



**Stratford City Council  
Regular Council Open Session  
AGENDA**

**Meeting #:** 4587th  
**Date:** Monday, July 15, 2019  
**Time:** 6:15 P.M.  
**Location:** Council Chamber, City Hall  
**Council Present:** Mayor Mathieson - Chair Presiding, Councillor Bunting, Councillor Burbach, Councillor Gaffney, Councillor Henderson, Councillor Ingram, Councillor Sebben  
**Staff Present:** Rob Horne - Chief Administrative Officer, Joan Thomson - City 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, Tatiana Dafoe - Deputy Clerk, Mike Beitz - Corporate Communications Lead

Pages

**1. Call to Order:**

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

Councillors Beatty, Clifford, Ritsma and Vassilakos have provided regrets for this meeting.

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

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**3. Adoption of the Minutes:**

9 - 44

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

**THAT the Minutes of the Special Meetings of Council of The Corporation of the City of Stratford dated June 19, 2019 and July 3, 2019 and the Regular Meeting of Council of The Corporation of the City of Stratford dated June 24, 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 July 15, 2019, be added to the Agenda as printed.**

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

**5.1 From the June 24, 2019 Session under the Municipal Act, 2001, as amended**

Council and Staff Representatives on Community Grants Evaluation Team

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

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

**THAT Councillor Bunting, Councillor Gaffney and Councillor Vassilakos are hereby appointed as Council representatives to the Community Grants Evaluation Team for the 2018-2022 Term of Council;**

**AND THAT the Director of Corporate Services, the Director of Community Services, the Director of Social Services, the Director of Infrastructure and Development Services and the Executive Secretary to the Director of Corporate Services are hereby appointed as staff representatives to the Community Grants Evaluation Team.**

**5.2 At the July 15, 2019 Session under the Municipal Act, 2001, as amended, matters concerning the following items were considered:**

Proposed or pending acquisition or disposal of land by the municipality or local board (section 239.(2)(c)) (includes municipal property leased for more than 21 years and, A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons or organization (section 239.(2)(i));

Litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (section 239.(2) (e)) and 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 Acceptance of Tender - Lions Pool Shallow End Liner (COU19-063)**

45 - 49

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

**Staff Recommendation:** THAT the capital budget for partial Pool Liner Replacement (G-973-9321) be amended to \$124,147 with all funding from Recreation Capital Reserve Fund (R-R11-RECR);

**THAT Council approval the bid from Acapulco Pools Limited in the amount of \$137,860, including HST for the installation of the PVC Swimming Pool Liner at the Lions Pool;**

**AND THAT the Mayor and Clerk be authorized to sign the necessary Contract Agreement.**

### **7.2 Resolution - Amendment of By-law 84-2008 (COU19-062)**

50 - 53

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

**Staff Recommendation:** That By-Law 84-2008 be updated with the names of those holding the current positions as Fire By-Law Enforcement Officers.

### **7.3 Correspondence - Petition from Caledonia Street Residents**

A petition has been received by the Clerk's Office from residents of Caledonia Street petitioning Council as follows:

"To lower the speed limit to 30 km taking a step forward in the safety of our citizens and following the revised data driven safety plan (see Toronto Star June 21, 2019)"

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

**THAT the petition dated July 8, 2019 from Caledonia Street residents requesting that the speed limit be lowered to 30 km be received and referred to the Infrastructure, Transportation and Safety Sub-committee.**

### **7.4 Resolution - Implementation of Council Strategic Priorities**

54 - 64

Report to be provided.

### **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 July 15, 2019, be adopted as printed.**

#### **9.1.1 2019 Community Grant Appeal Recommendations (FIN19-023)**

65 - 180

THAT the Gallery Stratford's 2019 grant appeal request in the additional amount of \$8,950 be denied;

THAT the Music & Opera Appreciation's 2019 grant appeal request in the additional amount of \$750 be approved to assist with City Hall Auditorium rental costs related to the HD Met Live Opera program;

THAT the Stratford Blues & Ribfest 2019 grant appeal request in the additional amount of \$10,000 be denied;

AND THAT the Stratford Summer Music's 2019 grant appeal request of \$5,000 be approved as a one-time additional amount to assist with increased facility rent, utilities and maintenance costs for their new location.



### **9.1.2 2019 Community Grant Appeal Recommendations (FIN19-023)**

THAT the Feline Friends Network 2019 grant appeal request in the additional amount of \$7,500, be filed.

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

### **10.1 Notice of Public Meeting under the Planning Act**

Notice is given that the City of Stratford Council will hold a public meeting on Monday, July 22, 2019 at 6:00 pm in the Council Chambers in City Hall, 1 Wellington Street, Stratford to hear all interested persons with respect to the following planning application under Section 34 of the Planning Act, R.S.O. 1990:

Zone Change Application Z08-19 for 58 Griffith Road West

## **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 11.4 be taken collectively.**

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

**THAT By-laws 11.1 to 11.4 be given First and Second Readings.**

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

**THAT By-laws 11.1 to 11.4 be given Third and Final Readings.**

### **11.1 Revise Appointments of Fire By-law Enforcement Officers 181 - 184**

To amend By-law 84-2008 as amended to revise appointments of Fire By-law Enforcement Officers for the purpose of enforcing fire safety related By-laws in the City of Stratford.

### **11.2 Award of Tender for Lion's Pool Liner 185**

To authorize the acceptance of the tender, execution of the contract and the undertaking of the work by Acapulco Pools Ltd for the installation of the PVC Swimming Pool Liner at the Lion's Pool [T2019-11].

### **11.3 Appointments to the Community Grants Evaluation Team 186**

To amend By-law 178-2018 as amended, to make appointments to the Community Grants Evaluation Team.

**11.4 Delegation of Authority - Level 2 Pedestrian Crossover**

187 - 188

To amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Infrastructure and Development Services to determine through a justification report when a proposed Level 2 Pedestrian Crossover is warranted on a City Street.

**12. Consent Agenda: CA-2019-089 to CA-2019-097**

189 - 197

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 Monday, July 22, 2019 at 6:00 p.m. in the Council Chamber, City Hall.

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

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

- **Infrastructure, Transportation and Safety Committee [6:20 pm or thereafter following the Regular Council meeting];**
- **Finance and Labour Relations Committee [6:30 pm or thereafter following the Regular Council meeting];**
- **Planning and Heritage Committee [6:40 pm 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 July 15, 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

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**15.2 Committee Reports**

**15.2.1 Finance and Labour Relations Committee**

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

**THAT Items 5.1 and 5.4 of the Finance and Labour Relations Committee meeting dated July 15, 2019 be adopted as follows:**

**5.1 Travel and Expense Policy Update (FIN19-020)**

**THAT the report of the Director of Corporate Services dated June 18, 2019, regarding the Travel and Conventions Policy Update be received for information;**

**AND THAT Council approve the draft T.2.1 Travel and Expense Policy presented at the June 18, 2019 Finance and Labour Relations Sub-committee meeting for City staff;**

**AND THAT staff be directed to bring back a revised Travel and Expense Policy for Council members.**

**5.4 Vacant/Excess Land Tax Reduction Program (FIN19-024)**

That the Vacant/Excess Land Tax Reduction Program be eliminated commencing January 1, 2020 pending Ministry of Finance approval.

#### 15.2.2 Planning and Heritage Committee

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

THAT Item 5.1 of the Planning and Heritage Committee meeting dated July 15, 2019 be adopted as follows:

##### 5.1 Request to Permit Street Art on a Municipal Sidewalk (PLA19-026)

THAT the "Shine On You Crazy Diamond" proposed artwork be approved subject to the following conditions being met:

- a final proposed design be submitted to Planning Services;
- proof of insurance is supplied indemnifying the City;
- a deposit in the amount of \$500 be provided;
- the art work is removed by November 1, 2019.

#### 15.3 Reading of the Confirmatory By-law (reconvene):

198

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

##### By-law 11.5 Confirmatory By-law

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 15, 2019.

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

THAT By-law 11.5 be given First and Second Readings.

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

THAT By-law 11.5 be given Third and Final Readings.

#### 15.4 Adjournment of Council Meeting

Meeting Start Time:

Meeting End Time:

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

THAT the July 15, 2019 Regular Council meeting adjourn.



## Stratford City Council Special Council Open Session MINUTES

Meeting #: 4584th  
 Date: Wednesday, June 19, 2019  
 Time: 7:00 P.M.  
 Location: Council Chamber, City Hall

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

Regrets: Mayor Mathieson, Councillor Burbach

Staff Present: Rob Horne - Chief Administrative Officer, Ed Dujlovic - Director of Infrastructure and Development Services, Tatiana Dafoe - Deputy Clerk, Jeff Leunissen - Manager of Development Services, Nancy Bridges - Recording Secretary, Rachel Tucker - Planner, Jeff Bannon - Planner

Also Present: Members of the Public

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

Deputy Mayor Ritsma, Chair presiding, called the Council meeting to order.  
 Mayor Mathieson and Councillor Burbach provided regrets for this meeting.

## 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

A declaration of pecuniary interest was not made by a member at the June 19, 2019 Special Council meeting.

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

### 3.1 **From the June 19, 2019 Session under the Municipal Act 2001 as amended, a matter concerning the following item was considered:**

Comprehensive Zoning By-law Review

[Advice that is subject to solicitor-client privilege including communications necessary for that purpose (section 239.(2)(f)).]

At the In-camera Session, direction was given.

## 4. **Report of the Manager of Development Services**

### 4.1 **Comprehensive Zoning By-law Statutory Public Meeting (COU19-057)**

R2019-262

**Motion by** Councillor Ingram

**Seconded By** Councillor Vassilakos

**THAT the Special Council Meeting adjourn to a Public Meeting under the Planning Act to hear all interested persons regarding the Draft Comprehensive Zoning By-law and to reconvene to Special Council.**

**Carried**

\*The Special Council meeting adjourned to a Public Meeting at 7:01 p.m.

\*The Special Council meeting resumed at 7:44 p.m.

## 5. Reading of the By-laws:

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

### **By-law 5.1 Confirmatory By-law 94-2019**

To confirm the proceedings of Council of The Corporation of the City of Stratford as tis meeting held on June 19, 2019.

R2019-263

**Motion by** Councillor Clifford

**Seconded By** Councillor Vassilakos

**THAT By-law 94-2019 be given First and Second Readings.**

**Carried** two-thirds support

R2019-264

**Motion by** Councillor Henderson

**Seconded By** Councillor Beatty

**THAT By-law 94-2019 be given Third and Final Readings.**

**Carried**

## 6. Adjournment:

R2019-265

**Motion by** Councillor Gaffney

**Seconded By** Councillor Sebben

**That the June 19, 2019 Special Council Meeting adjourn.**

**Carried**

Meeting Start Time: 7:00 P.M.

Meeting End Time: 7:47 P.M.

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Deputy Mayor – Martin Ritsma

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Deputy Clerk – Tatiana Dafoe



## Stratford City Council Special Council Open Session MINUTES

Meeting #: 4586th  
 Date: Wednesday, July 3, 2019  
 Time: 5:00 P.M.  
 Location: Council Chambers, City Hall

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

Regrets: Mayor Mathieson, Councillor Bunting, Councillor Vassilakos

Staff Present: Rob Horne - Chief Administrative Officer, Joan Thomson - City Clerk, Tatiana Dafoe - Deputy Clerk, Mike Beitz - Corporate Communications Lead

Also Present: Member of the Public and Media

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

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

Mayor Mathieson, Councillors Bunting and Vassilakos provided regrets for this meeting.



## 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

None declared.

## 3. **Orders of the Day**

### 3.1 Resolution - Appointment of Acting CAO

R2019-296

**Motion by** Councillor Clifford

**Seconded by** Councillor Gaffney

**THAT Joan Thomson be appointed as Acting Chief Administrative Officer for The Corporation of the City of Stratford until the Chief Administrative Officer position has been filled.**

**Carried**

## 4. **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:

4.1 By-law 111-2019 To appoint an Acting Chief Administrative Officer for The Corporation of the City of Stratford until the CAO position is filled.

4.2 By-law 112-2019 To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 3, 2019.

R2019-297

**Motion by** Councillor Beatty

**Seconded by** Councillor Henderson

**THAT By-laws 111-2019 to 112-2019 be taken collectively.**

**Carried** unanimously

R2019-298

**Motion by** Councillor Ingram

**Seconded by** Councillor Burbach

**THAT By-laws 111-2019 to 112-2019 be given First and Second Readings.**

**Carried** two-thirds support

R2019-299

**Motion by** Councillor Gaffney

**Seconded by** Councillor Burbach

**THAT By-laws 111-2019 to 112-2019 be given Third and Final Readings.**

**Carried**

**5. Adjournment**

R2019-300

**Motion by** Councillor Gaffney

**Seconded by** Councillor Sebben

**THAT the July 3, 2019 Special Council meeting adjourn.**

**Carried**

Meeting Start Time: 5:01 P.M.

Meeting End Time: 5:03 P.M.

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Deputy Mayor – Martin Ritsma

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Clerk - Joan Thomson



## Stratford City Council Regular Council Open Session MINUTES

Meeting #: 4585th  
 Date: Monday, June 24, 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: Rob Horne - Chief Administrative Officer, 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, Jodi Akins - Council Clerk Secretary, Tatiana Dafoe - Deputy Clerk, Barb Hobson – Manager of Early Years and Child Care

Also Present: Linda Daum and guests (Item 6.1), 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

Councillor Beatty declared a pecuniary interest on Item 9.1.2 "Available Locations for the Operation of a Refreshment Vehicle in the Downtown Core" as he is the owner of a food truck.

Mayor Mathieson declared a pecuniary interest on Item 9.4.2 "Stratford Hockey Club Agreement Renewal" as he is a member of the Board of Directors of the Stratford Hockey Club.

**3. Adoption of the Minutes:**

R2019-266

**Motion by** Councillor Burbach

**Seconded By** Councillor Gaffney

**THAT the Minutes of the Special Meeting of Council of The Corporation of the City of Stratford dated June 10, 2019 and the Regular Meeting of Council of The Corporation of the City of Stratford dated June 10, 2019 be adopted as printed.**

**Carried**

**4. Adoption of the Addendas to the Agenda:**

R2019-267

**Motion by** Councillor Clifford

**Seconded By** Councillor Beatty

**THAT the Addendas #1 and #2 to the Regular Agenda of Council and Standing Committees dated June 24, 2019, be added to the Agenda to include Items 5.2, 5.3, 7.11, 11.15 and 11.16.**

**Carried**

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

### **5.1 At the June 24, 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));
- 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));
- Labour relations or employee negotiations (section 239.(2)(d)).

At the In-camera Session, direction was given on all items.

### **5.2 ADDED - Wage and Benefit Adjustments – Administrative Employees[Labour relations or employee negotiations (section 239.(2)(d))]**

R2019-268

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Clifford

**THAT City of Stratford Administrative employees receive an annual economic adjustment of 1.5% effective January 1, 2019, as previously funded in Council's approved 2019 budget.**

**Carried**

### **5.3 ADDED - Appointment to Festival Hydro Inc.**

R2019-269

**Motion by** Councillor Bunting

**Seconded By** Councillor Ritsma

**THAT Frank Mark be appointed to fill a mid-term vacancy on the Board of Directors of Festival Hydro Inc., for the remainder of a term to November 2019.**

**Carried**

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

### **6.1 Presentation of Award to Linda Daum**

Linda Daum, a crossing guard at West Gore and Mowat Streets in the City of Stratford was selected as one of three winners of the 2019 Canada's Favourite Crossing Guard Contest.

The award is presented by Parachute and FedEx Express Canada and recognizes individuals who help keep young pedestrians safe.

Mayor Mathieson presented a certificate of appreciation to Ms. Daum and thanked her for her service to the community. Ms. Daum stated that it was an honour to receive the award and the kids at her crossing mean a lot to her. Council extended congratulations to Ms. Daum.

## 7. Orders of the Day:

### 7.1 Resolution - Special Occasion Permit

The Stratford Minor Baseball Association Summertime Bash Slo Pitch Tournament is to be held July 19-21, 2019 at the Packham Road Complex, and the organizer is requesting a special occasion liquor licence.

City Departments did not express any concerns with this request.

R2019-270

**Motion by** Councillor Henderson

**Seconded By** Councillor Beatty

**THAT City Council does not express concern with the issuance of a special occasion permit for the Stratford Minor Baseball Association Summertime Bash Slo Pitch Tournament to be held July 19-21, 2019 at the Packham Road Sports Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

**Carried**

### 7.2 Resolution - Special Occasion Permit

Wade and Nate's Excellent Baseball Extravaganza is to be held September 14, 2019 at the Packham Road Sports Complex and the organizer is requesting a special occasion liquor licence.

City Departments provided no objections or concerns.

R2019-271

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Burbach

**THAT City Council does not express concern with the issuance of a special occasion permit for Wade and Nate's Excellent Baseball Extravaganza to be held September 14, 2019 at the Packham Road Sports Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

**Carried**

### **7.3 Proclamation - The Kiwanis Club of Stratford Day**

The Kiwanis Club of Stratford requested a proclamation of The Kiwanis Club of Stratford Day in honour of the 71st anniversary of the founding of the service club.

R2019-272

**Motion by** Councillor Bunting

**Seconded By** Councillor Burbach

**THAT City Council hereby proclaims July 15, 2019 as "The Kiwanis Club of Stratford Day" in the City of Stratford to honour their service to the community.**

**Carried**

### **7.4 Resolution – Appointment of Auditors for Festival Hydro Inc.**

R2019-273

**Motion by** Councillor Clifford

**Seconded By** Councillor Gaffney

**THAT KPMG LLP be and they are hereby appointed auditors of Festival Hydro Inc., (the "Corporation") until April 30, 2020 at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration.**

**Carried**

### **7.5 Resolution – Appointment of Auditors for Festival Hydro Services Inc.**

R2019-274

**Motion by** Councillor Bunting

**Seconded By** Councillor Gaffney

**THAT KPMG LLP be and they are hereby appointed auditors of Festival Hydro Services Inc., (the "Corporation") until April 30, 2020 at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration.**

**Carried**

## **7.6 Resolution - Special Occasion Permit**

The 21st Annual Brian Sippel Memorial Slo-Pitch Tournament is to be held August 30-September 1, 2019 at the Packham Road Sports Complex and the organizer is requesting a special occasion liquor licence.

