of Stratford's annual audited financial statements will be available later this year and will be presented to Council through the Finance & Labour Relations Sub-committee.

SEED Co. is part of the City's consolidated financial statements and will be separated as a note to the statements.

Yours truly,

Michael Humble, CPA, CGA  
Director of Corporate Services

**STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED Co.)**  
**2018 Income Statement**  
**As at December 31, 2018**

	<b>2018 Budget</b>	<b>2018 Unaudited</b>
<b>REVENUE</b>		
City Funding - SEED CO	\$ 491,188	\$ 491,188
City Funding - SBEC	106,080	106,112
Provincial funding - SBEC	90,306	90,306
Recoverable Expenses	20,940	21,791
Starter & Summer Company	58,194	136,211
Rentals & Leases	10,306	20,760
Grants	-	15,187
<b>TOTAL REVENUE</b>	<b>\$ 777,014</b>	<b>\$ 881,555</b>
<b>EXPENDITURES</b>		
<b>Operational</b>		
Salaries & Benfits - SEED CO	451,498	422,527
Training/Professional development	5,500	67
Insurance & Custodial	12,000	18,475
Equipment & Capital	6,875	4,759
Support services & fees	32,360	20,400
Office Supplies, Telephone & Communications	18,750	25,443
Rent & Common Area Maintenance	71,000	85,988
Consultants	1,200	19,840
Legal & Audit	9,500	5,139
Meals & meeting expenses	5,100	8,229
Contingency	2,675	-
<b>Total Operational Expenditures</b>	<b>\$ 616,458</b>	<b>\$ 610,867</b>
<b>Core Programs</b>		
Conferences/trade shows/travel/mileage	19,500	53,605
Promotions/marketing/collateral materials	62,500	69,398
SBEC Grants	34,250	34,000
Memberships	34,000	32,634
Events	10,306	9,179
<b>Total Core Programs Expenditures</b>	<b>\$ 160,556</b>	<b>\$ 198,816</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 777,014</b>	<b>\$ 809,683</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$ -</b>	<b>\$ 71,872</b>



<b>SPECIAL PROJECTS</b>	<b>2018 Budget</b>	<b>2018 Unaudited</b>	<b>S. Festival HD Project</b>
<b>REVENUE</b>			
Festival Theater - Fed Dev project - grants			255,425
Festival Theater - Fed Dev project - recoverable			591,120
Prior Year Surplus	100,000		
<b>TOTAL REVENUE</b>	<b>\$ 100,000</b>		<b>\$ 846,545</b>
<b>EXPENDITURES</b>			
Festival Theater - Fed Dev project			766,823
Digital media strategy	25,000	20,611	
Connected Car	40,000	-	
Land Development Project	5,000	-	
Strategic Plan - implementation PH 4	25,000	-	
Office Equipment & Furnishing	5,000	4,795	
<b>TOTAL EXPENDITURES</b>	<b>\$ 100,000</b>	<b>\$ 25,406</b>	<b>\$ 766,823</b>
<b>SURPLUS(DEFICIT)</b>	<b>\$ -</b>	<b>\$ (25,406)</b>	<b>\$ 79,722</b>
<b>BEGINNING SURPLUS (DEFICIT)</b>		<b>\$ 116,761</b>	<b>\$ (78,196)</b>
<b>ENDING SURPLUS (DEFICIT)</b>		<b>\$ 163,227</b>	<b>\$ 1,526</b>

**NOTES 2018**

The Stratford Festival HD project is a 3-year net zero initiative.



55 Queen Street | P.O. Box 520 | Stratford ON | N5A 6V2 Canada  
 519.271.4040 | box office 1.800.567.1600  
 stratfordfestival.ca  
 Charitable registration #11920 0103 RR0002

July 30, 2019

Michael Humble, Director of Corporate Services  
 Stratford City Hall  
 P.O. Box 818, 1 Wellington Street  
 Stratford, ON  
 N5A 6W1

Dear Mr. Humble,

I am forwarding an application for grant funding on behalf of the Guthrie Awards Committee of the Stratford Festival for 2019. This request is for the "City of Stratford Guthrie Award" which the Festival and City Council initiated in 1979. The City has provided \$500.00 annually for the award to further the education/training of a young Stratford and area resident who has shown promise in theatre, has had an association with the Stratford Festival and plans to gain more experience in professional theatre.

The funds for the Guthrie Awards in general are raised through a benefit performance offered by the Stratford Festival each year and through some endowed awards. Some awards are unsolicited but most are applied for. There are a number of "named" awards which commemorate past Festival personnel who have made a special contribution to the Stratford Festival. The "City of Stratford Guthrie Award" falls under this group of special contribution awards. I am enclosing a list from the 2018 Guthrie Awards held on Saturday September 16<sup>th</sup> 2018 – the most recent presentations to date. This list outlines the major named awards and lists the recipients of other unnamed awards. In prior years a City Councilor (and, in 2014, Mayor Dan Mathieson) has been in attendance to present the City of Stratford Award however this past year we knew that the recipient was not going to be present at the award ceremony so no-one from the City was asked to present.

The 2019 Guthrie Awards, for which this grant is being requested, will be presented in late September 2019. Many thanks for considering our application.

Sincerely,

Paul Shaw  
 Company Manager  
 Stratford Festival

(Office) 519-271-4040 ext. 2245  
 (Email) pshaw@stratfordfestival.ca

# City of Stratford 2019 Community Grant Application Form

**I confirm I have read in full the 2019 Grant Application Guidelines and City Policy F.1.1 Community Grants Program. \***

☒ Agree

The personal information collected on this form or in background material included with your application is collected under the authority of the Municipal Act, 2001 and will be used by Corporate Services staff and City Council for the purpose of reviewing grant applications and other related administrative purposes. Questions regarding the collection and use of this information may be made to the City Clerk, P.O.Box 818, Stratford, ON, N5A 6W1 or by telephone 519-271-0250 ext. 235 during business hours.

## A. ORGANIZATION INFORMATION

**Organization name: \***

Stratford Festival (Guthrie Awards Committee)

**Contact Name / Position for purposes of this grant application: \***

Paul Shaw, Company Manager

**Mailing Address: \***

55 Queen St.,  
PO Box 520,  
Stratford, Ontario , N5A 6V2

**Telephone Number: \***

(519) 271-4040

**Email address: \***

pshaw@stratfordfestival.ca

**Briefly state your organization's missions/goals: \***

The Stratford Festival's mission is to produce and perform stage drama and musicals - focusing on the works of William Shakespeare. The Guthrie Awards are presented to assist theatre professionals in the development of independent projects, training, and education that are related to theatre and the arts.

**Please attach a list of your organizational structure, including paid staff positions (do not include personal information such as home address and telephone numbers) : \***

File Name



Festival Staff 2019 for Guthrie App with title.docx

27.6 KB

**Estimated Number of Volunteers & Number of Volunteer Hours: \***

Formally incorporated in 1985, the Friends of the Festival are a volunteer organization consisting of approximately 200 members (all of whom live in the Stratford area). The Friends of the Festival lead more than 12,000 people every year through the Festival theatre. Tours of the costume warehouse, gardens and archives offer a glimpse into our past and present. The Friends also assist our education department and the administration offices with clerical duties and greeting patrons for pre and post performance chats. The 200 volunteers give approximately 14,500 hours per year of their time.