City Departments provided no objections or concerns.

R2019-275

**Motion by** Councillor Burbach

**Seconded By** Councillor Gaffney

**THAT City Council does not express concern with the issuance of a special occasion permit for the 21st Annual Brian Sippel Memorial Slo-Pitch Tournament to be held August 30-September 1, 2019 at the Packham Road Sports Complex subject to the necessary permits being obtained, compliance with the City's Municipal Alcohol Risk Policy and the required certificates of insurance being provided.**

**Carried**

## **7.7 Asphalt Resurfacing 2019 – Tender Award for Contract T2019-17 (COU19-058)**

R2019-276

**Motion by** Councillor Ritsma

**Seconded By** Councillor Vassilakos

**THAT Council approve the award of the Asphalt Resurfacing 2019 contract to Capital Paving Inc. at a total tender price of \$1,324,007.35 including HST;**

**AND THAT the Mayor and Clerk be authorized to sign the necessary Contract Agreement.**

**Carried**

## **7.8 Frederick Street and Burritt Street Local Improvement Project – Tender Award for Contract T2019-22 (COU19-059)**

In response to a question from Council, the Director of Infrastructure and Development Services confirmed that a sidewalk in front of Community Living is included in the project.



R2019-277

**Motion by** Councillor Gaffney

**Seconded By** Councillor Vassilakos

**THAT Council approve amending the capital budget for the Frederick Street and Burritt Street Reconstruction project by using available OCIF funding carried forward from 2018 and reallocating funds from the 2019 Resurfacing budget:**

- \$255,000 from OCIF carried forward
- \$40,000 from the Water Reserve

**For a total capital budget of \$1,745,000.00;**

**THAT Council approve the award of the Frederick Street and Burritt Street Reconstruction contract to Alfred Fach Excavating Limited at a total tender price of \$1,874,200.26 including HST;**

**AND THAT the Mayor and Clerk be authorized to sign the necessary Contract Agreement.**

**Carried**

#### **7.9 Crane Avenue Reconstruction Project – Tender Award for Contract T2019-26 (COU19-060)**

R2019-278

**Motion by** Councillor Beatty

**Seconded By** Councillor Henderson

**THAT Council approve amending the capital budget for the Crane Avenue Reconstruction by adding:**

- \$490,000 to accommodate the previously approved scope changes, increased consulting services, and contingency to be funded by the Industrial land sales for a total capital budget of \$2,250,000;

**THAT Staff prepare a report to revise policy E.1.2 Industrial Land Prices to reflect full cost recovery for the Crane Ave industrial lands;**

**THAT Council approve the award of the Crane Avenue Reconstruction Project to Network Sewer and Watermain Limited at a total tender price of \$2,028,419.36 including HST;**

**AND THAT the Mayor and Clerk be authorized to sign the necessary Contract Agreement.**

**Carried**

**7.10 Correspondence - Stratford Public Library Board**

For the information of Council.

**7.11 ADDED - Community-Based Early Years and Child Care Capital Program (CBCP) in Monkton (COU19-061)**

R2019-279

**Motion by** Councillor Henderson

**Seconded By** Councillor Ritsma

**THAT the Chief Administrative Officer and the Director of Social Services be authorized to enter into an agreement to allow the transfer of funds to the Municipality of North Perth to complete the Elma Logan Recreation Complex Capital Project in Monkton.**

**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:**

R2019-280

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Gaffney

**THAT the Report of the Infrastructure, Transportation and Safety Committee dated June 24, 2019, be adopted as printed.**

A request was made to take Item 9.1.2 separately.

Mayor Mathieson called the question on Items 9.1.1, 9.1.3, 9.1.4-9.1.12

**Carried**

Mayor Mathieson called the question on Item 9.1.2.

**Carried**

\*Councillor Beatty having declared a pecuniary interest on Item 9.1.2 did not partake in the vote on this matter.

**9.1.1 2019 Erie Street Parking Lot Improvements Open House (ITS19-032)**

THAT the report entitled "2019 Erie Street Parking Lot Improvements Open House" be received for information.

**9.1.2 Available Locations for the Operation of a Refreshment Vehicle in the Downtown Core (ITS19-033)**

THAT no further action be taken by staff regarding identifying a location for a refreshment vehicle in the downtown core until a final decision is made on whether 39 George Street will be converted into a parking lot or the development of a community hub commences;

AND THAT refreshment vehicles continue to be permitted as part of special events in the downtown.

**9.1.3 Huron Street and Huntingdon Avenue School Crossing Study Results (ITS19-029)**

THAT the report titled Huron Street (Hwy 8) Pedestrian Crossing Study Intersection of Huron Street with Huntingdon Avenue in Stratford, Ontario prepared by R.V. Anderson Associates Limited be sent to the Ministry of Transportation Ontario as the technical basis for requesting vehicular traffic signalization at this location;

AND THAT City staff initiate discussions with Ministry of Transportation Ontario staff for the approval to install the appropriate traffic control signals at the intersection of Huron Street and Huntingdon Avenue.

**9.1.4 Huntingdon Avenue No Parking Request (ITS19-031)**

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

Schedule 2 (No Parking) be amended by adding:

Street	Side	Between	Period
Huntingdon Avenue	West	From Huron Street to a point 37.5 m south of Huron Street	Anytime

#### **9.1.5 Request for Exemption from Noise Control By-law 113-79 for the 2019 Family Movie Night (ITS19-036)**

THAT approval be given to the request from the organizers of the Family Movie Night for exemptions from Noise Control By-law 113-79 in a commercial zone to permit the loading and unloading provision [Schedule 2 clause 4] from 11:30 p.m. to 12:00 a.m. and from the unreasonable noise provision [Schedule 1 clause 8] for the duration of the event from 2:00 p.m. on Saturday, July 6, 2019 to 12:00 a.m. on Sunday, July 7, 2019.

#### **9.1.6 Stratford Summer Music 2019 – Firework Display Approval, Use of Municipal Property, and Noise Control By-law 113-79 Exemption (ITS19-037)**

THAT the request to set off fireworks on municipal property for the Stratford Summer Music Opening Fireworks Display on Monday, July 15, 2019 in Lower Queen's Park be approved, subject to Fireworks By-law 73-2006, and the necessary permits being obtained prior to the event;

THAT the request to temporarily place newspaper boxes on municipal property to distribute advertising material for the 2019 Summer Music events be approved, subject to prior approval of locations by the Infrastructure and Development Services Department;

THAT the request to temporarily place sandwich board signs on municipal property to promote the 2019 Summer Music events be approved, subject to obtaining sign permits from the City;

THAT the request to temporarily place a kiosk on municipal property at the banks of the Avon River at the location of the MusicBarge, to provide information for the 2019 Summer Music events, be approved;

AND THAT the request to operate a MusicBarge on the Avon River during the 2019 Summer Music event, be approved, subject to the necessary permits being obtained.

**9.1.7 2018 Stratford Water Pollution Control Plant Annual Report (ITS19-028)**

THAT the 2018 Stratford Water Pollution Control Plant Annual Report be received for information.

**9.1.8 Level 2 Pedestrian Crossovers – Acceptance and Implementation (ITS19-030)**

THAT Council confirm support for the future installation of warranted Level 2 Pedestrian Crossovers in the City;

THAT the installation of Pedestrian Crossovers be considered as part of the 2020 Capital Budget;

AND THAT the Director of Infrastructure and Development Services becomes responsible for the justification report on whether a proposed pedestrian crossover is warranted. [delegated authority]

**9.1.9 Adopting Carbon Footprint and Greening of the Community Goals and Updating the Current Roundtable for the Environment Document into an Action Plan (ITS19-039)**

THAT the Energy and Environment Committee resolutions recommending Council adopt goals of reducing the community carbon foot print and increasing the greening of the community as priority items and converting the Roundtable for the Environment document into an Action Plan, be referred to the City's Strategic Priorities Implementation Process.

**9.1.10 Banning Single Use Plastic in the City of Stratford (ITS19-034)**

THAT, in light of the recent federal government announcement to ban single-use plastics as early as 2021 (such as plastic bags, straws, cutlery, plates, and stir sticks) and take other steps to reduce pollution from plastic products and packaging, that the proposed ban on single use plastics be referred to the Energy and Environment Advisory Committee to report back to Council in the Fall.

**9.1.11 City of Stratford Dog Waste Collection Program (ITS19-038)**

THAT the Energy and Environment Committee recommendation for staff to investigate the feasibility of a dog waste collection program in the City, be referred to the City's Strategic Priorities Implementation Process as part of converting the Roundtable for the Environment document into an Action Plan.

**9.1.12 Encroachment Application for 1 Ontario Street (ITS19-040)**

THAT the application be approved for an encroachment by the owner of 1 Ontario Street, to permit the existing stairs, concrete planters and roof overhang to encroach a total of 38.1m<sup>2</sup> onto City property on Church Street;

AND THAT the annual fee of \$2,609.01, adjusted yearly by the CPI, be added to the property tax bill for 1 Ontario Street.

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

R2019-281

**Motion by** Councillor Ingram

**Seconded By** Councillor Ritsma

**THAT the Report of the Planning and Heritage Committee dated June 24, 2019, be adopted as printed.**

**Carried**

**9.2.1 Planning Application Fees Review (PLA19-017)**

THAT the draft pre-planning application consultation by-law and proposed amendment to By-law 190-2018, Fees and Charges By-law presented at the May 30, 2019 Planning and Heritage Sub-committee meeting, be received for information;

THAT staff consult with interested parties and obtain feedback on the draft pre-application consultation by-law and the proposed amendment to the Fees and Charges By-law;

THAT, following consultation, in accordance with the *Planning Act* and in conformity with the Official Plan, staff submit to Council a pre-planning application consultation by-law for approval 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;

THAT, following further review, staff submit to Council more detail regarding cost recovery for planning applications;

THAT following consultation, in accordance with Section 69 of the *Planning Act*, staff submit to Council an amendment to Schedule "B" of By-law 190-2018, Fees and Charges By-law, to revise fees for the processing of applications made in respect of planning matters;

AND THAT following consultation and an amendment to Schedule "B" to By-law 190-2018, Fees and Charges By-law, 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.

#### **9.2.2 City of Stratford Heritage Conservation District Standards Update (PLA19-018)**

THAT the Heritage Stratford resolution to update the Heritage Conservation District Standards be referred to the 2020 budget discussions;

AND THAT Staff explore grant opportunities to fund, or partially fund, any update to the Heritage Conservation District Standards.

#### **9.2.3 Plan of Condominium Application 31CDM 17-001, Zone Change Application Z09-17, 355, 365 Douro Street, 267 King Street and 54 Frederick Street (PLA19-022)**

1. THAT the City of Stratford pursuant to Section 51(31) of the Planning Act grant draft approval to Plan of Condominium 31CDM-17001 subject to the following conditions:  
his approval applies to the draft plan submitted by 653431 Ontario Inc., prepared by MTE Ontario Land Surveyors Inc., certified by Trevor McNeil, File No. 31CDM-17001, drawing file name. vic17212d.dwg, dated December 18, 2017, as redline amended, The Plan contains 71 residential Units served by both Douro Street and an internal common element laneway located at 355 Douro Street.

This draft approval is for a Vacant Land Plan of Condominium under Part VIII of the Condominium Act, 1998.

The development is to be registered as one condominium corporation.

This approval of the draft plan applies for a period of five (5) years, and if final approval is not given within that time, the draft approval shall lapse, except in the case where an extension has been granted by the Approval Authority.

Prior to final approval, the plan is to be amended as shown in red on the draft plan and a plan is to be submitted showing the extension of the common element area below each unit and to the foundation wall to accommodate the water system to the satisfaction of the Manager of Development Services.

Prior to final approval for the registration of the development as a condominium corporation by the Approval Authority, the Manager of Development Services, City of Stratford, is to be advised in writing by the Municipal Building Official, that:

- i) site works in the common elements are substantially complete, the Owner's consulting engineer has submitted a final lot grading certificate which has been accepted by the City;
- ii) the proposed plan of condominium showing any "as constructed" buildings and structures has been submitted and accepted by the City as in compliance with all applicable zoning by-law regulations; and,
- iii) the fire route and fire route signs have been installed to the satisfaction of the City.

Prior to final approval for the registration of the development as a condominium corporation by the Approval Authority, the City is to be satisfied that the development agreement (SP16-18) between the Owner and the City of Stratford has been registered against the lands to which it applies.

Prior to final approval for the registration of the development as a condominium corporation by the Approval Authority, the Manager of Development Services, City of Stratford, is to be satisfied that



the proposed plan of condominium showing any "as constructed" buildings and structures has been submitted and accepted by the City as in compliance with Subsection 155(1) of the Condominium Act, 1998.

The Condominium Declaration shall contain appropriate provisions setting out the responsibility for maintaining, repairing, and replacing services which serve:

- i) more than one Unit, whether or not those services are within the common elements or within a Unit;
- ii) the owner's Unit only, that are located within the owner's Unit or another Unit; and
- iii) the owner's Unit only, that are located within the common elements.

The description of the Common Elements in the Condominium Declaration shall include water lines below each unit and to the foundation wall to accommodate the water system and appurtenances, sanitary sewer lines and appurtenances and storm sewers and appurtenances to the satisfaction of the Manager of Engineering and the Manager of Environmental Services. These elements are to be operated, repaired and maintained by the Condominium Corporation.

All buildings and structures, if any, shown in the declaration and description to be included in the common elements such as pools or clubhouses shall be constructed prior to final approval.

Prior to final approval, the Owner's professional engineer shall provide certification to the Approval Authority that all buildings, structures, facilities and services (including landscaping and grading) shown in the declaration and description to be included in the common elements have been completed, installed and provided in accordance with the requirements of the Condominium Act, 1998.

Should all facilities and services (including landscaping and grading) not be installed and provided prior to final approval, the Owner's engineer shall have his professional engineer provide a written, detailed estimate of 100% of the cost to install and provide the

facilities and services shown in the declaration and description to be included in the common elements, to the City's satisfaction, and provide security in the accepted amount plus 25% for administration and contingencies in a form acceptable to the City Treasurer. Should security already being held by the City under the authority of Section 41 of the Planning Act be partially or fully sufficient in form and amount to meet this requirement, the Condominium security requirement may be reduced or waived by the City. The City will not hold security for amenities such as pools, tennis courts, or clubhouses.

Should security be provided, the Owner shall enter into a condominium agreement with the City to be registered on title prior to final approval.

Prior to final approval, provision is made for an easement or other legal means to ensure the Condominium Corporation has access to maintain the perimeter fencing.

Prior to final approval for the registration of any condominium corporation within this development, a list of residential Unit numbers and the corresponding legal descriptions that will be in place upon registration of the plan of condominium shall be submitted to the City to the satisfaction of the Manager of Development Services.

The Condominium Declaration shall contain appropriate provisions requiring municipal addressing and/or door point numbers to be posted on the façade of each Unit in accordance the City's Municipal Addressing By-law 47-2008 to the satisfaction of the Manager of Development Services.

Prior to final approval for the registration of the development as a condominium corporation by the Approval Authority, the Manager of Development Services, City of Stratford, is to be advised in writing by the City of Stratford Corporate Services Department, Tax Division that all financial obligations/encumbrances on the said lands have been paid in full, including property taxes and local improvement charges.

Prior to final approval, for the remnant parcel measuring 1.5m in width, that a solicitor's undertaking be received to verify that at the

time of the registration that the name(s) of the owner(s) of the abutting land at 279 King Street, PLAN 47 LOT 627 TO 628 to which this parcel is being joining is the same as the transferee(s) in the said transfer.

1. Prior to final approval for the initial registration or any subsequent phase, the Manager of Development Services is to be advised in writing by Canada Post that the Owner has confirmed mail delivery equipment has been supplied and installed to the satisfaction of Canada Post.
2. The Condominium Declaration shall contain a provision that outlines that telecommunications, mail delivery equipment, water lines and appurtenances, hydro, perimeter fencing, parking, sanitary sewer lines and appurtenances are to be described as a common element and may include items that are external to the buildings and items that service more than one Unit or the Units and common elements and are to be operated, repaired, and maintained by the Condominium Corporation to the satisfaction of the Manager of Development Services.
3. The Condominium Declaration shall contain a warning clause to be registered on title of each Unit within 300 metres of the railway right-of-way, warning prospective purchasers of the existence of the Railway's operating right-of-way; the possibility of alterations including the possibility that the Railway may expand its operations, which expansion may affect the living environment of the residents notwithstanding the inclusion of noise and vibration attenuation measures in the design of the subdivision and individual units, and that the Railway will not be responsible for complaints for claims arising from the use of its facilities and/or operations.
4. The digital copy of the plans provided are required containing the plan of condominium in Auto CAD native format (.dwg), stored as a single file, with all of the classes of features (eg. building footprint, Unit boundaries, interior roadways, access to public street, retaining walls, noise attenuation walls, fences, etc.) separated into different layers. For further information, please contact City of Stratford Infrastructure and Development Services Department.

5. Prior to final approval, for the purposes of satisfying any of the conditions of draft approval herein contained, the Owner shall file with the City of Stratford a complete submission consisting of all required clearances and final plans, and to advise the City of Stratford in writing how each of the conditions of draft approval has been, or will be, satisfied. The Owner acknowledges that, in the event that the final approval package does not include the complete information required by the City of Stratford, such submission will be returned to the Owner without detailed review by the City.

Notes:

Pursuant to Section 51(59) of the Planning Act, if a plan approved under Section 51(58) of the Planning Act is not registered within 30 days of approval, the City of Stratford may withdraw its approval.

If final approval is not given to this Plan, within 5 years of the draft approval date, and no extensions have been granted, draft approval shall lapse under subsection 51(32) of the Planning Act, R.S.O., 1990. If the Owner wishes to request an extension to draft approval, a written explanation, together with a resolution from the local municipality, must be received by the Approval Authority 60 days prior to the lapsing date.

All plans are to be prepared using total station survey and compatible with the latest version of AutoCAD. The final plan submitted for registration, engineered design drawings and construction record drawings are to be provided in print and digital format referenced to a control network compiled to the satisfaction of the City of Stratford Engineering Department in accordance with Ontario Basic Mapping (U.T.M. Grid 1:2000), for future use within the City's geographical information system.

The Owner is advised that clearances from the following agencies is required:

- City of Stratford Corporate Services Department, Tax Division
- City of Stratford Infrastructure and Development Services Department, Manager of Development Services

- City of Stratford Infrastructure and Development Services Department, Chief Building Official
- City of Stratford Infrastructure and Development Services Department, Engineering Division
- Canada Post

That Zoning By-law 201-2000 be amended to change the zoning for the lands described as Lots 511 to 514, 521 to 524, 603 to 611, part of John Street (closed) and Part Lots 510, 525, 526, 612, and 619 to 621, Plan 47 and known municipally as 355, 365 Douro St, 267 King St. and 54 Frederick St., from a compound General Industrial / Future Residential I2-1/FR Zone and a General Industrial I2 Zone to a Residential Fourth Density Special Provision R4(2)-21 Zone, a Residential Fourth Density Special Provision R4(2)-22 Zone, a Residential Fourth Density Special Provision R4(2)-23 Zone, Residential Fourth Density Special Provision R4(2)-24 Zone and a Residential Second Density R2(2) Zone.

- That A) and B) above are recommended for the following reasons:

- I. public input was received;
- II. the request is consistent with the Provincial Policy Statement;
- III. the request is consistent with the goals, objectives and policies of the Official Plan; and
- IV the zone change will provide for a residential zoning that is appropriate for the uses of the lands.

1. That Council pass a resolution that no further notice is required under Section 34(17) of the Planning Act.

#### **9.2.4 Demolition Control By-Law (PLA19-023)**

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

THAT Public Notification be given of Council's intent to consider passing a Demolition Control By-law;

AND THAT following the Public Notification, staff report back to Council with comments received through the consultation process.

**9.2.5 Request to Add Stratford Chefs School as Voting Member (PLA19-019)**

THAT the recommendation from the Stratford Town & Gown Advisory Committee to add an administrative representative from the Stratford Chefs School as a voting member, be approved.

**9.2.6 Update By-law to Increase the number of Heritage Stratford members on the Heritage Review Committee (PLA19-020)**

THAT By-law 133-2004 as amended, be further amended to increase the composition of the Heritage Permit Review Committee to five (5) members of Heritage Stratford, from the current three (3) members;

AND THAT quorum for reviews by the Heritage Permit Review Committee would be a minimum of three (3) members.

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

R2019-283

**Motion by** Councillor Clifford

**Seconded By** Councillor Gaffney

**THAT the Report of the Finance and Labour Relations Committee dated June 24, 2019, be adopted as printed.**

**Carried**

**9.3.1 Financial Statements and Commentary for Festival Hydro Inc. (FHI) – Q4 2018 and Q1 2019 (FIN19-016)**

THAT the Festival Hydro Inc. 2018 audited financial statements and commentary for the period ending December 31, 2018, be approved by City Council;

That the Festival Hydro Inc. financial statements and commentary for the period ending March 31, 2019, be received for information;

THAT the Resolution of the Sole Shareholder of Festival Hydro Inc. be signed by the Mayor and Clerk;

THAT the financial statements of Festival Hydro Inc. as of December 31, 2018 consisting of the Balance Sheet as at December 31, 2018, the Statement of Income for the year ended December 31, 2018 and the Statement of Retained Earnings for the year ended December 31, 2018, and the notes to the financial statements, and the report of the auditors thereon dated April 25, 2019 be and the same are hereby approved and adopted;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial statements be and the same are hereby approved, ratified and confirmed.

### **9.3.2 Financial Statements and Commentary for Festival Hydro Services Inc. (FHSI) – Q4 2018 and Q1 2019 (FIN19-017)**

THAT the Festival Hydro Services Inc. 2018 audited financial statements and commentary for the period ending December 31, 2018, be approved by City Council;

THAT the Festival Hydro Services Inc. financial statements and commentary for the period ending March 31, 2019, be received for information;

THAT the Resolution of the Sole Shareholder of Festival Hydro Services Inc. be signed by the Mayor and Clerk;

THAT the financial statements of the Corporation as of December 31, 2018 consisting of the Balance Sheet as at December 31, 2018, the Statement of Income for the year ended December 31, 2018 and the Statement of Retained Earnings for the year ended December 31, 2018, and the notes to the financial statements, and the report of the auditors thereon dated April 25, 2019 be and the same are hereby approved and adopted;

AND THAT all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the directors and officers of the Corporation since the last annual meeting of the shareholder as the same are set out or referred to in the minutes of the meetings and resolutions of the board of directors or referred to or given effect to in the aforesaid financial

statements be and the same are hereby approved, ratified and confirmed.

### **9.3.3 Ontario Regulation 284/09 (FIN19-013)**

THAT the report from the Director of Corporate Services regarding legislative requirements of Ontario Regulation 284/09, and the impact of excluded expenses from the City's 2019 budget, be approved.

### **9.3.4 Tax Relief under Section 357(1)(d.1) - Sickness or Extreme Poverty (FIN19-018)**

THAT staff be authorized to work with the owners of 50 Galt Road, Unit 226 to establish a payment plan for the total amount of taxes owing, including principal and interest;

AND THAT staff prepare a report regarding delegating authority to the Treasurer of the Corporation and Supervisor of Tax Revenue to reduce a penalty or interest charge against a property under Section 341 of the Municipal Act up to a limit of \$250.00.

### **9.3.5 City of Stratford Asset Management Policy (FIN19-014)**

THAT Council approve the City of Stratford Asset Management Policy.

## **9.4 Report of the Community Services Committee**

R2019-284

**Motion by** Councillor Beatty

**Seconded By** Councillor Vassilakos

**THAT the Report of the Community Services Committee dated June 24, 2019, be adopted as printed.**

A request was made to take Item 9.4.2 separately.

Mayor Mathieson called the question on Items 9.4.1 and 9.4.3.

**Carried**



\*Mayor Mathieson having declared a pecuniary interest on Item 9.4.2 left the role of Chair.

Deputy Mayor Ritsma called the question on Item 9.4.2

**Carried**

\*Mayor Mathieson, having declared a pecuniary interest in Item 9.4.2 did not partake in the vote on this matter and resumed the role of Chair.

**9.4.1 Gallery Stratford Agreement Renewal 2019 (COM19-017)**

THAT the agreement with Gallery Stratford be renewed for an additional period of 10 years to December 31, 2029;

AND THAT Gallery Stratford remains responsible for the payment of all utilities.

**9.4.2 Stratford Hockey Club Agreement Renewal (COM19-018)**

THAT the agreement between The Corporation of the City of Stratford and the Stratford Hockey Club Inc. for use of the William Allman Memorial Arena be renewed for a further five years from August 31, 2019 to August 30, 2024.

**9.4.3 Agricultural Society Use of City Facilities (COM19-016)**

THAT the City of Stratford enter into a 3-year Memorandum of Understanding with the Society to support the use and rental of city facilities.

**10. Notice of Intent:**

None scheduled.

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

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

R2019-285

**Motion by** Councillor Ritsma

**Seconded By** Councillor Henderson

**THAT By-laws 95-2019 to 108-2019 be taken collectively.**

**Carried** unanimously

R2019-286

**Motion by** Councillor Ritsma

**Seconded By** Councillor Henderson

**THAT By-laws 95-2019 to 108-2019 be read a First and Second Time.**

**Carried** two-thirds support

R2019-287

**Motion by** Councillor Gaffney

**Seconded By** Councillor Beatty

**THAT By-laws 95-2019 to 108-2019 be read a Third Time and Finally Passed.**

**Carried**

R2019-288

**Motion by** Councillor Clifford

**Seconded By** Councillor Henderson

**THAT By-law 109-2019 be read a First and Second Time.**

**Carried** two-thirds support

R2019-289

**Motion by** Councillor Bunting

**Seconded By** Councillor Burbach

**THAT By-law 109-2019 be read a Third and Final Time.**

**Carried**

### **11.1 Amending the Traffic and Parking By-law 159-2008 - No Parking Change on Huntingdon - By-law 95-2019**

To amend Traffic and Parking By-law 159-2008 as amended, to add a no parking provision to the section on the West Side of Huntingdon Avenue.

### **11.2 Encroachment Agreement for 1 Ontario Street - By-law 96-2019**

To authorize the entering into and execution of an encroachment agreement with National Trust Company, owner of 1 Ontario Street, to permit existing encroachments to continue to encroach onto the Church Street road allowance.

**11.3 Amendment to Zoning By-law 201-2000 for zone change application Z09-17 for 355, 365 Douro Street, 267 King Street and 54 Frederick Street - By-law 97-2019**

To amend Zoning By-law 201-2000 as amended.

**11.4 Amendment to Heritage Stratford By-law - By-law 98-2019**

To amend By-law 133-2004 as amended, to revise the composition of the Heritage Permit Review Committee.

**11.5 Agreement with Gallery Stratford - By-law 99-2019**

To authorize the entering into and execution of an agreement with Gallery Stratford for lease of the building at 54 Romeo Street South for a further ten-year period.

**11.6 Agreement with Stratford Hockey Club Inc., for use of William Allman Memorial Arena - By-law 109-2019**

To authorize the entering into and execution of an agreement with the Stratford Hockey Club Inc., for use of William Allman Memorial Arena on Morenz Drive for a further five-years from August 31, 2019 to August 30, 2024.

**11.7 Memorandum of Understanding with The Stratford and District Agricultural Society - By-law 100-2019**

To authorize the entering into and execution of a Memorandum of Understanding with The Stratford and District Agricultural Society to create terms and conditions with the City to support the use and rental of city facilities.

**11.8 Amend Community Grants Program Policy - By-law 101-2019**

To amend Policy F.1.1 for the Community Grants Program.

**11.9 Appointment of a Drainage Engineer - By-law 102-2019**

To appoint a Drainage Engineer pursuant to the Drainage Act, R.S.O., 1990 and the Municipal Act R.S.O., 2001.

#### **11.10 Award of Tender for Asphalt Resurfacing - By-law 103-2019**

To authorize the acceptance of a tender, execution of a contract and the undertaking of the work by Capital Paving Inc., for Asphalt Resurfacing [T2019-17].

#### **11.11 Local Improvements on Frederick Street and Burritt Street - By-law 104-2019**

To authorize the construction of certain Works on Frederick Street from Romeo Street to Douro Street, and on Burritt Street from Frederick Street to Douro Street as local improvements under Ontario Regulation 586/06 of the Municipal Act, 2001.

#### **11.12 Award of Tender for the Frederick and Burritt Street Local Improvement Project – By-law 105-2019**

To authorize the acceptance of the tender, execution of the contract and the undertaking of the work by Alfred Fach Excavating Limited, for the Frederick Street and Burritt Street Reconstruction Local Improvement Project [T2019-22].

#### **11.13 Award of Tender for the Crane Avenue Reconstruction Project – By-law 106-2019**

To authorize the acceptance of the tendered price, execution of the contract and the undertaking of the work by Network Sewer and Watermain Ltd., for the Crane Avenue Reconstruction Project [T2019-26].

#### **11.14 ADDED - Transfer of Funds Agreement – By-law 107-2019**

To authorize the entering into an agreement for the transfer of funds to The Corporation of the Municipality of North Perth to complete the Elma Logan Recreation Complex Capital Project in Monkton.

#### **11.15 ADDED - Appointment to Festival Hydro Inc. – By-law 108-2019**

To amend By-law 178-2018, as amended, to appoint Frank Mark to fill a mid-term vacancy on the Board of Director of Festival Hydro Inc., for the remainder of a term to November 2019.

## 12. Consent Agenda: CA-2019-083 to CA-2019-088

### 12.1 CA-2019-086

R2019-290

**Motion by** Councillor Clifford

**Seconded by** Councillor Sebben

**THAT CA-2019-086, being a Resolution from the Town of Georgina calling on the Province of Ontario to review and implement a deposit/return program for all single use plastic, aluminum and metal drink containers and look for extended producer responsibility for packaging, be endorsed.**

**Carried**

### 12.2 CA-2019-085

In response to a question from Council, the Director of Infrastructure and Development Services confirmed that this RFP is related to the Asset Management Plan.

## 13. New Business:

### 13.1 Open House for Erie Street Sidewalk

It was questioned when the public open house for the Erie Street sidewalk will be. The Director of Infrastructure and Development Services advised he would have to look into it and advise further.

## 14. Adjournment to Standing Committees:

The next Regular Council meeting is July 22, 2019 at 6:00 p.m. in the Council Chamber, City Hall.

R2019-291

**Motion by** Councillor Burbach

**Seconded By** Councillor Sebben

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

- **Finance and Labour Relations Committee [7:10 pm 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 June 24, 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

There were no disclosures of pecuniary interest to be re-stated at the Reconvene meeting.

**15.2 Committee Reports**

**15.2.1 Finance and Labour Relations Committee**

R2019-292

**Motion by** Councillor Clifford

**Seconded By** Councillor Burbach

**THAT Item 4.2 of the Finance and Labour Relations Committee meeting dated June 24, 2019 be adopted as follows:**

**4.2 Proposed 2020 Budget Schedule and Process (FIN19-019)**

**THAT the report of the Director of Corporate Services dated 18<sup>th</sup> June 2019 regarding the Proposed 2020 Budget Schedule and Process be received for information;**

**THAT the Proposed 2020 budget schedule be endorsed,  
subject to the availability of Council;**

**AND THAT the targeted 2020 taxation impact of budget  
discussions be capped at 3%.**

**Carried**

### **15.3 Reading of the Confirmatory By-law (reconvene):**

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

#### **By-law 11.14 Confirmatory By-law - By-law 110-2019**

To confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on June 24, 2019.

R2019-293

**Motion by** Councillor Vassilakos

**Seconded By** Councillor Ritsma

**THAT By-law 110-2019 be read a First and Second Time.**

**Carried** two-thirds support

R2019-294

**Motion by** Councillor Gaffney

**Seconded By** Councillor Beatty

**THAT By-law 110-2019 be read a Third Time and Finally Passed.**

**Carried**

### **15.4 Adjournment of Council Meeting**

R2019-295

**Motion by** Councillor Bunting

**Seconded By** Councillor Sebben

**THAT the June 24, 2019 Regular Council meeting adjourn.**

**Carried**

Meeting Start Time: 7:00 p.m.

Meeting End Time: 7:33 p.m.

Reconvene Start Time: 7:51 p.m.  
Reconvene End Time: 7:53 p.m.

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Mayor - Daniel B. Mathieson

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Deputy Clerk – Tatiana Dafoe





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## MANAGEMENT REPORT

**Date:** June 27, 2019  
**To:** City Council  
**From:** Jim Bryson, Facilities Manager  
**Report#:** COU19-063  
**Attachments:** Bid Summary, Proposal Revision

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**Title:** Lions Pool Shallow End Liner Tender Approval

**Objective:** To approve the tender bid for the supply and installation of the PVC Swimming Pool Liner in the Lions Pool shallow end.

**Background:** This project was approved in the 2019 Capital Budget (\$122,000), to replace the existing shallow end liner that has been patched repeatedly and is still leaking. Tenders closed May 1<sup>st</sup> with one bid being received from Acapulco Pools Limited.

Acapulco Pools Limited installed the original pool liner.

**Analysis:** The bid that was received from Acapulco came in over budget at \$129,650 plus HST (total \$146,504.50). After meeting with Acapulco they were able to modify their bid by lowering their overall labour costs to come within budget.

**Financial Impact:** Cost is \$122,000 plus \$15,860 HST. The total cost to the City, including the 1.76% non-rebated HST is \$124,147.

**Staff Recommendation:** **THAT the capital budget for partial Pool Liner Replacement (G-973-9321) be amended to \$124,147 with all funding from Recreation Capital Reserve Fund (R-R11-RECR);**

**THAT Council approval the bid from Acapulco Pools Limited in the amount of \$137,860, including HST for the installation of the PVC Swimming Pool Liner at the Lions Pool;**

**AND THAT the Mayor and Clerk be authorized to sign the necessary Contract Agreement.**



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Community Facilities Manager



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Director of Community Services



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Rob Horne, Chief Administrative Officer

T-2019-11

## PVC Swimming Pool Liner System Installation

Closing Date: Wednesday, May 1, 2019

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
Acapulco Pools Limited	Kitchener, ON	Submission 1	\$146,504.50

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Witness (Print Name)

Signature

Date

---

Witness (Print Name)

Signature

Date

---

Witness (Print Name)

Signature

Date



May 6, 2019

[Jbryson@stratford.ca](mailto:Jbryson@stratford.ca)

**Attn: Jim Bryson**

Lions Pool  
15 William St.  
Stratford, ON

**RE: Liner Replacement**

PROPOSAL Q18.7.8794  
REVISION 1.0

## **PROPOSAL**

Acapulco Pools (APL) is pleased to offer the following proposal:

### **1.0 Liner Replacement**

- 1.1 Liner to be replaced is the shallow pool with the beach entry.
- 1.2 The pool is to be drained by others.
- 1.3 Remove and dispose of existing liner.
- 1.4 Supply and install new dewatering system as specified in the tender.
- 1.5 Supply and install new skimmer cases as specified in the tender.
- 1.6 Supply and install concrete preparation as specified in the tender.
- 1.7 Supply and install new felt underlay as specified in the tender.
- 1.8 Supply and install new 60 mil commercial pool liner to replace existing complete with new beauty strip, gaskets, delineations, clarity dot and face plates.
- 1.9 Liner will be a fully adhered system.
- 1.10 Supply and Install new caulk at pool deck and coping as specified in the tender.
- 1.11 Supply and install concrete repairs on the pool wall and floor as specified in the tender.
- 1.12 Water feature will be removed and reinstalled by Acapulco.
- 1.13 Stainless steel handrails will be removed and reinstalled by Acapulco.
- 1.14 Remove debris, leave broom clean.

**TOTAL: \$122,000.00**  
**HST Extra**

**2.0 By Others**

- 2.1 Chemical balancing of the pool.
- 2.2 Draining and refilling of the pool.
- 2.3 Water and electrical services for use to perform work.
- 2.4 Any items not specifically referred to above.