## B. ELIGIBILITY REQUIREMENTS of Organization/Activity

**Please explain how your activity or service will specifically benefit the residents of Stratford and promotes one or more of the City's strategic priorities: \***

Embracing the city's strategic priorities, the Stratford Festival incorporates their heritage of traditions and innovation to bring classical and contemporary theatre to life for an increasingly diverse audience. With regard to developing resources and strengthening our partnerships, the patrons of the Festival bring revenue to the community and specifically B and B's and other accomodations as well as our ever growing "Foodie" community to name but a few. It should be noted that many of the Festival employees, approximately 1,000 people throughout the season, choose to make Stratford their home year- round. The Festival also participates in the town's activities and partnerships such as the Canada Day celebrations, the Dragon Boat Festival and Savour Stratford providing entertainment from our acting company.

**Does anyone other than City of Stratford residents belong to your organization, or benefit from your services/activities? \***

☒ Yes

☐ No

**Please explain: \***

The Festival has attracted thousands of artists, musicians and patrons of the arts, all of whom have helped to gain our town's distinction of being "Canada's Premier Arts Town" through the various theatre, music, and cultural activites that are presented year round in Stratford. The Guthrie awards are presented to recipients to support professional training, education and independent projects related to the arts. Anyone, past or present, who have worked for the Festival are eligible to apply.

**Please explain how your organization and its programs and/or activities meet each of the Community Grants Program eligibility criteria listed in sections 4.0 and 5.0 of the City's grants policy: \***

1. The City of Stratford Guthrie Award goes to a Stratford citizen.
2. The award goes to the recipient for professional training and/or education.
3. The Stratford Festival has a volunteer board of directors.
4. We have attached audited financial statements.

**Does the organization operate as an incorporated not-for-profit? \***

☒ Yes

☐ No

**If yes, please provide date of Incorporation:**

6/13/1953



**Does the organization operate as a registered charity? \***

☒ Yes

☐ No

**If so, provide charitable number:**

119200103 RR0002

**Are fees charged for membership or for any of the services/activities you provide? \***

☒ Yes

☐ No

**Please explain: \***

The Stratford Festival sells memberships. This is one of its overall revenue generation programs for operating revenue. The funds for the Guthrie awards are raised through a benefit performance offered by the Festival each season.

**Are your activities open to the public at minimal or no charge? \***

☒ Yes

☐ No

**Please explain: \***

As a regular part of our season, we offer a number of low to no-cost programs, which enhance our audiences' experience at our theatres. These include post performance discussions, table talks, Lobby talks, Forum events and speakers, panels and Meet the Festival, which attracts an estimated 10,000 patrons over the course of the season.

**C. Grant Request Detail****Amount requested for this grant application: \***

\$500.00

**This is a 2019 grant request.**

☒ 2019 (one time funding only)

☐

**If this is a one-time request for funding, please indicate how the funds will be used:**

This request is for the City of Stratford Guthrie Award, which is presented annually at the Guthrie Awards presentation. The funds go to a young Stratford resident who has shown a commitment to the arts, has had an association with the Stratford Festival and plans to further his/her experience or training in professional theatre.

**If this is a multi-year request, please indicate specific years for funding and how the funds will be used in each of the years:**

**What goals do you wish to achieve with this funding? \***

The \$500.00 will be given to the Stratford resident who best fulfills the criteria of the award. The money will further their professional development. With the training or education that this award will allow, the recipient will become an ambassador for the City of Stratford.

**How do you intend to leverage the City's support to obtain additional financial and non-financial resources from other sources? \***

The Guthrie committee does not intend to solicit any additional support for this City of Stratford award. Additional funds for the remaining Guthrie awards come from one benefit performance at the Festival Theatre.

**D. FINANCIAL INFORMATION**

Please attach your most recent annual audited financial statements. If annual audited financial statements are not available, please attach financial statements that have been verified as correct by two signing officers of the organization.

Please also attach a projected budget for the year in which the funds are being requested, showing total revenue and expenses and anticipated surplus or deficit. (template can be provided to you if required)

**Most recent year-end financial statements \*****File Name**

FINAL December 31 2018 The Stratford  
Shakespearean Festival of Canada.pdf

1.6 MB

**Budget for the year in which the funds are being requested: \*****File Name**

2019 Budget - External.pdf

22.4 KB



Please indicate any funding requested or received from other levels of government or other agencies, and the status of each application. Please state None if applicable. \*

Stratford Festival Funding (not the Guthrie Awards)  
Ontario Council 2,235,867  
Canada Council 1,450,000  
Ministry of Canadian Heritage 300,000

## E. ADDITIONAL INFORMATION

Please provide any additional comments you have here regarding your 2019 grant application:

### File Name



2018 winners announcement.docx

52.5 KB



2019 Guthrie Grant Cover Letter.docx

841.8 KB

## F. SIGNATURE/SUBMISSION

Full name: \*

Paul Shaw

Position: \*

Company Manager

Application Date: \*

7/30/2019





---

## MANAGEMENT REPORT

**Date:** August 12, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-030  
**Attachments:** Summary of Provincial Grant Funding Impacts

---

**Title:** Preliminary 2020 Budget Discussions – Provincial Funding Reductions

**Objective:** To describe the impact of provincial grant funding reductions to the City.

**Background:**

Numerous grant and funding announcements have been made by the Provincial Government that may impact the budgets of the City of Stratford. Attached is a summary of the detail we know at the present time that may have a significant impact to the City's 2020 budget.

Emphasis is on City operations, and reports from outside Boards and Agencies will be reported by them as information becomes available.

**Analysis:**

Stratford Public Library

The Inter-Library Loan program was funded by the Province as an in-kind operation through the Southern Ontario Library Service. There was no direct financial cost to the libraries it serviced. The program was used for Perth County Information Network members to share collections between 5 Perth libraries, and the rest of the Province to move nearly 80,000 items in 2018 (72,500 within Perth County alone).

The cost for PCIN to replace this service by using Canada Post is estimated at \$150,000 for postage alone (not including staff time).

A PCIN proposal to initiate an in-house delivery solution is coming forward as part of the 2020 Stratford Public Library budget submission. Stratford's portion would represent a

capital start-up cost of \$24,923 to purchase a van, \$9,626 for annual operating cost, and a reserve contribution for future van replacement.

### Public Health

At the Municipal Shared Services Committee meeting on 20<sup>th</sup> June 2019, staff from the Perth District Health Unit discussed the consolidation of regional Health Units and the changes to funding formulas over the next three years. Mandatory programs were previously funded 75 per cent by the government and 25 per cent by member municipalities. That is changing to a 70-30 ratio. Allied programs previously funded entirely by the Province will now fall under the same ratio.

Numbers discussed were in the region of a 38% impact or \$730,000 plus capital funding costs to local municipalities.

### Paramedic Services

At the Municipal Shared Services Committee meeting on 20<sup>th</sup> June 2019, staff from Paramedic Services discussed the provincial plan to meld 59 paramedic services into 10, and the funding freeze planned for 2019 but deferred to 2020.

No financial information was immediately available and a report is expected to be forthcoming from the County in advance of 2020 budget discussions.

City-provided services are summarized on the attached worksheet.

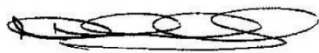
**Financial Impact:** Reductions in provincial funding will need to be addressed during the City's 2020 budget process.

Preliminary budget impacts for Social Services of "known" funding announcements are in the region of \$414,780 PLUS additional municipal costs due to changes in the provincial administrative cost sharing envelope of \$663,900.

This totals a budget impact of \$1,078,680, which is cost shared between the three municipalities. At 2019 budget allocation rates, this impact to the City of Stratford at 42.27% is \$455,960.

A further \$1,481,260 of operating funds is presently classified as "at risk" until we receive clearer information from the Province, as well as \$1,101,800 in capital funding grants.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated 12<sup>th</sup> August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.**



---

Michael Humble, CPA, CGA  
Director of Corporate Services



---

Joan Thomson, Acting Chief Administrative Officer

Attachment One: Summary of Provincial Grant Funding Impacts						
Department	Name of Program	Received in 2019	Amounts Receivable in 2020			Details
			Known		Unknown	
			Unaffected	Revised Amount	At Risk	
Social Services	Ontario Works Administrative Funding	1,048,300		995,880		Anticipated loss of 5% funding
Social Services	Ontario Works Employment Support Funding	551,200		523,640		Anticipated loss of 5% funding
Social Services	Ontario Works Addictions Support Funding	82,080		-		Funding ended in July 2019. Lost funding offset by staff layoff in 2019.
Social Services	Child Care Core Servcies Funding	3,424,190		3,424,190	256,810	Allowable administrative retention of this fund has been reduced from 10% of funding with no municipal share to 2.5% of funding with requirement of equal contribution from municipal shares.
Social Services	Child Care Special Purpose Funding	817,090		817,090	61,280	Allowable administrative retention of this fund has been reduced from 10% of funding with no municipal share to 2.5% of funding with requirement of equal contribution from municipal shares.
Social Services	Wage Enhancement Administrative Funding	32,600		20,380		
Social Services	Expansion Planning Funding	1,202,460		961,960	90,190	Fund went from 100% Ministry funded in 2019 to 80% Ministry/20% Municipal in 2020. Municipality must spend the additional \$240,500 in order to get the \$961,960. Also, the allowable administrative retention of this has been reduced from 10% of funding with no municipal share to 2.5% of the total funding (including Minsitry and Municipal allocations) with the requirement of equal contribution (or administrative funding) from municipal shares.
Social Services	ELCC Funding	403,390		100,850	302,540	Funding is ending in March 2020. It is unknown at this time if this will continue. Also, allowable administratvie retention ahs been reduced from 10% of fund with no municipal share to 2.5% of funding with the requirement of equal contribution from the municipal shares.
Social Services	Home for Good Operating Funding	1,571,230		392,510	1,178,720	Funding commitment is to March 2020 only. It is anticipated that this funding will continue, however there is no current formal agreement in place.
IDS	Ontario Community Infrastructure Fund	1,092,423			1,092,423	
Community Services	Seniors Active Living Centres (Capital)	9,360			9,360	
TOTAL		10,234,323	-	7,236,500	2,583,043	423,400 240,500



---

## MANAGEMENT REPORT

**Date:** August 12, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-031  
**Attachments:** MMAH Press Release

---

**Title:** Preliminary 2020 Budget Discussions – Provincial Grant to Improve Service Delivery and Efficiency

**Objective:** To review opportunities for service delivery efficiencies in compliance with the broad guideline issued by the Ministry of Municipal Affairs and Housing (MMAH).

**Background:**

Service Delivery and Efficiency

In March 2019, the City of Stratford received \$497,447 from the Provincial government for the declared purpose to *"improve service delivery by finding smarter, more efficient ways to spend money. These include such things as service delivery reviews, development of shared services agreements, IT solutions, capital investments and other projects"*.

There is no formal reporting requirement.

**Analysis:**

Service Delivery and Efficiency

Projects identified by staff will come forward in the 2020 budgets and work-plans for Council consideration.

At the present time,

1. Staff has initiated an information technology (IT) needs assessment in response to a request from the Police Services Board. This analysis will inform a decision on the optimal go-forward approach to deliver IT services and support to the Stratford Police

department, so that they may receive the full complement of IT services they require in the most cost effective way.

This is underway and the budget is **\$27,500.**

2. Staff is investigating the electronic delivery of invoices and tax bills. This will lead to a significant reduction in mail and stationary costs and provide greater flexibility in delivery options for our taxpayers and customers. We already own the module in Great Plains; it only requires activation and implementation. Estimated cost is **\$15,000.**
3. Staff is proposing an online Citizen Portal – this will offer residents a personalized online experience with a single sign-on dashboard that brings all the municipal information they care about into one convenient place. Online payment services will provide better service to our customers for items like parking tickets, accounts receivable invoices, permits and fees, dog tags, property taxes, etc.

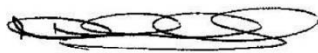
Cost will vary depending on the needs of Citizens and the number of integrations between City systems. The scope is going to be similar to a 311 type of system. It will be heavy on resource, data and integration. Estimated cost is **\$150,000**, but is scalable.

If Council has any suggestions for initiatives they would like to consider for the 2020 budget year, staff would appreciate sufficient lead time to investigate and financially review.

**Financial Impact:** The City has received \$497,447 from the Provincial Government to assist with the implementation of efficient service delivery models.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated 12<sup>th</sup> August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;**

**AND THAT Council indicate other priorities for staff to investigate operationally and financially.**




---

Michael Humble, CPA, CGA  
Director of Corporate Services




---

Joan Thomson, Acting Chief Administrative Officer

## **Ontario Invests in Small and Rural Municipalities to Improve Service Delivery and Efficiency**

*Investments Will Support Communities, Respect Taxpayer Dollars*

March 20, 2019 9:00 A.M.

INNISFIL - Ontario's government is working for the people to improve local service delivery and efficiency in the province's municipalities. Today, Steve Clark, Minister of Municipal Affairs and Housing announced a one-time investment for many of Ontario's small and rural municipalities.

Some of Ontario's small and rural municipalities may have limited capacity to plan, modernize and improve the way they provide services to their communities. With this funding, municipalities can improve service delivery by finding smarter, more efficient ways to spend money that help those who need it most while respecting taxpayer dollars.

"Taxpayers need their local government to deliver modern, efficient services that show respect for their hard-earned dollars. This funding will help small and rural municipalities improve how they deliver services and reduce the ongoing costs of providing those services," said Steve Clark, Minister of Municipal Affairs and Housing. "I look forward to continuing to work together with our municipal partners to help people and businesses in communities across our province thrive."