**3.0 Terms**

- 3.1 As specified in the tender.
- 3.2 2% will be charged on overdue accounts.

We thank you for the opportunity to provide you with this proposal. This proposal is valid for a period of 60 days. Please feel free to contact me if you have any questions.

Sincerely,

Acapulco Pools Limited



Aaron St. Hill

Service and Sales Representative



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## MANAGEMENT REPORT

**Date:** July 10, 2019  
**To:** Mayor and Council  
**From:** John Paradis, Fire Chief  
**Report#:** COU19-062  
**Attachments:** By-Law 84-2008, Appointment of Fire By-Law Enforcement Officers

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**Title:** Amendment of By-Law 84-2008

**Objective:** To provide a request to Council to amend By-Law 84-2008 with updated names from the fire department to act as Fire By-Law Enforcement Officers

[Click here to enter text.](#)

**Background:** The fire department has had some position changes within the fire prevention division due to retirements.

**Analysis:** Due to the re-positioning of staff, previous names are required to be removed and Schedule "A" of By-Law 84-2008 updated with those holding the current positions.

Fire Chief John Paradis  
Deputy Chief Neil Anderson  
Director of Fire Prevention Rod MacDonald  
Fire Inspector Scott Petrie

**Financial Impact:** Nil

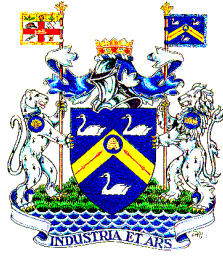
**Staff Recommendation:** That By-Law 84-2008 be updated with the names of those holding the current positions as Fire By-Law Enforcement Officers.

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John Paradis, Fire Chief

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Rob Horne, Chief Administrative Officer



**BY-LAW NUMBER 84-2008  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a by-law to appoint Fire By-law Enforcement Officers for the purpose of enforcing fire safety related By-laws in the City of Stratford.

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**WHEREAS** Section 15(1) of the *Police Services Act, R.S.O. 1990, c.P.15*, as amended, authorizes the council of a municipality to appoint one or more Municipal Law Enforcement Officers who shall be peace officers for the purposes of enforcing the by-laws of the municipality;

**AND WHEREAS** Section 7.1(4) of the *Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4*, provides that a municipality may appoint an officer to enter upon land and into structures at any reasonable time to inspect the land and structures to determine whether by-laws enacted in accordance with this section are being complied with;

**AND WHEREAS** Section 7.1(5) of the *Fire Protection and Prevention Act*, provides that the exercise of power by an officer appointed under this section shall be carried out in accordance with Part XIV of the Municipal Act, 2001, other than clause 431 (a) of that Act;

**AND WHEREAS** the *Provincial Offences Act, R.S.O. 1990, c.P.33* as amended, provides for the designation by a Minister of the Crown of any person or class of persons as a Provincial Offences Officer for the purpose of all or any class of offences;

**AND WHEREAS** it is deemed necessary to appoint fire by-law enforcement officers for the purpose of carrying out or enforcing regulations in accordance with the applicable by-laws of The Corporation of the City of Stratford;

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

1. That pursuant to the *Police Services Act* and in accordance with applicable policies and by-laws of The Corporation of the City of Stratford, the persons listed in Schedule "A" attached hereto are appointed as Municipal By-law Enforcement Officers under the *Municipal Act* and the *Fire Protection and Prevention Act* for The Corporation of the City of Stratford for the purposes of carrying out and enforcing the fire related by-laws of the Corporation referred to in Schedule "B" attached hereto.
2. This By-law shall come into force upon Final Passage hereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 14th day of July, 2008.

'George Brown"

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Deputy Mayor – George Brown

"Joan Thomson"

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Clerk – Joan Thomson

**THIS IS SCHEDULE "A"  
TO BY-LAW NUMBER 84-2008**

Fire Chief John Paradis

Deputy Fire Chief Neil Anderson

Director of Fire Prevention Tim Adair

Fire Inspector Rod MacDonald



**THIS IS SCHEDULE "B"**  
**TO BY-LAW NUMBER 84-2008**

**Fire Related By-laws**

By-law 5-2006	Open Burning By-law as amended
By-law 73-2006	Fireworks By-law as amended
By-law 139-68	Traffic and Parking By-law as amended
By-law 196-77	Fire Route By-law as amended
By-law 159-2008	Traffic and Parking By-law as amended
By-law 80-2015	Truss and Lightweight Construction By-law

and any succeeding fire-related by-laws to the By-laws listed herein.



## MANAGEMENT REPORT

**Date:** July 15, 2019  
**To:** Mayor and Council  
**From:** Rob Horne, CAO  
**Report#:** COU19-064  
**Attachments:**

1. City of Stratford Strategic Priorities
2. City of Stratford Mission, Vision and Values

**Title:** Implementation of Stratford Council's Corporate Strategic Priorities 2018-2022

**Objective:** To provide Stratford Council with an overview of how its Strategic Priorities are to be implemented.

**Background:** On April 29, 2019, Stratford Council formally approved its Strategic Priorities for the 2018-2022 term of Council (attached). This report details how the Priorities should be implemented.

Stratford Council also approved its Corporate Mission, Vision and Values (also attached), which will continue to be in place beyond this Council term, but should be reviewed by each incoming Council for confirmation or more updating.

**Analysis:** The implementation of the Strategic Priorities can be broken into matters of content and process.

In terms of process, the following framework is to be implemented:

- The Strategic Priorities are being monitored and reported on through the CAO's office;
- Administratively, the Corporate Leadership Team (CLT) oversees the implementation, consulting with other arm's length organizations as required. For example, potential new industrial land supply would be led by investStratford.
- Both qualitative and quantitative measures of progress will be established by CLT;
- Progress reports will be made to Council and posted publicly at least twice per year; and

- As previously noted, any new costs to implement the Strategic Priorities will be included in the proposed 2020 (draft) budget binder, as previously directed by Council.

With respect to content, the following aspects should be noted:

- As directed by Council, the Priorities are being made available throughout the community, and individuals and groups are being asked to align their activities where possible with Council's Strategic Priorities. It is expected that some initiatives may be community-led with some City support, and this will be reflected in the reporting process. Where possible, City staff will collaborate to support related initiatives;
- The Corporate Leadership Team is establishing a work plan to ensure that as many actions under each Priority are either being fully implemented or are being advanced to the extent possible;
- Senior government funding opportunities will be sought wherever programs are available. The Grand Trunk Community Hub will remain a top priority action; and
- A new section will be added to staff reports which speak to whether and if so how items before Council implement Council's Strategic Priorities.

Finally, it should be noted that the City's Mission, Vision and Values will also be widely communicated and implemented throughout the Corporation. This includes initiatives related to improving citizen service and as part of employee recruitment activities.

**Financial Impact:** As previously noted in this report, any new funding required to implement the Priorities will be included in the draft 2020 budget binder.

The Corporate Leadership Team will also continue to seek external funding opportunities and partnerships, including senior government level programs and allocations.

**Staff Recommendation: That Stratford Council approve the framework to implement its 2018-2022 Strategic Priorities, as described in this report.**




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Rob Horne, Chief Administrative Officer





**City of Stratford**

# **Strategic Priorities**

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**For the 2018 to 2022 term  
of Stratford Council**







# Mission Statement

To provide services to support a sustainable, caring community with exceptional quality of life.

# Vision Statement

A vibrant city, leading the way in community-driven excellence.

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## The City of Stratford Values

### Integrity

To be fair, transparent, and hold the public's best interests in all decision making

### Respect

To recognize and consider all perspectives and recognize the value of all input

### Caring

To show genuine interest in the well-being of everyone in the community and to demonstrate compassion in our work

### Progress

To be innovative and proactive by thinking and acting beyond our current state and embracing new ideas

### Collaboration

To seek community partnership and work together toward a common goal



# Mobility, Accessibility, and Design Excellence



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

## Success by the end of this term can look like:

### Improved Pavement Management Index (PMI)

- Completing an Asset Management Plan and assessing road deficit
- Budget investment to further close the road deficit

### More sufficient year-round parking

- A downtown land use assessment
- Horizontal vs. vertical growth opportunities in parking

### A sustainable inter- and intra-city transit program

- Developing partnerships
- Marketing to build ridership
- Launching the pilot service (county and regional)

### A safe, connected active transportation network

- A Bike and Pedestrian Master Plan
- Consistent capital budget investment in active transportation



# Strengthening our Plans, Strategies, and Partnerships



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

## Success by the end of this term can look like:

### Further activating Market Square

- Determining the impact on surrounding businesses and BIA involvement
- An increase in attendance and number of events booked
- An increase in variety of events and general use
- A decrease in vacant storefronts

### More fulsome communication

- Community engagement to develop a Corporate Communication Plan
- Targeted community outreach
- Determining engagement platforms and tools
- A finished external and internal website refresh

### A Sports Tourism Strategy

- Cataloguing current events and tournaments
- Maximizing technology
- Generating spillover impact on our local economy
- Optimizing the availability and capacity of facilities
- Increasing the flexibility of uses within/at facilities

### Building community well-being through partnerships

- Developing city statistics by drawing from and sharing information with other agencies
- Further research into quality of life in Stratford and opportunities for improvement





# Developing Our Resources



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

## Success by the end of this term can look like:

### Progress towards zero waste

- Building a biodigester
- Establishing a green bin/organics program
- Updating climate action and waste reduction plans (with pressure on manufacturers to change packaging)
- Introducing electric city vehicles
- More greening of the city

### Increasing affordable housing

- Including affordable housing incentives in new developments
- Increasing mobile rent supplement
- Beginning Phase 2 of Britannia Street Housing development
- Repurposing surplus city-owned properties where appropriate
- Securing more funding to build new housing

### Starting the Grand Trunk Community Hub

- Gathering final community and partner input (including our active seniors partners)
- Formal financial partnerships (YMCA, University of Waterloo)
- Securing funding from Provincial and Federal governments
- Final decision-making on facility details
- Formal Council approval to proceed



# Widening Our Economic Opportunities



Strengthening Stratford's economy by developing, attracting, and retaining a diversity of businesses and talent.

## Success by the end of this term can look like:

### Bringing new industrial land to market

- Purchasing land
- Partnerships with developers
- A servicing strategy
- Infrastructure installation
- A marketing plan
- Starting new developments

### Increasing residential development at all levels of affordability

- Working with local developers
- Including a focus on mid-level affordability

### Balancing supply and demand of the available labour force

- A decrease in unfilled jobs
- Supporting skills development
- Increasing partnerships with senior government levels



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**These Strategic Priorities have been developed collaboratively  
with the City of Stratford and Overlap Associates**

**OVERLAP ASSOCIATES INC.**

305 King Street West, Suite 1002,  
Kitchener, Ontario N2G 1B9

[overlapassociates.com](http://overlapassociates.com)

**Better is  
absolutely  
possible.**



[www.stratfordcanada.ca](http://www.stratfordcanada.ca)



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To seek community partnership and work together toward a common goal





# GALLERY STRATFORD

## 2019 Community Grant Decision – Request to Appeal

Gallery Stratford is grateful for the support of the City of Stratford. Thanks to the City of Stratford we have had a permanent home in the 1883 former Pump House building. The Community Grant program provides one of the only sources of unrestricted Operating Funds that are so necessary to our survival.

The City of Stratford website states:

*“Stratford is a destination internationally renowned as one of North America's great arts towns.”*

*“Our beautiful City celebrates a vibrant art and music scene ...”*

<https://www.stratfordcanada.ca/en/visitus.asp>

*“Stratford is synonymous with the arts: music, drama, dance, the visual arts, literature and the culinary arts. ... Stratford's arts and culture scene is a leading contributor to the growth of the City's creative economy.”*

*“Our vibrant visual art scene is found in the artist collective of Factory 163, at Gallery Stratford, and during our Art in the Park exhibits.”* <https://www.stratfordcanada.ca/en/dobusiness/thearts.asp>

Stratford Tourism Association rebranded itself in June 2017 as Stratford Arts: The Arts are What we Are. With the tag line – *Arts Inspire our Town*.

A vibrant, diverse, flourishing, and sustainable art scene is central to how we identify and define who we are as a community. Gallery Stratford has been a vital player in the development of this Stratford art scene since 1967. Today, we are still the only arts organization in our community that operates year-round. We offer professional, nationally recognized exhibitions alongside art educational programs that are affordable and accessible for learners of all ages and abilities, with specific free or low-cost weekly programs that are targeted towards seniors, adults living with disabilities, and families.

As the only public art gallery in our city and surrounding region, we are proud of what we do and excited about the opportunity to continue to engage both our community and visitors to Stratford with the visual arts. We would like to request a reconsideration of our 2019 grant request. In our 2019 application we requested an increase to \$60,000. We subsequently requested consideration of \$121,000 during the Budget meetings in January. Our 2018 utility and insurance costs related to our City-owned building, represented 57.74% of our \$50,000 2018 Community Grant. Leaving just \$21,130 that could be applied towards other operational or programmatic expenses. Utility expenses are expected to rise again this year and our 2019 insurance saw an increase of \$781 (a 7% increase over 2018) largely due to the increased insurance limits required as part of our building lease renewal.

Art galleries provide a role in our community that is comparable to libraries, museums and recreation centres. Yet, compared to these other cultural and recreational institutions, art galleries are often woefully under-funded. During the 2019 budget process our library requested, as part of their overall increase, a new \$75,000 FTE position to help support their MakerSpace. A MakerSpace that is open to

the public for Open Lab hours only 11.5 hours per week. We are not arguing with the importance of MakerSpaces or that this new staff position is not needed or necessary. We strongly believe in and advocate for an increase in spaces where the public can access equipment and materials that encourage and foster creativity and the MakerSpace is a wonderful addition to our community. We fundamentally believe that libraries are important and deserve all the funding they get and more, we are simply making the case that funding for our only public art gallery is equally as important.

Gallery Stratford operates with a regular staff of 2.6 FTE. Our highest staff salary is \$50,000 with no benefits. Our community studio is open to the public approximately 50 hours a week and used by community members and community groups including the Stratford Lakeside Active Adults Association. Our exhibition spaces are open 63 hours a week. In addition to these open public hours we also operate classes, workshops and educational programs 3 to 4 nights a week for children, youth and adults as well as special programs for community groups including the Girl Guides, 4-H Club, Early Childhood Educators, and others and work with arts and community organizations who use our gallery spaces for meetings, workshops, performances and events often a couple of evenings a week. To operate at our current capacity we require a minimum of 142 staff hours per week, yet our paid staff hours are 96. This means that to keep within our budget and maintain the level of service we offer to our community, Gallery staff have been consistently working 46 or more hours of unpaid overtime each week.

Our 2019 Community Grant represents 13% of our total operating budget. The Stratford Perth Museum receives 39% of their funding from the City of Stratford and an additional 26% from the County of Perth. They do not apply for this funding through the Community Grant process, instead can rely on regular support year after year. Knowing that 65% of their base operating support is covered allows the museum staff, volunteers and board to focus on program development, program delivery and community impact rather than spending their time fundraising and worrying about mere survival.

In a community that prides itself on being a leader in the arts, our public gallery operates on a bare bones budget in a building that is out-dated and in need of care and attention. The Community Grant program provides funding that is vital for community groups to continue to offer a range of exciting, dynamic and creative events and opportunities for our community. Gallery Stratford is grateful for the support the City of Stratford provides. We are confident that the programs and services that we provide to our community are on par with those offered by the Stratford Public Library, the Stratford Perth Museum and the City run recreational programs. However, it has become increasingly difficult to sustain and almost impossible to grow these programs without increased levels of funding and a sustained commitment from the City. We recognize that we already receive more funding from the Community Grant program than the other organizations you fund. However, we are the only organization that offers year round regular art programming on a daily basis while also helping to provide space and support for many of the other organizations you fund.

We urge you to consider an increase to our Community Grant as this is one of the only sources of base operating support available to us. The low-end industry average for municipal support to arms-length museums and galleries is in the 31 to 50% range, not including the provision of a building and associated maintenance and capital costs. The City of Stratford funds the Stratford Perth Museum in this range, we are asking for Gallery Stratford to be recognized as an institution of equal importance and significance to our community.

The arts are increasingly being recognized as playing a vital and integral role in community belonging, community empathy, emotional and social well-being and a significant driver in community economic

prosperity. Stratford's identity is tied to the arts and the creative digital world. We need a strong and vital art gallery that will inspire future generations and provide skills in creative and critical thinking. We cannot do this alone. We need and want to be an active partner with the City of Stratford in helping to develop a creative and innovative community. We urge you to help by reconsidering our grant request with an increase in funding helping us achieve a position of sustainability and growth.

Angela Brayham  
Director / Curator  
[abrayham@gallerystratford.on.ca](mailto:abrayham@gallerystratford.on.ca)  
519-271-5271 x 222  
April 30, 2019

**From:** [CommunityGrantApplicationForm@stratford.ca](mailto:CommunityGrantApplicationForm@stratford.ca)  
**To:** [abrayham@gallerystratford.on.ca](mailto:abrayham@gallerystratford.on.ca)  
**Cc:** [Wendy Partridge](#)  
**Subject:** Thank you for your response to Community Grant Application Form  
**Date:** November-30-18 10:03:07 AM

---

Hello,

Thank you for your response to Community Grant Application Form submitted at Friday November 30th 2018 10:02 AM with reference number 2018-11-30-001.

- **Amount requested for this grant:**

\$60,000

- **Please explain how your activity or service will specifically benefit the residents of Stratford:**

As the only public art gallery, in Perth & Huron counties, Gallery Stratford has played a vital role in engaging, inspiring, and providing exhibition opportunities for our local, regional and national artists; bringing new forms of artistic expression to a Stratford audience; broadening the cultural experience for tourists; educating children, youth, adults, and seniors through our educational and outreach programs; awakening the senses; and enhancing the quality of life in our community for fifty years.

In 1967 The Stratford Art Association, now Gallery Stratford, opened in the former Stratford Public Utilities Pump House, and began to present an exciting exhibition program drawn from local, regional, national, and international artists supported by year-round arts education programming that included: art classes and workshops for children, adults, and seniors; school programs; family day activities; art camps; panel discussions and artist talks; and our open-access Community Art Studio. In addition to our exhibition and education programs, our outreach programs are designed to encourage engagement and collaboration in the community. As a member of this community we are also aware that there is a serious lack of space for local community and arts groups to meet, perform, and gather. We believe that partnering with and supporting the local non-profit and arts community benefits all of us and, therefore, we make our space available for little or no charge.