Ontario's government for the people was elected to restore transparency and accountability in Ontario's finances. The province undertook a line-by-line review of its own expenditures, and we have been clear that we expect our partners, including municipalities, to be taking steps to become more efficient. Examples could include service delivery reviews, development of shared services agreements, IT solutions, capital investments or other projects. Municipalities will decide how to best target funding to benefit their local communities.

"This financial support from the Province will help in our ongoing efforts to make sure we operate as efficiently as possible, as we continue to deliver the much-needed services our residents have come to expect and depend on," said Lynn Dollin, Mayor of Innisfil.

The funding supports Ontario's commitment to reduce the cost of government.

### **QUICK FACTS**

- [405 municipalities will receive funding.](#)
  - The City of Stratford will receive \$497,447.
  - To ensure investments are targeted to where they are needed most, funding will be allocated based on the number of households in a municipality and whether the municipality is urban or rural.
-



**Julie O'Driscoll** Minister's Office, Ontario Ministry of Municipal Affairs and Housing

julie.o'driscoll@ontario.ca

**Conrad Spezowka** Communications, Ontario Ministry of Municipal Affairs and Housing

mma.media@ontario.ca

416-585-7066

[Available Online](#)  
[Disponible en Français](#)



---

## MANAGEMENT REPORT

**Date:** August 12, 2019  
**To:** Finance & Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-032  
**Attachments:** None

---

**Title:** Preliminary 2020 Budget Discussions – Strategic Priorities, New Initiatives and Potential Operational Efficiencies

**Objective:** To seek direction on 2020 work-plan projects that advance Council's strategic priorities, implement new initiatives or yield operational efficiencies by changing the way current services are provided.

**Background:** On April 29, 2019, Stratford Council formally approved its Strategic Priorities for the 2018-2022 term of Council.

A report from the CAO on 15<sup>th</sup> July 2019 reviewed a process for an implementation framework. Some major capital projects are beyond the scope of the City to pursue without funding assistance from senior levels of government and may be parked until grant opportunities become available.

However, the identification, selection and timing of specific projects, both one time in nature (capital) and ongoing delivery of service (operating) that are within the City's capacity to pursue need to be discussed and prioritized by Council, so that staff can prepare a wholesome business case and cost estimate to review during the budget process for final selection and potential inclusion.

Changing the way services are provided and implementing new services are time-consuming for staff to establish a business case and provide accurate cost estimates, and our efforts need to be focused on the specific priorities that Council wishes to address first in 2020.

**Analysis:** Announced and anticipated reductions in provincial funding models will strain municipal budgeting in 2020. Decisions will need to be made whether to maintain existing

levels of service (at higher municipal cost) or whether to reduce levels of service as provincial funding decreases.

In addition to the impact on our own Social Services department, outside Boards (Health Unit, Library) and shared services run by the County (Paramedic Services) will have significant challenges to address in the City's budgeting process.

At the same time, the provincial government is asking municipalities to investigate service delivery efficiencies and has given the City of Stratford \$497,447 for implementation.

On top of asset lifecycle replacement capital projects, there are also likely to be new initiatives desired by Council to advance pillars of the Strategic Plan, as well as major community capital investment projects.

The ways in which we provide services to our residents also needs to be dynamic and responsive to changing methods of delivery. Many ideas have been informally mentioned, and a discussion between Council and staff would be beneficial to prioritize needs for 2020 from the wants that can be addressed in future years.

The 2020 municipal budget will not be a simple continuation of existing service levels as we need to balance affordability to the taxpayer with:

- changes in provincial funding models,
- funding deficits for replacement of existing assets,
- capital needs to advance pillars of Strategic Plan,
- the guidance to seek efficiencies in service delivery.

It would be beneficial for all members of Budget Committee to discuss these matters in order to prioritize and identify projects for staff to investigate and bring forward as part of the draft 2020 budget in October 2019.

Pre-budget guidance in this manner will be the most efficient use of staff resources to focus our efforts on pre-identified priorities.

Two meeting dates are being suggested for pre-budget discussions:

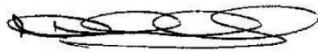
- 27<sup>th</sup> August 2019 at 4:30
- 11<sup>th</sup> September 2019 at 4:30

**Financial Impact:** New initiatives to begin implementation of Council's strategic priorities, as well as service level changes for efficiency and cost reduction both warrant sufficient time to properly review and evaluate financially. Significant benefit can be gained by affording staff time to investigate the desired direction of Council and accurately provide costs.

**Staff Recommendation: THAT the report of the Director of Corporate Services dated 12<sup>th</sup> August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information;**

**THAT two meetings of the Finance and Labour Relations Committee be convened for 27<sup>th</sup> August 2019 and 11<sup>th</sup> September 2019 for pre-budget discussions with Staff;**

**AND THAT Finance and Labour Relations Committee provide input to identify initiatives that they wish to see included in the 2020 draft budget proposal.**



---

Michael Humble, CPA, CGA  
Director of Corporate Services



---

Joan Thomson, Acting Chief Administrative Officer



## Corporate Services Department

---

# MANAGEMENT REPORT

**Date:** August 12, 2019  
**To:** Finance and Labour Relations Sub-committee  
**From:** Michael Humble, Director of Corporate Services  
**Report#:** FIN19-028  
**Attachments:** Stratford Tourism Alliance – Q2 Update - 2019

---

**Title:** Stratford Tourism Alliance – Q2 Update - 2019

**Objective:** To receive an update on the Stratford Tourism Alliance's year-to-date activities and financial position for 2019.

**Background:** Stratford Tourism Alliance (STA) to give regular updates to Council.

**Analysis:** Representatives from STA have been invited to attend as a delegation to present the attached report.

**Financial Impact:** None noted.

**Staff Recommendation:** **THAT the Stratford Tourism Alliance reported dated August 12, 2019 be received for information.**

---

Michael Humble, Director of Corporate Services

---

Joan Thomson, Acting Chief Administrative Officer

# Finance and Labour Relations 2019 Q2 Update



## Executive Summary

- Revenue is at typical YOY pacing at 86.1% of budget in Q2.
- Expenses tracking well for quarter at 54.5% of budget by end of Q2. All special project, on-going expenses, and City loan repayment on track for year-end.