Some of the community projects we partnered with this past year:

- Stratford Camera Club held their regular monthly meetings in our gallery space – attendance 25 monthly;
- Professional Early Learning Community of Perth County – we created two art workshops for 25 attendees each;



- Stratford Arts and Culture Collective held a series of meetings for local artists and arts organizations in our facility – attendance 50;
- Stratford Tourism Association held their AGM in our galleries – attendance 55;
- Stratford Bed & Breakfast Association held their spring members meeting in our galleries – attendance 65;
- Retired Women Teachers of Ontario Stratford / Perth Chapter held their new members orientation meeting in our galleries – attendance 35;
- The Stratford Century of Women committee screened Suffragette in the gallery – attendance 45;
- Stratford Trashion Week held their RE-Fashion Show in the gallery – attendance 70;
- Tiny Rooms Production mounted four performances of Sean Graney's play "The 4th graders present an unnamed love suicide". This is the third year we have partnered with this company – total attendance 120;
- Springworks Indie Theatre & Arts Festival held their media launch at the gallery. This is a multi-year partnership with the gallery frequently acting as a venue for performances and events. – attendance 25;
- Lawn Summer Nights moved their annual fundraiser for Cystic Fibrosis to Gallery Stratford when the lawn bowling greens were no longer available;
- Avon Maitland School District Summer Learning Program – this was the second year we provided an enriched afternoon art program for students enrolled in the School District's special summer program.

In addition to these formal community partnerships, Gallery Stratford has opened its doors to both product photos shoots for local designers as well as wedding photographers seeking out a unique location. While we are committed to welcoming the community into our space, we continue to partner with and create collaborative outreach programming with various community and arts organizations. Some of these projects include:

- Springworks Puppet Festival – We took our Family Art Sunday program off-site to Market Square during Puppet Festival weekend engaging 100's of children and families in art making and creating;
- Swan Parade – one again Gallery Stratford brought their Creation Place art activity station to Swan Parade engaging with 100's of children and families;
- Canada Day at Market Square – Our ArtCycle Stratford provided art making and creating activities for children and families attending Canada Day;
- Culture Days where we offered free weekend long lantern making workshops to support Playmakers! Theatre School's Lantern Parade;
- Stratford Central Secondary School – this was the second year we worked closely with the Grade 12 art students to develop an

exhibition of their work in our gallery spaces;

- Stratford Central Secondary School – we once again partnered with the Grade 9 art students exhibiting their skateboard art in our Steelbox Art Lab;
- Nancy Campbell Collegiate Institute – working with their art teacher we provided one of their Grade 9 international students with the opportunity to exhibit his work in a solo exhibition at the Steelbox Art Lab;
- Brain Injury Association of London and Region – Working together with local therapists and social workers and individuals suffering with brain injuries, we hosted a number of art workshops and mounted the Unmasking Brain Injury Project in our Steelbox Art Lab

We are currently working together with and mentoring the Grade 12 art students from Stratford Central on the development of their third annual art exhibit opening January 2019. We will once again be hosting Stratford Trashion Week's RE-Fashion Show in April 2019 and are working with Tiny Rooms Production on extending the run of their 2019 play during the Fall of 2019. Our partnership with Springworks Festival is ongoing and we are currently working on plans for 2019 programming.

Activities like those listed above, are an important part of our community outreach initiatives, but are only a small part of the community based programming we offer through the gallery. Our Family Art Sunday programs offer free family friendly, inspired and creative art making workshops for the community. Due to the popularity of this monthly program, and with a recent grant from the Stratford Perth Community Foundation, we are now able to offer this program weekly on a year-round bases. Each Family Art Sunday attracts between 20 and 50 individuals and is led by an art educators. With the move of the Stratford Lakeside Active Adults to the Agriplex, the art and painting group now uses our studio space for their weekly painting sessions. The popularity of this Thursday morning program has resulted in our making our studio space and art materials available to seniors or others on a drop in basis one morning and one afternoon per week. This fall we started a new program in collaboration with Community Living and Family Services offering art classes for their clients and participants. This program is growing in popularity and addresses a need for accessible creative arts opportunities for individuals with various needs and abilities.

When regular classes or scheduled programs are not in session our Community Studio / Classroom space is open for community use during regular gallery hours. Community members regularly drop in to use free art materials and take advantage of this free creative workspace. Our #ArtCycleStratford and #sharestratfordartbutton projects, initiated in the summer of 2016 have continued engaging

the community in art making and art appreciation. Over 500 individuals engaged with our #ArtCycleStratford animators in our local parks over the summer months, encouraging local community members and tourists to make and create art. Since launching our #sharestratfordartbuttons in June 2016, we have distributed over 4000 original miniature works of art created by local artists. This summer we created a line of Gallery Stratford branded art buttons, which are available free for visitors to the gallery. We have distributed over 1000 of these buttons since July.

Addressing the needs of our local art community, we launched our Steelbox Art Lab, an off-site exhibition and project space housed in a repurposed shipping container, in 2015. This past summer we presented exhibitions and projects created by students from both Stratford Central and Nancy Campbell, a community partnership exhibition, and featured the work of students from our popular summer art camp program Arts Alive in weekly rotating exhibitions throughout the summer. For many of the individuals who presented work over the summer this was their first opportunity to exhibit their art work publicly. This alternative exhibition space helps animate this area of town and engages community members that may not normally visit a traditional art gallery space.

A study on Museum and Art Gallery Attendance in Canada found that on average 24% of the population has attended an art gallery in the past 12 months. This percentage is lower for smaller rural communities, individuals without post-secondary education, and for those in lower (less than \$40,000 per year) income brackets. With a total exhibition attendance in excess of 10,000 per year, attendance at Gallery Stratford averages approximately 31% of our population, showing that Gallery Stratford performs better than our peer institutions in other communities.

Since May 2016 we have offered free admission, making the gallery more accessible and affordable, resulting in an 81% increase in our attendance in 2016, growing attendance figures in 2017 and only a very slight decrease in 2018 due to the closure of Romeo Street for most of the past summer. To further support our policy to be more open and accessible to the community, we started opening on public and statutory holidays in 2016 and as of summer 2017 we are open seven days a week from 10 am to 5 pm. Our philosophy is that "we are open when you are available," as a result Gallery Stratford is open and available for the public 360 days a year. With our active art education programs, together with community groups who make use of our space for after-hours meetings and events, our building is in use most days from 8:30 am to 9 pm.

- **Please indicate how the grant funds will be used:**

As Stratford's only public art gallery, funds received through the Community Grant Program will help support our ongoing exhibition, education, and community outreach programs. Grant funds are also vital to the continued operation of our aging city-owned facility, helping to partially off-set the approximately \$30,000 annual utilities, insurance and building operating expenses. See Section 3 for detailed description of programs and activities.

- **If you are requesting an in-kind grant, please list the in-kind services being requested and provide costing(s) from the appropriate City department(s) to support amount being requested above:**

N/A

- **Organization name:**

Gallery Stratford

- **Contact Name:**

Angela Brayham

- **Mailing Address:**

54 Romeo Street S  
Stratford, ON . N5A 4S9

- **Telephone Number:**

(519) 271-5271

- **Email:**

abrayham@gallerystratford.on.ca

- **Website:**

www.gallerystratford.on.ca

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

Vision: Gallery Stratford is a leading visual arts destination and an important cultural resource for the Stratford community and the counties of Perth and Huron.

Mission: Gallery Stratford's mission is to present changing exhibitions of visual art, with a focus on contemporary Canadian art. Through responsive programming and innovation, Gallery Stratford strives to engage the public, create dialogue, and offer dynamic opportunities of education, exploration, creation, collaboration, and interactive learning. Gallery Stratford is committed to building its permanent

collection as a resource for the community and future generations.

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

1. [Gallery Stratford Org Structure 18 - 19.pdf \[131.9 KB\]](#)

- **Number of Volunteers:**

150

- **Does the organization operate as a not-for-profit?**

Yes

- **Is the organization incorporated?**

Yes

- **If yes, please provide Date of Incorporation;**

1/20/1965

- **Does the organization have charitable status?**

Yes

- **If yes, please provide charitable number:**

11919 9933 RR0001

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

Yes

- **If yes, please explain:**

We have a member / donor base of approximately 200 individuals who provide much needed financial support and are able to vote at our Annual General Meeting. This is not a pre-requisite for participation in any of our programs or events. Our galleries are open to the public 7 days per week year-round with free admission. Our art classes are operated on a cost-recovery basis, so that they remain affordable and accessible with many of our art programs available free of charge to the community. We offer our space to community groups, non-profits and arts organizations for free or a minimal charge to help off-set direct expenses.

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

Yes

- **If yes, please explain:**

As the only public art gallery in our region, our programs, exhibitions and events attract local residents, individuals from the surrounding region (London, KW, Guelph, GTA) as well as tourists that visit Stratford for the Festival, Summer Music, or other business or professional reasons.

- **Website link to program details:**

[www.gallerystratford.on.ca](http://www.gallerystratford.on.ca)

- **Otherwise, please attach supporting information to illustrate your organization's programs and activities, and how they meet the Community Grants Program eligibility criteria:**

1. [Gallery Stratford City Grant 2019 Program Details.pdf \[313.4 KB\]](#)

- **Most recent year-end financial statements**

1. [2017 Gallery Stratford Signed Statements.pdf \[720.8 KB\]](#)

- **Budget for the year in which the funds are being requested:**

1. [2019 Gallery Stratford City Grant Budget.pdf \[55.8 KB\]](#)

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

Gallery Stratford applies for Public Art Gallery Operating Support through the Ontario Arts Council. Our 2019 funding is confirmed at \$12,659. We have a 2019 grant of \$500 confirmed from the Leisure Activity Council for our Baby Art Walk program. We typically apply for and have had good success in applying for summer student funding through both Young Canada Works and Canada Summer Jobs. We also routinely apply for and have had good success with funding our seniors programs through the New Horizons Program. This is typically \$25,000 per year.

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

Thank you for the ongoing support of the City of Stratford. Our request for an increase in funding \$50,000 (2018) to \$60,000 (2019) helps us sustain our programs. The visual arts record and respond to our current social and political condition. A municipal art gallery,

therefore, is the space where the community can come together to create, to learn, to be inspired, to connect, and to escape. In a world where creativity and innovation rule, it is our art galleries that provide our citizens with the place to explore and engage and develop the skills to become the innovators of the future. In today's competitive and political funding climate it is becoming virtually impossible for art galleries to survive through donations alone. We thank you for your support!

- **Full name:**  
Angela Brayham
- **Position:**  
Director / Curator
- **Application Date:**  
11/30/2018

[This is an automated email notification -- please do not respond]

## 2019 Gallery Stratford Community Grant Program

### 3. Program Information

#### Overview

As the only organization in our community dedicated to both the exhibition, preservation and education of the visual arts we are constantly looking at new ways we can address the growing and diverse needs of our community. Over the past few years we have changed both our exhibition philosophy and schedule allowing us to present a diverse range of rotating exhibitions. Our former gallery shop has been converted into a small intimate gallery space where we can present work by local artists. We have made a commitment to showcase our permanent collection on a more regular basis and have invited community members in to work with us to curate these exhibitions. Together with our free admission policy, these changes have resulted in a relatively strong and growing visitor attendance, however, funding continues to be a challenge making it more and more challenging to maintain our current level of service to the community.

As one of the few public galleries in Ontario without a base level of annual support, the increase in funding from the City of Stratford in 2018 was greatly appreciated and vital to our continued sustainability. Despite our growing attendance, improvement in the quality of our programs and increased outreach and engagement with our community our funding from the Ontario Arts Council has decreased steadily these past few years. Our building provides us with a beautiful setting in which to present art, however, it is over 130 years old and has not received substantial renovation or updating since we moved into this site in 1967. When we opened 50 years ago, we were a Class "A" Museum Facility, however, today our facilities are aging and we no longer meet these requirements making it difficult if not impossible to borrow work from other institutions. Our base building operational costs (utilities, insurance) were \$29,500 in 2017, representing 7% of our budget, a higher percentage than we are able to dedicate to our exhibition program which is at the heart of our mission.

With the in the minimum wage last January 1<sup>st</sup> our payroll increased for both our weekend Visitor Services position and our summer Arts Alive staff. This resulted in the elimination of our weekend Visitor Services position during the off-season and an increase in hours and demands for our salaried full-time staff. Staff salaries have seen little to no increase over the past seven years and remain lower than the industry average. Our summer staff, who operate our art classes, art camps, and the educational and outreach programs for the community, are all local students who are paid minimum wage. As a public art gallery we are required to pay artist fees at the CARFAC rates to all exhibiting artists. These fees have risen annually at a rate of 3%.

While the participation and attendance in our programs and exhibitions continues to grow annually, there is increased competition from the more stably funded organizations in our community (Stratford Perth Museum, the Stratford Public Library) who are offering art related programs and classes often for free. We are also experiencing increased competition from various new for-profit individuals and companies (Michael's, Knot Too Shabby, Kind HeARTed Studio, York Lane Collective) who have begun to offer free or low-cost art classes, and art programs. While our programs are created, and run by professional artists and art educators and provide community members with a level of quality art programming not found through our new competitors, it is difficult for us to compete with the "sexiness" of some of these new programs when we don't have the capitol to invest in new programming or infrastructure.

Exposure to the visual arts has been shown to improve student retention and graduation rates, as it helps develop cognitive and creative thinking. There is also growing recent research showing that the arts are important for our physical, emotional, and mental health. Engaging with the arts has been shown to have a marked decrease in feelings of anxiety and depression and improves overall wellbeing and social inclusion. Through our programs at the gallery we have seen first-hand the way the arts connect people and how they help make sense of our lives and the world around us.

Over the past two summers we have seen the impact that experiential exhibitions can have on a community. Steve Driscoll's *Just a Sliver of a Room* brought the tranquility of the northern Ontario landscape into the gallery



## 2019 Gallery Stratford Community Grant Program

space. This summer Amanda McCavour's installation *Poppies* enchanted our visitors as they stood, lay, danced, and sat under 762 embroidered poppies that cascaded from the gallery ceiling. Visitors returned for multiple visits, bringing friends and family members with them to share their experiences.

Our seniors, inter-generational, youth, family, and special needs programs have resulted in positive and inspirational learning exchanges and the forming of new friendships.

While we continue to work at growing our impact and outreach into the community and offer an increasing number of free and low-cost activities and programs to our community, our funding remains inadequate to sustain our level of service to the community. We are grateful for the ongoing support of the City of Stratford both in terms of our Community Grant and the use of our building and grounds and are thankful for the \$7000 increase we received in 2018. Gallery Stratford is the only arts organization in our community that provides programs and services to our community on a daily year-round basis, yet our funding has risen a mere \$8800 over a ten year period. This is less than \$1000 a year. The basic costs of operating our city owned building represent 58% of our current grant funding, leaving little for program costs or new program development. We are therefore requesting an increase of \$10,000 this year.

### **Art Exhibitions:**

#### **Stratford and Regional Artists**

Gallery Stratford is committed to promoting and investing in the presentation and development of the artists living and working in Stratford and the surrounding region. These local and regional artists reflect a diversity of vision and a multitude of voices that respond to our shared sense of place. Through presenting the work of our local artists we not only celebrate the talent that exists, but we can also look at what it means to live and work in our region, providing a space for discussion, dialogue and debate.

In 2017 we changed the format of our annual Perth-Huron Juried Exhibition by opening it up to artists in our neighbouring counties of Bruce and Grey. We will be continuing this important regional exhibition as a biannual event with our next exhibition in 2019. While this exhibition is open to artists in the four county region over 85% of both the artists entering the exhibition and those selected by the juror to exhibit have been from Stratford. As part of the overall professionalization of this exhibition initiated a series of workshops in 2016 to assist local artists in developing the professional skills needed to build a successful art career and for the past two years have selected respected gallerists from Toronto. Working with gallerists who operate in the international art world provides important exposure for our local artists who often find it difficult to promote their work outside the immediate area. This exhibition provides a much needed professional platform for our local artists, providing many of them with their first opportunity to exhibit in a public gallery, and for others the opportunity to exhibit their work in their community and develop their resumes and experience.

Over the past few years we have developed a strong partnership with Stratford Central Secondary School. Three exhibitions of skateboard art created by the Grade 10 art classes have been exhibited in the Steelbox Art Lab, first in October 2016 and again in both June 2017 and 2018. The work of the Grade 12 Art Students was exhibited in one of our main gallery spaces in January 2017. The success of this exhibition has resulted in us making it a regular part of our annual exhibition schedule, with the third Grade 12 Art Exhibition opening January 15, 2019. An important part of this program is the mentoring that takes place throughout the semester. Gallery curatorial staff visit with the students in the classroom for "studio visits" providing the students with the opportunity to talk about their work with art professionals.

Our gallery programming works to find a balance between recognizing and celebrating local talent and bringing new work from national and international artists to the attention of the local art audience. In 2018 we presented the work of local and regional artists: Emily Schaefer (Stratford / Tavistock), Stefy McKnight (Kingston), Svava Thordis Juliusson (Hamilton), Susan Schelle (Toronto), Glenn Elliott (Stratford), Amanda McCavour (Toronto), Jane Tingley (Kitchener / Stratford), Silvana Bruni (Stratford), Gerard Brender a Brandis (Stratford), Vessna Perunovich

## 2019 Gallery Stratford Community Grant Program

(Toronto) and Rena Balmain Matthews (Stratford). Stratford based artist Jenn Mezei has created a mural on the Steelbox Art Lab as part of an ongoing collaborative and interactive work that will continue in the spring of 2019.

Our permanent collection has played an important role in preserving the work of local and national artists and is held in trust for our community. We view this collection as the community's collection and over the past three years have invited community members to work with us to curate an exhibition. These exhibitions have proven to be an excellent way to present a range of curatorial viewpoints and aesthetic interests, while also introducing community members to the collection helping them understand both the importance and need for care.