# 2019 Actuals vs Budget – Revenues Q2<sup>84</sup>

	Dec 31, '18 - Jun 30, 19	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · INTEREST INCOME	506.14	100.00	506.1%
4050 · MARKETING SALES	88,491.83	79,350.00	111.5%
4240 · MEMBERSHIP SALES	52,199.81	55,410.00	94.2%
4260 · PARTNERSHIPS*	568,000.00	619,000.00	91.8%
4280 · DESTINATION MARKETING FUND	21,378.43	95,000.00	22.5%
Total Income	730,576.21	848,860.00	86.1%



# 2019 Actuals vs Budget – Expenses Q2<sup>85</sup>

	Dec 31, '18 - Jun 30, 19	Budget	% of Budget
<b>Expense</b>			
5100 · CONTRACT AND CONSULTING	930.86	5,500.00	16.9%
5107 · 5107 Four Season Development	0.00	2,500.00	0.0%
5633 · BANK & MERCHANT SERVICE FEES	1,875.98	3,800.00	49.4%
5645 · INSURANCE	0.00	3,600.00	0.0%
5660 · TRAVEL	901.71	3,900.00	23.1%
5990 · Spec Proj - RTO Animation Fund	0.00	5,000.00	0.0%
6000 · MARKETING - INTERNET	32,140.15	112,230.00	28.6%
6150 · MARKETING - PRINT	39,357.77	81,500.00	48.3%
6151 · MARKETING - RADIO	0.00	1,000.00	0.0%
6152 · MARKETING*	31,147.18	51,800.00	60.1%
6153 · PROFESSIONAL FEES	2,366.00	23,000.00	10.3%
6155 · FACILITY MAINTENANCE	7,562.89	4,500.00	168.1%
6480 · PAYROLL	225,621.49	451,391.00	50.0%
6540 · OFFICE EXPENDITURES	7,607.08	24,550.00	31.0%
6550 · EVENT EXPENSES	1,116.37	3,900.00	28.6%
7000 · TELEPHONE/COMMUNICATIONS	5,314.45	8,500.00	62.5%
7300 · Stratford Always On Project	72,554.65	0.00	100.0%
<b>Total Expense</b>	<b>428,496.58</b>	<b>786,671.00</b>	<b>54.5%</b>
<b>Other Income/Expense</b>			
<b>Other Expense</b>			
5451 · Transfer to Reserve	0.00	20,000.00	0.0%
7100 · City Repayment on Loan	0.00	42,187.50	0.0%
<b>Total Other Expense</b>	<b>0.00</b>	<b>62,187.50</b>	<b>0.0%</b>

# Community Engagement

- Current Active Partners - 200
- YOY decrease from 204 partners in June 2018
- 2019 YTD total of 22 new active partners, 20 lost



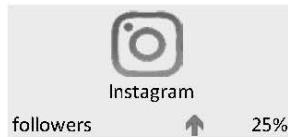
## Q1 & Q2 digital metrics report

The increase in pages viewed per visitor is encouraging as we prioritize gaining quality visitors to the site rather than focusing only on quantity of visitors. **New** Instagram Stories analytics for gauging story reach increased our social engagement numbers. As this was not offered in 2018, it no longer reflects a true comparison YOY. Next steps are to work on gaining more quality Instagram followers and regain some ground on Facebook and Twitter with the help of our summer Social Media Assistant.

### Priorities:



**STA Goal:** Quality of Web site visitors  
Gauged by pages/visit and time on site/visit.



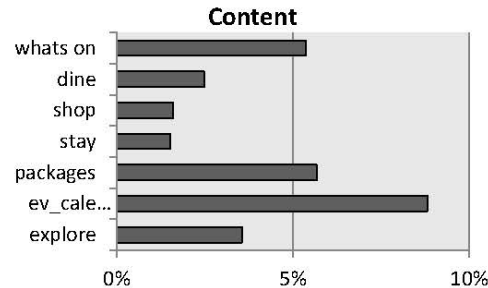
**STA Goal:** Shifting focus to younger audience  
Using Instagram for awareness to Millennials.



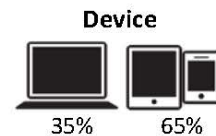
**STA Goal:** Work with agency to succeed with new Google Grants rules  
CTR has risen since Q1 and well above 5% min. CPC has also decreased.



**STA Goal:** Maintain social engagement while shifting focus to a younger audience  
Instagram Stories have increased our social engagement overall with losses on FB/TW.



**STA Goal:** All-season campaigns with impact  
A diverse amount of pages viewed shows that we are telling the complete story of events, dining, exploring and partner packages.



**STA Goal:** Be ready for a mobile audience  
Our focus on "mobile-responsive" & "mobile-first" was perfectly timed with mobile site visits rising from 50% in recent years.

YOY	Followers	Engaged Users/Mentions	Reach/ Impressions
f	↑ 4%	↓ -49%	↓ -10%
t	0%	↓ -6%	↓ -67%

- YTD outreach 86 articles/blogs/radio/TV (43% of 2019 goal).

## Media Guests:

- Monda Rosenberg – LCBO article for Food & Drink magazine – working on piece for holiday magazine November/December 2019
- Liz McGuffin – With Wonder and Whimsey: IG takeover June 7-9 AND Michigan Lifestyle Influencers FAM (6 in total)
- SATW FAM – June 12-13 – 6 attended – supported by SF (Stratford Direct bus, theatre tickets) | One story has been posted so far
- Adam Waxman – Dine.com: Father & Son Daytrip to St. Marys, July 20
- Vicky Sanderson, Toronto Sun- Lifestyle story: June 18-19 (*column date TBC*)
- The Cooking Ladies – Bacon & Ale Trail social media story– July
- Bizarroscene, Montreal – Bieber story film: July 5
- Mike Keenan – Niagara Falls Review, Seniors Review and podcast: July 12-15
- Louise Rachlis – Ottawa Citizen: July 22 (*primarily theatre*)



- Supported Stratford Festival “Little Shop of Horrors” whisper campaign distributing “Don’t Feed the Plants” garden signs starting Festival opening week.
- 25<sup>th</sup> Anniversary edition of Culinary Guide launch event on April 29<sup>th</sup> in Toronto. Attended by over 30 culinary media writers and influencers, 8 Stratford #nextgen chefs, STA and SCS reps, craft brewers/distillers, and MPP Pettapiece. Several stories posted (including Beacon Herald article which was picked up by 31 national outlets), 104 social media posts (with thousands of reactions and shares) created media reach of \$1.918 million, earned media value of \$13,211.

## Alignment with Regional Partners

- Attended Women in Technology & Communications Gala at the National Arts Centre in Ottawa on May 1<sup>st</sup>
- Attended national meeting and AGM for Destination Marketing Association of Canada. Appointed as First Vice-Chair of Executive Committee in 2019.
- Presented update info to BIA Board on June 25<sup>th</sup>, 2019
- STA Presentation at Travel Advisor regional group meeting July 9 (20 people)
- Rugby Team, London, England July 18-21 – STA info packages (22 people)
- 22 Culinary Trail donations made in support of local/regional charities and events (YTD)





I'm to be featured in upcoming articles in *The Australian*, *The Sydney Morning Herald*, *AsiaSpa*, *Hemispheres*, *Vegan Life* and *Nourish*.

Once again I will stress my affiliation with Stratford and Stratford Tourism. I will always consider you as partners in this extraordinary journey that I still cannot believe is happening.

All the best to you and your entire staff.

Thank you for setting me on this road.

Peter Blush  
Puck's Plenty

Thank you!







**BY-LAW NUMBER        -2019**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to accept the transfer (conveyance) from Michael and Wendy Holman of Part 3 on 44R-5640 as a condition of Consent Application approval (B03-19) for 882 O'Loane Avenue.