As fostering and promoting local and regional talent is an important part of our mandate, Gallery Stratford is a regular participant in the Ontario Arts Council Exhibition Assistance granting program helping to allocate grants that help fund independent visual arts projects proposed by local and regional artists. The Director / Curator regularly meets with local artists in their studios and attends local exhibitions and arts events as a means to develop future exhibition ideas and proposals and to help create a cohesive and collaborative visual arts community. Gallery Stratford is committed to the proper compensation of artists and pays fees to all exhibiting artists according to the Canadian National Standard (CARFAC).

### 2018 – 2019 Programming

Our 2018 exhibition program focused largely on female artists pairing younger or emerging local artists with more experienced senior artists working in our region. Our summer programming supported and celebrated the 140<sup>th</sup> anniversary of the Stratford & District Horticultural Society presenting four exhibitions focusing on gardens, horticulture and flowers.

Our 2019 exhibition programming explores issues of identity and sense of place and opens with an exhibition of Cambridge based indigenous artist Don Russell and a permanent collection exhibition curated by long-time friends Lucinda Jones (Stratford – artist), Dorothy Washburn (Stratford – retired educator), and Irene Miller (Stratford – artist). These three women bridge three generations and represent different viewpoints and aesthetic backgrounds. Our summer exhibitions will follow the experiential direction taken over the past few years with Libby Hague (Toronto) and Ann Marie Hadcock (Owen Sound) creating immersive installations.

### **Education: Inspiring, Creating, and Engaging our Community**

Gallery Stratford is widely recognized for offering creative, inspired, and engaging educational programs that foster skill development and creative exploration in a fun, accessible and enjoyable environment. Our educational programs are designed for all ages and skill levels and are taught by professional artists and arts educators who live in Stratford and the surrounding area. To make visual arts education accessible to all members of our community, we have created a number of free art programs that are specifically directed at families and seniors. Family Art Sundays provide residents and gallery visitors with a free weekly opportunity to drop-in and participate in creative art projects with trained art educators. Our Community Art Studio is open daily providing opportunities for the community to drop in and make use of our free art supplies and have access to instruction. With the help of New Horizons for Seniors funding and the Ontario Seniors Community Grant program we have developed relationships with local senior residences and the seniors community offering both structured programs and drop-in sessions that focus on creativity, skill development and social networking.

### **School Programs**

An important goal of Gallery Stratford is to develop visual arts education among school-age children. The Gallery welcomes over 500 students from the Huron-Perth Catholic District School Board and the Avon Maitland District School Board for gallery tours and workshops each year. Tours of current exhibitions and hands-on workshops taught by our art educators are provided to assist teachers with the Visual Art Curriculum. The Gallery continues to reach out to alternative education sectors with art programs designed for home-schooled children and their families.

## 2019 Gallery Stratford Community Grant Program

### Family Programs

Gallery Stratford's family programs are designed to nourish and encourage creating art together. Through free art programs, such as *Family Art Sunday*, *Baby Art Walk*, and *Creating Together* (ages 2-3 with parent), the Gallery has seen an increase in both new attendance and returning participants. Due to the growing attendance and the desire for free accessible art programming our Family Art Sunday program has been expanded from once a month to weekly.

### Children's Programs

Led by local artists, Gallery Stratford's children's programs hone natural creativity and encourage self-expression, while creating artistic, meaningful experiences. In addition to year-round after school and weekend programs, the *Arts Alive* summer camp has been a mainstay of visual arts education in our community for over 20 years. Our Art & Tennis collaboration with the Stratford Tennis Club expanded into a four-week program during the summer of 2016 and a six-week program in 2017 and 2018. The success and popularity of this multi-layered experience combining athletic and artistic skill development in one summer camp led to the creation of our Golf and Art program in 2015. The overwhelming success of these two programs indicated that there is a need for programming that engages both the body and the mind. Currently at capacity, we are working with both the Stratford Tennis Club and the Stratford Golf and Country Club to double attendance by offering both morning and afternoon sessions.

Our birthday party programs provide opportunities for children to participate in an art project led by an art educator followed by cake and presents. This program brings new families into the gallery and is another opportunity to engage and inspire a new generation of young artists.

Our PA Day, and winter and march break art camps are typically filled to capacity, frequently taking over one of our gallery spaces. These camps offer our young participants with opportunities to learn about and experiment with a number of art forms and practices.

### Teen Programs

Gallery Stratford's teen programs are designed for students to enjoy the freedom to express their artistic side with creative like-minded participants. Recognizing the need for artistic skill development, leadership, and self-esteem building we are continually meeting and working with the youth in our community to develop new and innovative programs that will foster creativity, community engagement, and independence. As many of the students find transportation to the gallery difficult, we are currently working with students and the art teachers at Stratford Central to develop an after school art club that can rotate between the school or other community setting and the gallery.

### Adult Programs

Our adult art programs are seeing record enrollments and continue to grow year over year. Adult programs are designed for all levels of creative learners and ranges from formal instruction to weekly drop-in life drawing and painting sessions. This range of programming covers a variety of art techniques and mediums, allowing ample opportunity for experimentation, discovery, and innovation.

In collaboration with Family Services and Community Living we have initiated a new program for adults living with disabilities. These four week programs have been well-received and fill a void, offering an avenue for creative self-expression, social interaction and skill development.

### Senior Programs

Gallery Stratford offers a variety of programs exclusively created for seniors emphasizing the importance of life-long learning. Afternoon art sessions and intergenerational art workshops provide opportunity for creative expression and hands-on learning, while artist lectures, and volunteer opportunities provide opportunities for interaction, education and engagement. Our volunteer and docent program is managed and run primarily by seniors and provides vital support in our visitor services area and giving tours to gallery visitors and school groups.

## 2019 Gallery Stratford Community Grant Program

We have been fortunate to receive ongoing support from the New Horizons for Seniors Program to develop and offer creative programs that are making an impact on the lives of seniors living in our community. Our intergenerational programs continue to be a resounding success and bring together students and seniors in the act of co-creation. The work created during our New Horizons for Seniors program is celebrated with an exhibition and artist reception in our community studio space.

With the help of the Ontario Seniors Community Grant we were able to purchase a kiln and will be beginning to offer clay and ceramics classes for seniors and others in our community. Clay is a tactile medium that is therapeutic, while also offering opportunities for creative self-expression regardless of skill level or visual or manual dexterity. We are excited about the creative opportunities that this will present for our community.

### **Art Scholarships and Bursaries for Youth**

Gallery Stratford is committed to supporting the development of the next generation of artists and cultural participants. The Gallery continues to increase funds in its Bursary Program for the popular Arts Alive summer program to provide children from families with financial need an opportunity to participate in free weekly art classes taught by professional artists. In addition to this, the Gallery presents the Ela Moll scholarship to an exceptional high school student pursuing visual arts at the secondary level. Local artist, Glenn Elliott passed away suddenly in November 2017. With the help of our community we started a memorial scholarship in his name and will be presenting the first Glenn Elliott Memorial Scholarship at the Stratford Central Convocation this month.

### **Communications Strategy**

We have been increasingly relying on Social Media as our major communication and marketing platform. The visual nature of our exhibitions, programs and events makes them highly shareable and as a result our online audience continues to grow.

Our website has been in need of a major revamp for a number of years and we have recently engaged a website design firm to assist us with this. Our new website will be launched Spring 2019.

We are very fortunate that local graphic designer Scott McKowen and local printers International Graphics continue to partner with us to produce high quality exhibition handouts and posters. Through their combined donation of services and printing we have been able to print exhibition handouts and posters which together enhance our visitor experience by providing explanatory or didactic information about the artists and artwork we are exhibiting.

### **Our Permanent Collection**

The Gallery cares for over 1000 significant art works, including drawings, paintings, and prints by important Canadian and International artists. Permanent collections are held in trust to preserve our cultural assets, provide valuable resources for research and advancement of knowledge, as well as for the enjoyment of the community. Due to space and budgetary limitations we are no longer actively adding to our collection, however, our recent commitment to exhibiting our collection in temporary exhibitions has also allowed us to take a more proactive approach to documentation and conservation.

Thanks to support of the Young Canada Works program we have been working on digitally documenting and researching our collection over the past year and a half. Our current collection facilities need upgrading as they are cramped and not up to current art gallery / museum standards. As part of a long-term facility plan we need to look at how we can upgrade our collection storage to properly protect our cultural assets.

### **Community Volunteers & Partnerships**

## 2019 Gallery Stratford Community Grant Program

Gallery Stratford continues to creatively and passionately contribute to a vibrant, healthy, active community for the residents and visitors of Stratford. Community engagement plays a central role in program development and is an important catalyst for the growth of the Gallery. Over 150 local volunteers contribute to the Gallery's many events and programs. The *I Love My Gallery* Radio Auction in February and our Gala at the Gallery in May, have been supported by approximately 400 businesses and over 900 volunteer hours, generating almost 20% of our annual revenue. Due to changes in how our community engages with and consumes media, the radio auction is no longer a viable means to raise funds. We are looking at a number of new opportunities and recently launched the Gallery Stratford 100, based on the successful '100 women who care' model. Since launching this new fundraising initiative two weeks ago we have reached 28% of our goal, demonstrating the willingness of individuals in our community to support organizations that enhance and contribute to our quality of life. Volunteers also participate as greeters at our front desk, as tour guides, and studio assistants for our classes. Each year one of our outstanding volunteers is recognized and acknowledged through the Anne P. Gregory Award during our volunteer and sponsor Thank-you reception. This year we will be presenting this award to Shawn Blackburn, a Community Living client who has faithfully volunteered at the gallery every Friday morning for almost a decade.

Community collaboration and partnerships are important to a thriving community and we continue to develop and grow our partnerships with: the Stratford Tourism Alliance, Stratford Area Bed and Breakfast Association, Heritage Stratford, Stratford Public Library, Playmakers! Theatre School, Stratford Arts & Culture Collective, University of Waterloo - Stratford Campus, Rotary Club of Stratford, Stratford Chamber of Commerce, Springworks Indie Theatre & Arts Festival, Community Living Stratford and Area, Alzheimer Society of Perth County, Stratford Youth Centre, the Avon Maitland School District, the YMCA, among others.

### **Financial Sustainability**

Gallery Stratford's financial planning is guided by a five-year Strategic Plan. Working with an art consultant and facilitator funded through the Ontario Arts Council Compass Grant program we began work on our next five-year plan this past April. Base operational funding consists of annual grants from municipal and provincial agencies, including the City of Stratford and the Ontario Arts Council. We have been fortunate these past few years to receive project based funding from New Horizons for Seniors, the Ontario Arts Council, the Stratford – Perth Community Foundation, Leisure Activity Council, and the Ontario Seniors Community Grant program. This project funding has allowed us to initiate new community based projects. While we are proud of the programs we have developed, and are seeing the impact they are creating, maintaining these programs continues to be a challenge as funders and sponsors prioritize new initiatives, with the expectation that core operating funds will allow for these programs to be sustained.

Without any core base funding, we are in the position where we have to raise 100% of our operating budget each year. This provides challenges in terms of future planning as well as the sustainability of programs. Over the past few years we have managed this successfully through prudent budget oversight, a freeze on salaries, reducing part-time staff, full-time staff assuming jobs we previously contracted out (exhibition install, etc), and reducing or cutting our marketing and other budgets. With the rising costs of everything from postage, to artist fees, art supplies, and most recently the minimum wage we are forced to look at new ways to either cut expenses or find new or increase existing funding sources.

We feel that the service we provide and the impact we have on our community is vital. We are one of the few arts organizations in our community that operate daily year-round with programs that are free and accessible to our community. For many individuals in our community, we provide their first and in some cases only exposure to the visual arts. For tourists to our community, we add significantly to the arts experiences they seek which may help keep them in our community a day or so longer.

We have also found over the past year that we are one of the few venues in town that are available for other non-profit and arts groups to use. We receive numerous requests from individuals, community groups, and arts organizations on a weekly and monthly basis asking to use our space. While we love working with and assisting

## 2019 Gallery Stratford Community Grant Program

our community partners, offering our space free or at a reduced cost, taxes staff and adds to our cleaning and facility expenses.

We understand that our community has many important needs and as a result there is insufficient funds to support all of the deserving community projects that request funding through the Community Grant program. We are asking for a significant increase again this year, however, we feel that this increase represents the significant benefit we provide to our community. Public Art galleries serve as a vital cultural hub in their communities. With the City of Stratford's continued support we can both sustain and grow our existing programs, support local artists, foster a greater interest and appreciation for the visual arts, while also continuing to provide space for the community to meet, perform and gather.

# GALLERY STRATFORD

54 Romeo St South, Stratford, ON N5A 4S9  
Tel 519.271.5271 Fax 519.271.1642 [www.gallerystratford.on.ca](http://www.gallerystratford.on.ca)

## 2. General Organization Information

### Organizational Structure

#### Board of Trustees 2018 – 2019

#### Executive Committee

Bob Phillips, Chair  
Arakua Lamptey, Vice-Chair  
Spencer Steckley, Treasurer  
Clodagh Moss, Secretary

Art Education / Retired  
Law  
Accountant / Finance / Audit Specialist  
Marketing / Community Outreach / Fundraising & Events

#### Members at Large

Peter Brooks  
Katelyn Cuilliton  
Ernest Daetwyler  
Kathy Vassilakos, City Council Representative

Physician / Community Engagement / Business Mgmt  
Accountant / Financial Services / Tax Specialist  
Artist / Arts Administration  
City Council Representative / Educator

#### Staff

Angela Brayham, Director / Curator  
Nell Crook, Curator of Exhibitions & Education  
Melissa Quinn, Manager of Education Programs  
Christine Lee, Office Manager  
Jessica Sealey, Asst. Curator of Exhibitions & Public Programs

Paid, Full-time  
Paid, Full-time (On Mat Leave Feb 2019 – Jan 2020)  
Paid, Full-time (Mat Leave replacement Feb 2019 – Jan 2020)  
Paid, Part-time  
Paid, Full-time (grant funded through February 2019)

**Gallery Stratford  
Budget  
Current Year, Request Year**

	2018 Budget	2018 Budget
<b>Revenue</b>		
<u>Earned Revenue</u>		
Education Programs	94,800	105,500
Children	8,500	11,000
Adult	13,000	16,000
Summer	55,000	56,000
School Break	2,550	5,000
Open Studio	1,500	1,500
Special Education Workshops	250	500
Avon Maitland School Board	14,000	15,000
Perth Huron Separate School Board		500
Community Outreach	3,200	2,500
TIFF Movie Series		
Bus Trips	1,500	1,500
Outreach	1,700	1,000
Membership	10,000	10,000
Facility Rental	3,000	3,000
<b>Total Earned Revenue</b>	<b>111,000</b>	<b>121,000</b>
<b>Investment Income</b>	<b>4,000</b>	<b>4,000</b>
<u>Private Sector Revenue</u>		
Individual Donations	25,000	26,000
General Donations	13,000	14,000
Donation Box	12,000	12,000
Corporate Sponsorships	1,500	5,000
Exhibition Sponsorship	1,500	5,000
Foundation Grants (Community Fdn)	5,000	5,000
Fundraising Events	99,000	107,000
Auction	85,000	65,000
Nevada	14,000	12,000
Gallery Stratford 100		30,000
<b>Total Private Sector Revenue</b>	<b>130,500</b>	<b>143,000</b>
<u>Public Sector Revenue</u>		
New Horizons Seniors Program	25,000	25,000
OAC Operating Grant	25,318	12,659
City of Stratford Grant	50,000	60,000
OAC Project Grant	5,000	
Trillium		
Employment Grants (Federal / Provincial)	50,000	25,000
<b>Total Public Sector Revenue</b>	<b>155,318</b>	<b>122,659</b>
<b>Total Revenue</b>	<b>400,818</b>	<b>390,659</b>



**Expenses**Artistic Expenses

Artist Fees	25,000	25,000
Exhibition	25,000	25,000
Art / Education Salaries	156,743	149,673
Curator of Education (100%)	50,670	58,000
Director / Curator (33%)	17,673	17,673
Art Educators	33,000	30,000
Art Education – New Horizons	6,000	6,000
Exhibition Install	2,900	3,000
Education – Summer Student	27,000	22,000
Exhibition Assistant	19,500	13,000
<b>Total Artistic Expenses</b>	<b>181,743</b>	<b>174,673</b>

Programming Expenses

Exhibition / Programming	42,100	42,100
Children	500	500
Adult	1,000	1,000
Summer	8,000	5,000
School Break	500	300
Seniors – New Horizons	13,300	13,300
Open Studio	1,300	1,500
Special Education Workshops	500	500
Avon Maitland School Board	5,000	5,000
Perth Huron Separate School Board		
Exhibition	12,000	15,000
Collections Management	500	500
Community Outreach	1,400	1,800
ArtCycle Stratford		
Share Stratford Art Buttons	400	300
Steelbox Art Lab		500
Creation Place		
Bus Trips	1,000	1,000
TIFF Movies		
Other Programming (membership / scholarship)	1,350	1,100
AGM / Donor Recognition	750	500
Scholarship	600	600
<b>Total Programming Expenses</b>	<b>45,350</b>	<b>45,500</b>

Operating Expenses

Facility Salaries	3,500	5,000
Facility Expenses	30,000	32,000
<b>Total Operating Expenses</b>	<b>33,500</b>	<b>37,000</b>

Marketing & Communications Expenses

Marketing & Communication Salaries	17,600	17,600
Director / Curator (14%)	7,600	7,600
Front Desk	10,000	10,000
Advertising / Marketing Costs	1,000	1,000
<b>Total Marketing Expenses</b>	<b>18,600</b>	<b>18,600</b>

Fundraising Expenses

Fundraising Salaries	19,300	17,100
Director / Curator (20%)	10,800	10,800
Office Manager (25%)	8,500	6,300
Fundraising Costs	22,000	22,000
Auction	13,000	13,000
Nevada	9,000	9,000
<b>Total Fundraising Expenses</b>	<b>41,300</b>	<b>39,100</b>

Administrative Expenses

Administrative Salaries	44,673	37,673
Director / Curator (33%)	17,673	17,673
Office Manager (75%)	27,000	20,000
Office / Administrative Costs	35,000	38,000
<b>Total Administrative Expenses</b>	<b>79,673</b>	<b>75,673</b>

<b>Total expenses</b>	<b>400,166</b>	<b>390,546</b>
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<b>Excess of revenue over expenses</b>	<b>652</b>	<b>113</b>
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**GALLERY STRATFORD**  
FINANCIAL STATEMENTS  
DECEMBER 31, 2017

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## INDEPENDENT AUDITORS' REPORT

To The Board of Directors of  
Gallery Stratford  
Stratford, Ontario

We have audited the accompanying financial statements of **Gallery Stratford**, which comprise the balance sheet as at **December 31, 2017** and the statements of operations and changes in fund balances, surplus and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

## INDEPENDENT AUDITORS' REPORT - continued

### Basis for Qualified Opinion

In common with many not-for-profit organizations, the organization derives cash revenue, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenditures and cash flows from operations for the years ended December 31, 2017 and 2016, current assets as at December 31, 2017 and 2016, and surplus as at January 1 and December 31 for both the 2017 and 2016 year ends. Our audit opinion on the financial statements for the year ended December 31, 2016 was modified accordingly because of the possible effects of this limitation in scope.