---

**WHEREAS** Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(2) of the *Municipal Act 2001* provides that a single-tier municipality may pass by-laws respecting economic, social and environment well-being of the municipality, including respecting climate change;

**AND WHEREAS** a condition of approval of Consent Application B03-19 is the conveyance to The Corporation of the City of Stratford of certain lands described herein;

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

1. That The Corporation of the City of Stratford hereby accepts the conveyance of the lands described in Paragraph 2 and as shown on Reference Plan 44R-5640 from Michael and Wendy Holman.
2. That the lands referred to in Paragraph 1 hereof are described as Part of Lot 4, Plan 284, now designated as Part 3 on Plan 44R-5640, City of Stratford and being part of PIN 53160-0102 (LT).
3. That the Mayor and Clerk or their respective delegates, representing The Corporation of the City of Stratford, are hereby authorized to execute all necessary documents to accept the transfer (conveyance) of the lands described in Paragraph 2 herein that have been prepared by or reviewed by the City's Solicitor.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 9th day of September, 2019.

---

Mayor – Daniel B. Mathieson

---

Acting Clerk – Tatiana Dafoe



**BY-LAW NUMBER                    -2019**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a by-law to dedicate Part 3 on Reference Plan 44R-5640 as public highway forming part of O'Loane Avenue.

---

**WHEREAS** Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 31(2) of the *Municipal Act* provides that after January 1, 2003, land may only become a highway by virtue of a by-law establishing the highway and not by the activities of the municipality or any other person in relation to the land, including the spending of public money;

**AND WHEREAS** The Corporation of the City of Stratford is the owner of Part 3 on Reference Plan 44R-5640;

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

1. That the lands described in Paragraph 2 herein are hereby dedicated as public highway forming part of O'Loane Avenue in the City of Stratford.
2. That the lands referred to in Paragraph 1 herein are described as being:  
Part of Lot 4, Plan 284, now designated as Part 3 on Plan 44R-5640, City of Stratford and being part of PIN 53160-0102 (LT).
3. That this By-law shall come into force upon registration of this By-law in the Land Titles Office for Perth County.
4. That the City Solicitor is hereby authorized to register or have registered, this By-law in the Land Titles Office for Perth County.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 9th day of September, 2019.

---

Mayor – Daniel B. Mathieson

---

Acting Clerk – Tatiana Dafoe



**BY-LAW        -2019**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to authorize the entering into and execution of a contract with Canadian Waste Management Inc., for provision of bi-weekly recycling collection, weekly garbage collection, and the collection of yard waste for a seven year term from 2019-2026.

---

**WHEREAS** Section 8.(1) of the *Municipal Act, 2001, S.O. 201, c.25* as amended, provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable to the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

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

1. That the tender of Canadian Waste Management Inc., for the bi-weekly collection of recycling in the City of Stratford be awarded at a cost of \$672,216.14, including HST, for 2019;
2. That the tender of Canadian Waste Management Inc., for the weekly collection of garbage be awarded at a cost of \$407,424.37, including HST, for 2019;
3. That the tender of Canadian Waste Management Inc. for the collection of yard waste be awarded at a cost of \$67,800, including HST, for 2019;
4. That The Corporation of the City of Stratford enter into an agreement with Canadian Waste Management Inc., for a seven year term (2019-2026) for the provision of bi-weekly recycling collection, weekly garbage collection, and the collection of yard waste;

5. That the Mayor and Clerk or their respective delegates of The Corporation of the City of Stratford be and the same are hereby authorized to execute all necessary contract agreements on behalf of the Corporation and all necessary documents for the said work and to affix the corporate seal thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 9th day of September, 2019.

---

Mayor – Daniel B. Mathieson

---

Acting Clerk – Tatiana Dafoe



## **STRATFORD CITY COUNCIL CONSENT AGENDA**

September 9, 2019

### **REFERENCE NO.    CONSENT AGENDA ITEM**

- |             |  |
|-------------|--|
| CA-2019-113 | <p>In accordance with By-law 135-2017 the Infrastructure and Development Services Department provides notification that the following streets were temporarily closed to through traffic, local traffic only:</p> <ul style="list-style-type: none"> <li>• Britannia Street from Forman Avenue to Huntingdon Avenue on Thursday, August 29 for up to two days for storm sewer repair.</li> <li>• Packham Avenue from Wright Boulevard to Dunn Road on Tuesday, September 3 for 4 days due to CN Rail performing upgrade and rehabilitation work on the at-grade rail crossing.</li> <li>• Taylor Street from Bruce Street to Elgin Crescent on Wednesday, August 28 for one day for water main repair.</li> </ul> <p>Emergency Services were notified.</p> |
| CA-2019-114 | <p>Resolution from the Township of Papineau-Cameron regarding municipal amalgamation.</p> <p><u>Attachment – Letter from Papineau-Cameron dated August 15, 2019</u></p> <p>Endorsement of this resolution is requested.</p>  |
| CA-2019-115 | <p>In accordance with By-law 135-2017, the Director of Community Services provides notification that an exemption to Noise Control By-law 113-79 has been granted to the Rotary Club of Stratford for the 2019 Dragon Boat Festival as follows:</p> <ul style="list-style-type: none"> <li>○ For the amplification of sound [Schedule 2 clause 2] on Saturday, September 14, 2019 from 7:00 a.m. to 10:00 p.m.</li> <li>○ From the unreasonable noise provision [Schedule 1 clause 8] for the duration of the event on Saturday, September 14, 2019 from 7:00 a.m. to 10:00 p.m.</li> </ul>  |
| CA-2019-116 | <p>In accordance with By-law 102-2008 and By-law 135-2017, the City Clerk provides notification that the following streets were/will be temporarily closed for parades/street events:</p>  |

- For the 2019 Dragon Boat Festival on Saturday, September 14:

From 7:00 a.m. to 10:00 p.m.:

- North Street from Lakeside Drive to Water Street
- Front Street from Ballantyne Avenue to Cobourg Street
- Trow Avenue from Cobourg Street to Water Street
- Cobourg Street from Trow Avenue to Queen Street
- Water Street from Trow Avenue to Morenz Drive
- Ballantyne Avenue from Queen Street to North Street

From 5:00 a.m. to 9:00 p.m.:

- Lakeside Drive from Queen Street to Morenz Drive
- Front Street from Lakeside Drive to Ballantyne Avenue

- Wellington Street from St. Patrick Street to Downie Street and Market Place from Wellington Street to Downie Street from 8:00 p.m. on Sunday, September 8 to 11:59 p.m. on Monday, September 9 for Downtown Filming Production.

CA-2019-117 Resolution from the Town of Bradford West Gwillimbury with respect to the Never Forgotten National Memorial.

Attachment – Letter from Bradford West Gwillimbury dated August 14, 2019

Endorsement of this resolution is requested.

CA-2019-118 Municipal Information Form for a Liquor Licence application for The Stratford Masonic Hall, an indoor area at 15 Church Street.

Section 2 to be completed by the City Clerk.

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

No concerns have been identified by the Development Services Department, Fire Department or Police Services regarding this application.

CA-2019-119 Municipal Information Form for a Liquor Licence application for the Avon Theatre Store, an indoor area at 100 Downie Street.

Section 2 to be completed by the City Clerk.

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

No concerns have been identified by the Development Services Department, Health Unit or Police Services regarding this application.

CA-2019-120      Resolution from the Municipality of West Perth recommending dissolution of the Perth County Municipal Association.

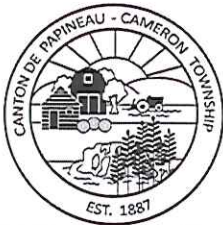
Attachment – Letter from West Perth dated August 15, 2019

The recommendation from the Municipality of West Perth will be discussed at the November meeting of the Perth County Municipal Association.

CA-2019-121      Resolution from the Town of St. Marys expressing support for the Perth County Municipal Association.

Attachment – Letter from the Town of St. Marys dated August 28, 2019



**THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON**

4861 Highway 17, P.O. Box 630, Mattawa ON P0H 1V0  
Office: (705) 744-5610 • Fax: (705) 744-0434 • Garage: (705) 744-5072  
E-mail: clerk@papineaucameron.ca Website: www.papineaucameron.ca

August 15, 2019

The Honourable Doug Ford, Premier  
Legislative Building Room 281  
Queen's Park  
Toronto, ON M7A 1A1

Dear Premier Ford,

The Council of the Township of Papineau-Cameron met at their regular meeting on August 13, 2019 and passed the following resolution:

Date:	August 13, 2019	Resolution Number:	2019-160
Moved By:	Councillor Terry Bangs	Seconded By:	Councillor Alvina Neault

**WHEREAS** there are 444 municipalities in Ontario that are very efficient and well-governed, and who respond quickly to ratepayer's needs;

**AND WHEREAS** in the 1990's the Conservative Government forced many municipalities to amalgamate on the guise they would become more efficient, effective, save money, lower taxes and ultimately reduce the Provincial deficit;

**AND WHEREAS** there has never been a valid evidence-based study that supported these outcomes;

**AND WHEREAS** forced amalgamation actually accomplished just the opposite; ill feelings, increased animosity and mistrust, job losses, rise in local taxes and an increase in Provincial debt;

**AND WHEREAS** there are many positive examples of small rural and northern municipalities working together in a collaborate and cooperative manner via shared agreements that responds to local needs without amalgamation and Provincial interference;

**AND WHEREAS** the Provincial Government has a large deficit due to their own decision-making;

**AND WHEREAS** recently the same Conservative Government recently reduced one large regional municipal government by 50%, without "consultation";

**AND WHEREAS** this same Conservative Government is presently reviewing other Provincial regional governments through a purported "consultative" approach with a view to reduce or eliminate them;

**AND WHEREAS** the Provincial Government should investigate all other internal ways of reducing their deficit and becoming more fiscally responsible over time rather than downloading to the one level of government that is the most efficient, has the lowest cost and is closest to the electorate which will not put a dent in the provincial deficit;

**AND WHEREAS** the Province could look at what other provinces have done to reduce the debt with one singular education system, organizing unorganized municipalities, controlling OPP costs, substantially increase fines, and find a way to collect millions and millions of dollars in unpaid fines and instead, invest in the north to create jobs and stimulate and enhance economic development;

**THAT** before the Provincial Government forces amalgamation in any of the 444 municipalities in Ontario, our AMO organization go beyond requesting "consultation" and "demand" that the Provincial Government do the following:

1. Hold a local referendum letting the citizens decide to amalgamate or not.
2. Conduct an evidence-based study to show that amalgamation actually saves costs, jobs, lowers taxes and reduce the provincial deficit.
3. Allow those municipalities to work out their own local collaborative agreement that best suit their local needs and to be permitted to do so, on their own time line and volition.
4. To ensure that there is absolutely no conflict of interest in this consultative process.
5. To emphasize the political reality of forcing amalgamation on the many rural and northern municipalities across Ontario.

**AND FURTHER THAT** a copy of this resolution be sent to Doug Ford – Premier of Ontario, Christine Elliott – Deputy Premier, Steve Clark – Minister of Municipal Affairs, and all MPPs in the Province of Ontario;

**AND FURTHER THAT** a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), the Northwestern Ontario Municipal Association (NOMA), Rural Ontario Municipalities Association (ROMA), Federation of Northern Ontario Municipalities (FONOM), the District of Parry Sound Municipal Association (DPSMA) and all Ontario municipalities for their consideration.

CARRIED

Feel free to contact us if you have any questions.

Sincerely,

Jason McMartin, BA, ADA  
CAO/Clerk-Treasurer

c.c. The Council of Papineau-Cameron  
Christine Elliott – Deputy Premier  
Steve Clark – Minister of Municipal Affairs  
All MPP in the Province of Ontario  
District of Parry Sound Municipal Association

Association of Municipalities of Ontario  
Northwestern Ontario Municipal Association  
Rural Ontario Municipalities Association  
Federation of Northern Ontario Municipalities  
All Ontario Municipalities



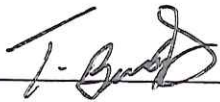
# The Corporation of the Township of Papineau-Cameron

P.O. BOX 630, #4861 HIGHWAY 17, MATTAWA, ON POH 1V0

DATE: **August 13, 2019**

RESOLUTION NUMBER: **2019- 160**

MOVED BY:



SECONDED BY:



**WHEREAS** there are 444 municipalities in Ontario that are very efficient and well-governed, and who respond quickly to ratepayer's needs;

**AND WHEREAS** in the 1990's the Conservative Government forced many municipalities to amalgamate on the guise they would become more efficient, effective, save money, lower taxes and ultimately reduce the Provincial deficit;

**AND WHEREAS** there has never been a valid evidence-based study that supported these outcomes;

**AND WHEREAS** forced amalgamation actually accomplished just the opposite; ill feelings, increased animosity and mistrust, job losses, rise in local taxes and an increase in Provincial debt;

**AND WHEREAS** there are many positive examples of small rural and northern municipalities working together in a collaborate and cooperative manner via shared agreements that responds to local needs without amalgamation and Provincial interference;

**AND WHEREAS** the Provincial Government has a large deficit due to their own decision-making;

**AND WHEREAS** recently the same Conservative Government recently reduced on<sup>e</sup> large regional municipal government by 50%, without "consultation";

**AND WHEREAS** this same Conservative Government is presently reviewing other Provincial regional governments through a purported "consultative" approach with a view to reduce or eliminate them;

**AND WHEREAS** the Provincial Government should investigate all other internal ways of reducing their deficit and becoming more fiscally responsible over time rather than downloading to the one level of government that is the most efficient, has the lowest cost and is closest to the electorate which will not put a dent in the provincial deficit;

**AND WHEREAS** the Province could look at what other provinces have done to reduce the debt with one singular education system, organizing unorganized municipalities, controlling OPP costs, substantially increase fines, and find a way to collect millions and millions of dollars in unpaid fines and instead, invest in the north to create jobs and stimulate and enhance economic development;

**THAT** before the Provincial Government forces amalgamation in any of the 444 municipalities in Ontario, our AMO organization go beyond requesting "consultation" and "demand" that the Provincial Government do the following:

1. Hold a local referendum letting the citizens decide to amalgamate or not.
2. Conduct an evidence-based study to show that amalgamation actually saves costs, jobs, lowers taxes and reduce the provincial deficit.
3. Allow those municipalities to work out their own local collaborative agreement that best suit their local needs and to be permitted to do so, on their own time line and volition.
4. To ensure that there is absolutely no conflict of interest in this consultative process.
5. To emphasize the political reality of forcing amalgamation on the many rural and northern municipalities across Ontario.