Property, plant and equipment have been recorded at cost and have not been amortized. Accounting standards for not-for-profit organizations require that property, plant and equipment be recorded at cost and amortized over their estimated useful life.

Donated investments in the form of publicly traded shares have been deferred from revenue until the shares have been disposed of by the organization. Accounting standards for not-for-profit organizations require revenue to be recognized when the shares are received.

### Qualified Opinion

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of **Gallery Stratford** as at **December 31, 2017** and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Famme & Co.*

Professional Corporation  
Chartered Professional Accountants  
*Authorized to practise public accounting by  
the Chartered Professional Accountants of Ontario*

Stratford, Ontario  
March 28, 2018

# Gallery Stratford

## Balance Sheet

As at December 31, 2017

### ASSETS

	Operating General Fund	Endowment Fund	Nevada Fund	Permanent Collection Fund	Ela Moll Fund	Glenn Elliott Fund	Total 2017	Total 2016
<b>Current Assets</b>								
Cash in bank	\$ 143,449	\$ -	\$ 13,367	\$ -	\$ -	\$ -	\$ 156,816	\$ 143,636
Investments	-	-	-	-	11,286	-	11,286	11,286
Investments - at fair value								
Shares (Cost - \$ 4,290)	10,546	-	-	-	-	-	10,546	9,719
Accounts receivable	15,977	-	-	-	-	-	15,977	12,339
HST receivable	266	-	-	-	-	-	266	-
Prepaid expenses	4,336	-	-	-	-	-	4,336	5,831
Due from the Ela Moll Fund	1,659	-	-	-	(1,659)	-	-	-
	<u>176,233</u>	<u>-</u>	<u>13,367</u>	<u>-</u>	<u>9,627</u>	<u>-</u>	<u>199,227</u>	<u>182,811</u>
<b>Property, Plant and Equipment - at cost</b>								
Leasehold improvements, equipment and fixtures	392,191	-	-	-	-	-	392,191	392,191
<b>Other Assets</b>								
Works of art	-	-	-	1,868,944	-	-	1,868,944	1,846,294
	<u>\$ 568,424</u>	<u>\$ -</u>	<u>\$ 13,367</u>	<u>\$ 1,868,944</u>	<u>\$ 9,627</u>	<u>\$ -</u>	<u>\$ 2,460,362</u>	<u>\$ 2,421,296</u>

Approved on Behalf of the Board:

  
Director

  
Director

(See Accompanying Notes to the Financial Statements)

**Balance Sheet**  
As at December 31, 2017

## LIABILITIES

	Operating General Fund	Endowment Fund	Nevada Fund	Permanent Collection Fund	Ela Moll Fund	Glenn Elliott Fund	Total 2017	Total 2016
<b>Current Liabilities</b>								
Deferred revenue	\$ 74,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,838	\$ 67,637
Accounts payable and accrued liabilities	16,454	-	-	-	-	-	16,454	18,572
HST payable	-	-	-	-	-	-	-	960
Payroll remittances payable	4,442	-	-	-	-	-	4,442	4,676
Due to Permanent Collection Fund	5,958	-	-	(5,958)	-	-	-	-
Due to the Nevada Fund	41,986	-	(41,986)	-	-	-	-	-
Due to the Endowment Fund	41,030	(41,030)	-	-	-	-	-	-
Due to Glenn Elliot Fund	6,893	-	-	-	-	(6,893)	-	-
Deferred share donation revenue	10,546	-	-	-	-	-	10,546	9,719
	<u>202,147</u>	<u>(41,030)</u>	<u>(41,986)</u>	<u>(5,958)</u>	<u>-</u>	<u>(6,893)</u>	<u>106,280</u>	<u>101,564</u>
			SURPLUS					
<b>Surplus</b>	<u>366,277</u>	<u>41,030</u>	<u>55,353</u>	<u>1,874,902</u>	<u>9,627</u>	<u>6,893</u>	<u>2,354,082</u>	<u>2,319,732</u>
	<u>\$ 568,424</u>	<u>\$ -</u>	<u>\$ 13,367</u>	<u>\$ 1,868,944</u>	<u>\$ 9,627</u>	<u>\$ -</u>	<u>\$ 2,460,362</u>	<u>\$ 2,421,296</u>

(See Accompanying Notes to the Financial Statements)

# Gallery Stratford

## Statement of Surplus

For the year ended December 31, 2017

	Operating General Fund	Endowment Fund	Nevada Fund	Permanent Collection Fund	Ela Moll Fund	Glenn Elliott Fund	Total 2017	Total 2016
Balance - beginning of year	\$ 370,700	\$ 35,755	\$ 50,386	\$ 1,852,990	\$ 9,901	\$ -	\$ 2,319,732	\$ 2,313,335
Excess revenue over expenditures (expenditures over revenue) for the year	<u>(4,423)</u>	<u>5,275</u>	<u>4,967</u>	<u>21,912</u>	<u>(274)</u>	<u>6,893</u>	<u>34,350</u>	<u>6,397</u>
Balance - end of year	<u>\$ 366,277</u>	<u>\$ 41,030</u>	<u>\$ 55,353</u>	<u>\$ 1,874,902</u>	<u>\$ 9,627</u>	<u>\$ 6,893</u>	<u>\$ 2,354,082</u>	<u>\$ 2,319,732</u>

(See Accompanying Notes to the Financial Statements)



**Gallery Stratford**  
**Statement of Operations and Changes in Fund Balance**  
For the year ended December 31, 2017

	Operating General Fund		Endowment Fund		Nevada Fund		Permanent Collection Fund		Ela Moll Fund		Glenn Elliott Fund		Total	Total
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
<b>Revenue</b>														
Earned revenue (Schedule 2)	\$ 14,157	\$ 23,654	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,157	\$ 23,654
Public sector grants (Note 5)	142,559	136,202	-	-	-	-	-	-	-	-	-	-	142,559	136,202
Fund raising programs revenue (Schedule 1)	93,922	90,460	-	-	-	-	-	-	-	-	-	-	93,922	90,460
Exhibitions														
- sponsors	5,000	6,220	-	-	-	-	-	-	-	-	-	-	5,000	6,220
- miscellaneous	2,279	-	-	-	-	-	-	-	-	-	-	-	2,279	-
Facility rent	7,944	600	-	-	-	-	-	-	-	-	-	-	7,944	600
Educational programs (Note 6)	108,336	102,603	-	-	-	-	-	-	-	-	-	-	108,336	102,603
Memorial donations	-	-	-	-	-	-	-	-	-	-	6,893	-	6,893	-
Donations, including admissions	25,570	15,010	-	-	-	-	22,650	-	-	-	-	-	48,220	15,010
Interest and dividend income	805	1,369	5,275	6,179	-	-	-	-	226	160	-	-	6,306	7,708
Nevada tickets	-	-	-	-	11,923	16,484	-	-	-	-	-	-	11,923	16,484
	<u>400,572</u>	<u>376,118</u>	<u>5,275</u>	<u>6,179</u>	<u>11,923</u>	<u>16,484</u>	<u>22,650</u>	<u>-</u>	<u>226</u>	<u>160</u>	<u>6,893</u>	<u>-</u>	<u>447,539</u>	<u>398,941</u>

(See Accompanying Notes to the Financial Statements)

**Gallery Stratford**  
**Statement of Operations and Changes in Fund Balance**  
For the year ended December 31, 2017

	Operating General Fund		Endowment Fund		Nevada Fund		Permanent Collection Fund		Ela Moll Fund		Glenn Elliott Fund		Total	Total
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
<b>Revenue carried forward</b>	<b>\$ 400,572</b>	<b>\$ 376,118</b>	<b>\$ 5,275</b>	<b>\$ 6,179</b>	<b>\$ 11,923</b>	<b>\$ 16,484</b>	<b>\$ 22,650</b>	<b>\$ -</b>	<b>\$ 226</b>	<b>\$ 160</b>	<b>\$ 6,893</b>	<b>\$ -</b>	<b>\$ 447,539</b>	<b>\$ 398,941</b>
<b>Expenditures</b>														
Direct expenditures (Schedule 2)	530	6,222	-	-	-	-	-	-	-	-	-	-	530	6,222
Fund raising programs expenditures (Schedule 1)	15,320	18,463	-	-	-	-	-	-	-	-	-	-	15,320	18,463
Salaries and benefits	220,464	182,838	-	-	-	-	-	-	-	-	-	-	220,464	182,838
Exhibitions (Note 11)	43,934	25,645	-	-	-	-	-	-	-	-	-	-	43,934	25,645
Administration (Schedule 3)	43,875	45,551	-	-	-	-	-	-	-	-	-	-	43,875	45,551
Premise (Schedule 3)	19,668	22,429	-	-	-	-	-	-	-	-	-	-	19,668	22,429
Framing and appraisal fee	-	-	-	-	-	-	738	168	-	-	-	-	738	168
Educational programs (Note 6)	50,538	49,666	-	-	-	-	-	-	-	-	-	-	50,538	49,666
Specific grant programs (Note 10)	8,429	30,423	-	-	-	-	-	-	-	-	-	-	8,429	30,423
Tickets	-	-	-	-	6,956	6,938	-	-	-	-	-	-	6,956	6,938
Commission fees	-	-	-	-	-	3,101	-	-	-	-	-	-	-	3,101
Scholarship awarded	600	600	-	-	-	-	-	-	500	500	-	-	1,100	1,100
Facility rental expenses	1,637	-	-	-	-	-	-	-	-	-	-	-	1,637	-
	<u>404,995</u>	<u>381,837</u>	<u>-</u>	<u>-</u>	<u>6,956</u>	<u>10,039</u>	<u>738</u>	<u>168</u>	<u>500</u>	<u>500</u>	<u>-</u>	<u>-</u>	<u>413,189</u>	<u>392,544</u>
Excess revenue over expenditures (expenditures over revenue) for the year	<u>\$ (4,423)</u>	<u>\$ (5,719)</u>	<u>\$ 5,275</u>	<u>\$ 6,179</u>	<u>\$ 4,967</u>	<u>\$ 6,445</u>	<u>\$ 21,912</u>	<u>\$ (168)</u>	<u>\$ (274)</u>	<u>\$ (340)</u>	<u>\$ 6,893</u>	<u>\$ -</u>	<u>\$ 34,350</u>	<u>\$ 6,397</u>

(See Accompanying Notes to the Financial Statements)

**Gallery Stratford**  
**Statement of Cash Flows**  
For the year ended December 31, 2017

	2017	2016
<b>Cash Provided By (Used In):</b>		
<b>Operating Activities</b>		
Excess revenue over expenditures for the year	\$ 34,350	\$ 6,397
Net changes in non-cash current operating accounts		
Decrease (increase) in accounts receivable	(3,638)	(4,237)
Decrease (increase) in HST receivable	(266)	784
Decrease (increase) in prepaid expenses	1,495	(939)
Increase (decrease) in deferred revenue	7,201	14,196
Increase (decrease) in accounts payable		
and accrued liabilities	(2,118)	1,495
Increase (decrease) in payroll remittances payable	(234)	1,042
Increase (decrease) in HST payable	(960)	960
Increase (decrease) in deferred share donation		
revenue	<u>827</u>	<u>2,443</u>
	\$ 36,657	<u>22,141</u>
<b>Investing Activities</b>		
Purchase of permanent collection	<u>(22,650)</u>	<u>-</u>
<b>Increase in cash and cash equivalents</b>	14,007	22,141
<b>Cash and cash equivalents - beginning of year</b>	<u>164,641</u>	<u>142,500</u>
<b>Cash and cash equivalents - end of year</b>	\$ <u>178,648</u>	\$ <u>164,641</u>
<b>Cash and cash equivalents consist of cash on hand and balances with bank. Cash and cash equivalents comprise the following balance sheet amounts:</b>		
Cash in bank	156,816	143,636
Investments	<u>21,832</u>	<u>21,005</u>
	\$ <u>178,648</u>	\$ <u>164,641</u>

**Gallery Stratford**  
**Notes to the Financial Statements**  
For the year ended December 31, 2017

**1. Purpose**

The purpose of the Gallery is to foster and encourage within the community the appreciation of works of art, to acquire a collection of works of art for the enjoyment of the public, to educate through the instruction of visual arts and to award scholarships to young artists in the community. The Gallery is a registered charity and, thus, not subject to income tax.

**2. Fund Accounting**

The Gallery uses fund accounting in these financial statements. The purpose of each individual Fund is as follows:

- (a) Operating General Fund: to administer the day to day transactions of the Gallery.
- (b) Endowment Fund: to deliver monies to the Gallery as earned for the purposes of fulfilling its charitable activities.
- (c) Nevada Fund: to raise monies from the sale of Nevada tickets to assist in the funding of the organization's charitable activities.
- (d) Permanent Collection Fund: to administer permanent works of art either donated to or purchased by the Gallery.
- (e) Ela Moll Fund: to award scholarships to deserving students in the field of the Arts.
- (f) Glenn Elliott Fund: to award scholarships to deserving students in the field of the Arts.

**3. Summary of Significant Accounting Policies**

These financial statements have been prepared from information available within the guidelines of Canadian accounting standards for not-for-profit organizations summarized below:

- (a) Capital Expenditures  
Property, plant and equipment are recorded at cost and are not being amortized over their estimated useful life. This is not in accordance with Canadian accounting standards for not-for-profit organizations.
- (b) Permanent Collection Fund, Works of Art  
Works of art are valued at either cost or appraised value. Purchased works of art are stated at cost. Donated works of art are stated at their appraised value at the time of donation. Works of art that are on permanent loan in the collection are not valued in the Permanent Collection Fund.
- (c) Fund Raising and Earned Revenue  
Total direct expenses related to both fund raising and earned revenue activities are described in Schedule 1 and Schedule 2, respectively. These represent only the expenses that can be directly attributed to the events. There is no charge for administrative costs due to the difficulty in properly allocating certain costs.
- (d) Revenue Recognition  
Revenue is recognized when the requirements for the sale of the goods or services are met and ultimate collection is reasonably assured.

**Gallery Stratford**  
**Notes to the Financial Statements**  
For the year ended December 31, 2017

**3. Summary of Significant Accounting Policies (continued)**

(e) Investments

Available-for-sale financial assets, comprised principally of marketable equity securities, are investments that are quoted in an active market and are not actively being traded. All Operating General Fund investments are classified as available-for-sale because the Gallery does not intend to trade the investments for short-term profit making. Any increase or decrease in the market value of the Operating General Fund investments is deferred in the current year. The quoted market price was used to determine the fair value of the Operating General Fund financial instruments held as investments. This deferral is not in accordance with Canadian accounting standards for not-for-profit organizations.

(f) Use of Estimates

Preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that could affect amounts reported as assets, liabilities, revenues and expenses. Due to measurement uncertainty, results could differ from those estimates.

(g) Financial Instruments

A financial asset is any asset that is cash; a contractual right to receive cash from another party; or an equity instrument of another entity. A financial liability is any liability that is a contractual obligation to deliver cash to another party.

Financial assets and liabilities are initially measured at fair value, except for certain non-arm's length transactions. Subsequently, financial assets and financial liabilities are measured at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures.

**4. Deferred Revenue**

Deferred revenue represents funding received from organizations for the 2017 year that are to be disbursed in a future period. These funds are to be used for educational, exhibition programs, resource development and visibility purposes.

Deferred revenue for the year end is composed of the following:

	2017	2016
Ontario Arts Council	\$ 25,318	\$ 34,350
Trillium Grant	-	6,100
New Horizons for Seniors	32,145	13,611
Canada Museum Association - Employment Grant	<u>4,800</u>	<u>-</u>
Total public sector deferred grants	62,263	54,061
 Foundations grant	 3,000	 -
Permanent Collections	3,025	3,025
Open Studio/Art Classes	6,550	8,550
Auction tickets and other	<u>-</u>	<u>2,001</u>
	<u>\$ 74,838</u>	<u>\$ 67,637</u>

**Gallery Stratford**  
**Notes to the Financial Statements**  
For the year ended December 31, 2017

**5. Public Sector Grant Revenue**

Total public sector grants awarded during the year consist of:

	2017	2016
Federal Government - Employment Grant	\$ 23,940	\$ 10,998
Provincial Government - Employment Grants	2,979	5,750
Ontario Arts Council	59,668	68,000
Municipal Government - City of Stratford	43,000	43,000
Canada Museum Association - Employment Grant	21,274	7,742
Cultural Grant - Ontario	8,350	-
Ontario Trillium Foundation Grant	7,400	12,500
New Horizons for Seniors	38,211	32,673
Outreach Grants	<u>-</u>	<u>9,600</u>
	<u>\$ 204,822</u>	<u>\$ 190,263</u>

The New Horizons for Seniors grant represents monies received in 2017 to be spent on Senior programs. As at December 31, 2017, \$ 32,145 has been deferred to properly match the grant revenue with the appropriate expenditures.