**AND FURTHER THAT** a copy of this resolution be sent to Doug Ford – Premier of Ontario, Christine Elliott – Deputy Premier, Steve Clark – Minister of Municipal Affairs, and all MPPs in the Province of Ontario;

**AND FURTHER THAT** a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), the Northwestern Ontario Municipal Association (NOMA), Rural Ontario Municipalities Association (ROMA), Federation of Northern Ontario Municipalities (FONOM), the District of Parry Sound Municipal Association (DPSMA) and all Ontario municipalities for their consideration.

CARRIED:



(Mayor)

NOT CARRIED:

(Mayor)

Recorded Vote (Upon Request of Councillor \_\_\_\_\_) Section 246 (1) Municipal Act

RECORDED DIVISION VOTE	YES Signature	NO Signature	ABSTAIN Signature
Mayor Robert Corriveau			
Deputy Mayor Shelley Belanger			
Councillor Terry Bangs			
Councillor Wendy Adams			
Councillor Alvina Neault			

**COPY**

August 14, 2019

VIA EMAIL

Royal Canadian Legion  
Orville Hand Branch 521  
115 Back Street  
Bradford, Ontario  
L3Z 1W8

Dear Lt. Col. Ferguson Mobbs and members of the Royal Canadian Legion,

At its meeting of August 6, 2019, the Council of The Corporation of The Town of Bradford West Gwillimbury passed the following motion with respect to the Never Forgotten National Memorial.

*Resolution 2019-275 Leduc/Contois*

*WHEREAS the residents of Bradford West Gwillimbury have a proud tradition of honouring those who made the supreme sacrifice on behalf of Canada in armed conflicts across the world;*

*AND WHEREAS the Never Forgotten National Memorial Foundation has been established to develop commemorative programming, exhibits and monuments at a site on Cape Breton Island as a place of remembrance and thanks for those brave individuals who lost their lives so far from home;*

*AND WHEREAS the Orville Hand Branch 521 of the Royal Canadian Legion has endorsed the Never Forgotten National Monument Program;*

*AND WHEREAS the Foundation is seeking the support of businesses, agencies, government organizations, and individuals across Canada to bring life to this important national memorial;*

*NOW THEREFORE BE IT RESOLVED that the Council of The Corporation of the Town of Bradford West Gwillimbury supports efforts to develop the Never Forgotten National Memorial and so advises Mr. Scot Davidson – Member of Parliament, the Honorable Caroline Mulroney – Member of Provincial Parliament, the Federation of Canadian Municipalities and all municipalities in Ontario.*

CARRIED.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Alana Schrieder', written over the printed name.

Alana Schrieder  
Administrative Assistant

c: Scot Davidson, MP  
Hon. Caroline Mulroney, MPP, York-Simcoe  
Federation of Canadian Municipalities, and all municipalities of Ontario



August 28, 2019

Perth County Municipal Association Members,

**RE: Support for Perth County Municipal Association**

Council for the Town of St. Marys is writing to confirm its receipt of correspondence from the Municipality of West Perth dated August 15, 2019 regarding the Perth County Municipal Association. Council for the Town of St. Marys received this correspondence at their regular meeting on August 27, 2019 and deliberated on the matter.

Please be advised that the following resolution was passed by Council as a result of their deliberation.

**THAT** the correspondence from the Municipality of West Perth regarding the Perth County Municipal Association be received; and

**THAT** the Town of St. Marys Council recommends that the Perth County Municipal Association continue due to its value in fostering a strong municipal partnership amongst the member municipalities.

It is Council's position that Perth Municipal Day is a cost effective way to provide professional development to Council and staff when compared to other conferences like AMO which are significantly more costly. More importantly, Council would like to communicate that Perth Municipal Day is one of the few days when all municipalities in Perth County are able to be together at one time to build fellowship, and discuss matters of common interest.

Please accept this correspondence and please share with your municipal Council.

Sincerely,

Brent Kittmer  
CAO / Clerk

cc: Municipality of West Perth  
Municipality of North Perth  
Township of Perth East  
Township of Perth South  
County of Perth  
City of Stratford

**TOWN OF ST. MARYS**  
**P.O. Box 998, St. Marys, ON. N4X 1B6**





August 15, 2019

**Re: Resolution Regarding Perth County Municipal Association**

Please be advised that the Council of the Municipality of West Perth passed the following resolution at their August 12<sup>th</sup> Regular Meeting of Council:

Moved by: Councillor Herold

Seconded by: Councillor Trentowsky

Whereas the Council for the Corporation of the Municipality of West Perth recognizes and respects the historical significance of the Perth County Municipal Association; and

Whereas municipalities have been asked by the provincial government to review their current spending and search for efficiencies; and

Whereas the purpose the General and Annual Meeting as identified in the Constitution shall be:

- for education;
- to promote co-operation among the various municipalities within the geographical County of Perth;
- to consider matters of general interest to municipalities; and
- the transaction of annual business of the association;

Now therefore be it resolved that the Council for the Corporation of the Municipality of West Perth recommends to members of the Association that the Perth County Municipal Association Committee be dissolved, and the General and Annual meeting be discontinued in an effort to reduce spending as the objectives of shared education and collaboration are being met in other ways in our modern organizations; and

Be it further resolved that this motion be circulated to the members of the Association



being the County of Perth, Township of Perth East, Township of Perth South, Municipality of North Perth, City of Stratford and the Town of St. Marys.

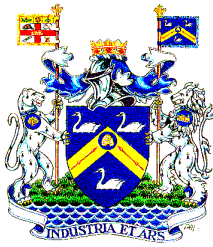
If you require further information, please do not hesitate to contact the Clerk's Department. We look forward to receiving any updated on this matter.

Sincerely,

A handwritten signature in black ink that reads "Carla Preston".

Carla Preston  
Clerk  
Municipality of West Perth  
[cpreston@westperth.com](mailto:cpreston@westperth.com)

cc: County of Perth  
Township of Perth East  
Township of Perth South  
Municipality of North Perth  
City of Stratford  
Town of St. Marys



**BY-LAW NUMBER                    -2019**  
**OF**  
**THE CORPORATION OF THE CITY OF STRATFORD**

---

BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on September 9, 2019.

---

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

**AND WHEREAS** subsection 5(3) of the *Act* provides that the powers of council are to be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of The Corporation of the City of Stratford at this meeting be confirmed and adopted by By-law;

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

1. That the action of the Council at its meeting held on September 9, 2019 in respect of each report, motion, resolution, recommendation or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Mayor of the Council and the proper officers of the City are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required, and, except where otherwise provided, to execute all documents necessary in that behalf in accordance with the by-laws of the Council relating thereto.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 9th day of September, 2019.

---

Mayor – Daniel B. Mathieson

---

Acting Clerk – Tatiana Dafoe