The above Public Sector Grant Revenue is categorized for financial statement purposes as follows:

	2017	2016
Public sector grant revenue	\$ 142,559	\$ 136,202
Deferred public sector grants (Note 4)	<u>62,263</u>	<u>54,061</u>
	<u>\$ 204,822</u>	<u>\$ 190,263</u>

**6. Educational Programs**

Educational program revenue and expense is composed of:

	2017	2016
Stratford Perth Community Foundation	\$ 1,000	\$ -
School workshops, including school board funding	9,158	509
Summer programs including Arts Alive	56,606	58,913
Art classes and open studio	36,229	39,024
Tour groups	3,130	2,210
Outreach programs	<u>2,213</u>	<u>1,947</u>
	<u>108,336</u>	<u>102,603</u>
Less: Specific direct program expenses	40,300	33,473
Fees to artist educators	<u>10,238</u>	<u>16,193</u>
	<u>50,538</u>	<u>49,666</u>
	<u>\$ 57,798</u>	<u>\$ 52,937</u>

Indirect expenses, including administrative wages and overhead, have not been allocated to the educational expenses.

**Gallery Stratford**  
**Notes to the Financial Statements**  
For the year ended December 31, 2017

**7. Donated Services**

Donated services by volunteers are not recognized in the financial statements due to the inherent difficulty of valuation. Volunteers assist Gallery Stratford in carrying out all aspects of operations.

Donated services by organizations are also not recognized in the financial statements due to the inherent difficulty of valuation. The City of Stratford donates premise-related expenses including yard and building maintenance and snow removal. Gallery Stratford also receives media support from corporate organizations for fundraising and promotion.

**8. Lease Commitments**

The annual rent under a long-term property lease of \$ 1 is with the City of Stratford.

**9. Endowment Fund**

The Gallery Stratford entered into an endowment arrangement through the Ontario Arts Fund years ago. As a result of meeting specific criteria, the Gallery is entitled to income earned on designated endowment funds of \$ 91,126. During the year, \$ 5,275 (2016 - \$ 6,179) has been shown as interest income in the Endowment Fund.

**10. Specific Grant Expenditures**

New Horizons for Seniors: these monies were disbursed on education programs for seniors according to the terms of the grant application.

	2017
New Horizons for Seniors direct expenses	\$ 4,315
New Horizons for Seniors fees to artist educators	<u>1,751</u>
	<u>\$ 6,066</u>

Outreach programs: these monies were disbursed on outreach programs according to the terms of the grant application.

Outreach programs direct expenses	<u>\$ 2,363</u>
-----------------------------------	-----------------

**11. Artist Exhibition Fee**

Gallery Stratford provides artists with a platform to exhibit their art to a local and international audience. Exhibition fees paid by Gallery Stratford to these artists are included in Exhibition expense on the Statement of Operations and Changes in Fund Balance and totalled \$ 24,842 (2016 - \$ 15,638) for the year.

(Schedule 1)

**Gallery Stratford**  
**Schedule of Fund Raising Revenue and Expenditures**  
For the year ended December 31, 2017

	<b>Movie Night</b>	<b>Other Fundraisers</b>	<b>Gallery Auction</b>	<b>Total</b>
<b>2017</b>				
Total revenue (Note 3(c))	\$ 4,709	\$ 1,250	\$ 87,963	\$ 93,922
Total direct expenditures (Note 3(c))	<u>3,688</u>	<u>276</u>	<u>11,356</u>	<u>15,320</u>
<b>Net Income</b>	<u>\$ 1,021</u>	<u>\$ 974</u>	<u>\$ 76,607</u>	<u>\$ 78,602</u>
<b>2016</b>				
Total revenue (Note 3(c))	4,795	7,823	77,842	90,460
Total direct expenditures (Note 3(c))	<u>4,836</u>	<u>1,072</u>	<u>12,555</u>	<u>18,463</u>
<b>Net Income</b>	<u>\$ (41)</u>	<u>\$ 6,751</u>	<u>\$ 65,287</u>	<u>\$ 71,997</u>



(Schedule 2)

**Gallery Stratford**  
**Schedule of Earned Revenue and Expenditures**  
For the year ended December 31, 2017

	<u>Memberships</u>	<u>Gift Shop</u>	<u>Total</u>
<b>2017</b>			
Total revenue (Note 3(c))	\$ 13,560	\$ 597	\$ 14,157
Total direct expenditures including fees to artisans (Note 3(c))	<u>-</u>	<u>530</u>	<u>530</u>
<b>Net Income</b>	<u>\$ 13,560</u>	<u>\$ 67</u>	<u>\$ 13,627</u>
<b>2016</b>			
Total revenue (Note 3(c))	12,730	10,924	23,654
Total direct expenditures including fees to artisans (Note 3(c))	<u>-</u>	<u>6,222</u>	<u>6,222</u>
<b>Net Income</b>	<u>\$ 12,730</u>	<u>\$ 4,702</u>	<u>\$ 17,432</u>

(Schedule 3)

**Gallery Stratford**  
**Schedule of Operating Fund Expenditures**  
For the year ended December 31, 2017

	2017	2016
<b>Administration</b>		
Advertising	\$ 284	\$ 4,425
Audit and accounting	8,520	8,416
Bank charges	7,795	7,390
Insurance	11,990	11,344
Hospitality	1,579	1,010
Membership in professional organizations	1,759	1,152
Other expenses (recovery)	(181)	178
Office	5,279	3,723
Postage	1,284	1,125
Printing	45	-
Staff travel	1,587	1,122
Telephone and fax	2,249	1,888
Computer costs	<u>1,685</u>	<u>3,778</u>
	<u>\$ 43,875</u>	<u>\$ 45,551</u>
<b>Premise Expenditures</b>		
Public utilities	15,554	17,709
Supplies	1,309	4,720
Infrastructure	<u>2,805</u>	<u>-</u>
	<u>\$ 19,668</u>	<u>\$ 22,429</u>



Appeal re: 2019 Community Grant Decision

To: Finance & Labour Relations Sub-committee:

Tom Clifford, Dave Gaffney, Brad Beatty, Graham Bunting, Martin Ritsma

Thank you for this opportunity to register an appeal of the grant awarded to Music & Opera Appreciation (MOA). While we sincerely appreciate the allocation of \$800 to assist with the “Rising Stars Program”, we ask that you review the information below and consider providing an additional amount of \$750 for the remainder of 2019.

We have learned that our 2019 Community Grant request for additional funding should not have been listed as “in kind”. MOA wishes to pursue a request for funds to cover roughly 50% of the rental costs of Stratford’s City Hall Auditorium for presentations of HD Met Live Opera programs. MOA has already expended \$920.77 covering six of the 2019 programs (January – May). (see cost details in attached letter from Joan Thomson, City Clerk).

The rationale for this additional funding request is as follows:

- **Collaboration:** *Shared space and operations support* is widespread amongst non-profits with many examples of organizations joining under one roof, sharing services. [www.thephilanthropist.ca](http://www.thephilanthropist.ca) Stratford Perth United Way is case in point. Gallery Stratford, who holds the TIFF film licenses collaborates with Queen of the Square. In our case, the collaboration is between MOA, Queen of The Square Cinema who provides the projection technology and the City of Stratford who provides the venue.

These cross-sectoral innovations are widely emerging among non-profits wherein partners create greater impact by strengthening the resiliency, connectedness and innovative capacity of their organizations. MOA’s collaboration with Stratford Summer Music is a case in point.

- **Benefits** to citizens of Stratford: the Canadian Index of Wellbeing (CIW) lists the top two most important of eight categories of “Quality of Life” measured are: *Vital Communities* and *Leisure and Culture Programming*. [www.ciw.ca](http://www.ciw.ca) These quality of life aspects are thoughtfully developed and delivered by MOA programming in the “off-season”, in months devoid of our rich theatre and music programs, months that are typically challenging for seniors, single occupancy residents and for the rising number of employed individuals working from home, isolated from the support of the office environment. In January 2019, CBC *National* produced an excellent podcast titled “Loneliness: Society’s Silent Epidemic.”

<https://www.cbc.ca/news/thenational/loneliness-society-s-silent-epidemic-in-depth-1.4979928>

Bringing Stratford and region residents together in Stratford's beautiful City Hall auditorium to share the richness and joy of the world's greatest opera performances, on DVD presented *Live From the Met* in the world's largest opera house, helps to counteract such isolation.

We trust that the councillors on the Finance & Labour Committee will accept this appeal and award Music & Opera Appreciation the additional amount of \$750 to cover our fall programming support of Met Opera HD Live at Queen of the Square Cinema.

Yours sincerely,

Joanne McArthur  
President, Board of Directors MOA

Assisted by Eleanor Kane, Volunteer, MOA



**Corporate Services Department**  
**Clerk's Office**  
 CITY of STRATFORD  
 City Hall, P.O. Box 818  
 Stratford ON N5A 6W1

519-271-0250 Ext. 237  
 Fax: 519-273-5041  
 TTY: 519-271-5241  
[www.stratfordcanada.ca](http://www.stratfordcanada.ca)

September 28, 2018

Music & Opera Appreciation  
 1144 Ontario Street  
 Stratford ON N5A 6W6

Dear Ms. Steed Young:

Re: Stratford City Hall Auditorium Rental

We acknowledge receipt of your rental application for use of the City Hall auditorium on the below-noted dates. The auditorium will be set up according to your instructions.

- |                              |  |
|------------------------------|--|
| • Saturday October 20, 2018  | • Saturday January 12, 2019 \$151.88 3hrs    |
| • Saturday November 3, 2018  | • Saturday February 2, 2019 \$161.37 4.25hrs |
| • Saturday December 8, 2018  | • Saturday March 2, 2019 \$151.88 3.5 hrs    |
| • Sunday December 23, 2018   | • Saturday March 30, 2019 \$151.88 3.5 hrs   |
| • Saturday December 15, 2018 | • Saturday April 20, 2019 \$151.88           |
|                              | • Saturday May 11, 2019 \$151.88 = \$920.77  |

We acknowledge receipt of your deposit of \$127.75. The balance of the rental will be invoiced following each event. Please note that rental fees for the events taking place in 2019 are under review and are also subject to the Costumer Price Index increase.

Please provide a copy of the certificate of insurance.

Enclosed is your copy of the executed contract.

If you have any questions, please contact Danielle Clayton at 519-271-0250, Ext. 239.

Yours truly,

Joan Thomson  
 City Clerk  
 Encl.

cc: Tom Ball  
 Kirstin Riddell

Scheduled dates of City Hall auditorium rentals for Fall and Winter MOA series.  
 MOA notes: City Hall has yet to provide an invoice for final 2 dates in the Winter series - April 20 and May 11.

**From:** [CommunityGrantApplicationForm@stratford.ca](mailto:CommunityGrantApplicationForm@stratford.ca)  
**To:** [musicandopera15@gmail.com](mailto:musicandopera15@gmail.com)  
**Cc:** [Wendy Partridge](#)  
**Subject:** Thank you for your response to Community Grant Application Form  
**Date:** November-25-18 11:06:05 AM

---

Hello,

Thank you for your response to Community Grant Application Form submitted at Sunday November 25th 2018 11:05 AM with reference number 2018-11-25-001.

- **Amount requested for this grant:**

\$2,300

- **Please explain how your activity or service will specifically benefit the residents of Stratford:**

The grant will support cultural programming that is known to enhance the quality of life of Stratford residents during shoulder seasons when Festival activities are not available. It is well known that such cultural activities create joy, happiness and well-being; the MOA program brings people together in a stimulating atmosphere, one that counteracts the isolation and loneliness that often accompanies ageing. MOA programming is a perfect example of "Third Age Learning", where seniors engaged in the love of learning also share the companionship of others, counteracting the effects of social isolation.

MOA Fees are deliberately set low to allow anyone in our Stratford community, who is interested, to attend. Some patrons who experience our programming often donate generously to support the MOA series.

- **Please indicate how the grant funds will be used:**

Grant funds will offset some of the costs of MOA's "Rising Stars" program, a collaboration with Stratford Summer Music that provides a portion of tuition costs for vocalists in SSM's Vocal Academy. MOA also helps to provide accommodation for these young artists.

- **If you are requesting an in-kind grant, please list the in-kind services being requested and provide costing(s) from the appropriate City department(s) to support amount being requested above:**

In-Kind Grant support will offset the rental of the City Hall Auditorium for 10 programs presented by Queen of the Square Cinema. Stratford residents unable to attend our Tuesday afternoon Music and Opera programs due to work commitments can take advantage of the

Saturday Met Live screenings.

Costing: Rental at \$150 (approx.) per screening for 10 Met Live programs = \$1,500

Attached PDF of 2018 costing

- **Organization name:**  
Music & Opera Appreciation Inc.
- **Contact Name:**  
Joanne McArthur
- **Mailing Address:**  
P.O. Box 21060  
Stratford, ON  
N5A 7V4
- **Telephone Number:**  
(226) 921-0082
- **Email:**  
musicandopera15@gmail.com
- **Website:**  
www.musicandopera.weebly.com
- **Briefly state your organization's missions/goals:**  
To excite, educate and entertain people interested in the musical arts including those individuals with little background in music. To reach this goal MOA offers a series of afternoon programs over the fall and winter months, with lectures, DVD opera presentations and a few live performances. These programs provide intellectual and emotional stimulation and an enriched quality of life.
- **Please attach a list of your organizational structure, including paid staff positions (do not include personal information such as home address and telephone numbers) :**
  1. [MOA Organizational Structure 2019.docx \[12.8 KB\]](#)
- **Number of Volunteers:**  
15

**Does the organization operate as a not-for-profit?**

Yes

- **Is the organization incorporated?**

Yes

- **If yes, please provide Date of Incorporation;**

11/10/2003

- **Does the organization have charitable status?**

Yes

- **If yes, please provide charitable number:**

862037207RR001

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

Yes

- **If yes, please explain:**

Subscription for either the Fall or Winter series are \$50 per series of 6 sessions. Attendance at individual sessions is \$10 per session. The fees have been deliberately set low to encourage anyone, regardless of financial circumstances, to attend. Along with a wonderful afternoon of music, attendees are provided tea, coffee and cookies at no charge.

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

Yes

- **If yes, please explain:**

A small cohort of attendees from St. Marys are loyal supporters of MOA. It was 24 years ago that the Music & Opera Appreciation program was founded by St. Marys resident, John Leberg. Mr. Leberg may be best known as Director of Operations at the Canadian Opera Company (COC); it was Leberg who brought the "surtitle" technology to the COC performances in 1983.

- **Website link to program details:**

[www.musicandopera.weebly.com](http://www.musicandopera.weebly.com)

- **Otherwise, please attach supporting information to illustrate your organization's programs and activities, and how they**



meet the Community Grants Program eligibility criteria:

1. [Winter 2019 Media Release-2.docx \[584.5 KB\]](#)
- **Most recent year-end financial statements**
    1. [Audited Statement 2017r.pdf \[205.8 KB\]](#)
  - **Budget for the year in which the funds are being requested:**
    1. [Proposed 2019 Budget.xlsx \[19.4 KB\]](#)
  - **Please indicate separately any funding requested or received from other levels of government and other agencies, and the status of each application. Please state None if applicable.**

None
  - **Full name:**

Eleanor Kane
  - **Position:**

Volunteer
  - **Application Date:**

11/25/2018

[This is an automated email notification -- please do not respond]

## *List of MOA Organizational Structure 2019*

**ARTISTIC LEADER: BARBARA STEED YOUNG** - Honorarium \$6,000 per year

### *Board of Directors*

*President: Joanne McArthur Secretary: Dorothy Knight*

*Treasurer: Karen Mychayluk Assistant Treasurer: Peter Fischer*

*Sponsorship Chair: Guy Chadsey*

*Members at Large: Kelly Walker, Jan Hill*

### *Committees*

*Technical Set up & Support: John Lederman - Honorarium \$500 per year*

*Sponsorship Committee: Guy Chadsey (Chair), Eleanor Kane, Barbara Steed Young*

*Fund Raising & Grants: Eleanor Kane, Joanne McArthur, Susan Tamblyn, Barbara Steed Young, Ann Reynolds*

*Design, Marketing & Webmaster: David Beattie*

*Newsletter & Database: Bruce Wilkinson, Joanne McArthur*

*Social Media: Eleanor Kane, Dorothy Knight*

*Volunteer Committee: Sandra Graff (Chair),*

*Nominating Committee: Guy Chadsey, Eleanor Kane*

*Finance Committee: Karen Mychayluk (Chair), Peter Fischer, Joanne McArthur*

*Bylaw and Policy Committee: Susan Tamblyn (Chair)*



**Music & Opera Appreciation announces its 25<sup>th</sup> Winter season.**

*"We live in this world in order always to learn industriously and to enlighten each other by means of discussion and to strive vigorously to promote the progress of science and the fine arts."*

*Wolfgang Amadeus Mozart*

**Music & Opera Appreciation** is pleased to announce the **2019 Winter Series** created by Barbara Steed Young, our artistic leader.

Audiences can expect six weeks of stimulating programming presented on Tuesday afternoons from 1:30 to 3:30 in the Guthrie Room at the Festival Inn in Stratford.

The 2019 Winter Series, with the theme EARTH, continues with the Elements of Nature. The works being presented have been created, and chosen to show here, because of the human drive to migrate over the Earth, driven by motivations ranging from privation, to curiosity, to a quest for freedom.

We start the series **Jan. 8** with *Shadows in Paradise*, a documentary about Hitler's exiles in Hollywood. By 1939, 30,000 intellectuals and artists were either exiled from, or chose to leave Europe. Those dramatic events in Europe sent many of the greatest minds of the 20th century into exile in the United States. The manna of creative intensity that hovered over Berlin in the 20's, in music, art, theater and film, that glow of aesthetic productivity, was extinguished there. Los Angeles in the 30's and early 40's may be seen as its afterglow... when many of the immigrants, fleeing the upsurge of European fascism, briefly transformed Southern California and America into one of the capitals of world culture.

**On Jan. 15**, Loreena McKennitt will introduce her concert *Nights from the Alhambra* recorded live in the Medieval Moorish palace in Granada, Spain, where the Moors settled and ruled between the early 8<sup>th</sup> and late 15<sup>th</sup> centuries. This concert is an outstanding celebration of mixed cultures reflected in the music and instruments, which include the oud, lyra, tabla, Celtic Bouzouki, Uilleann pipes, bodhrán, hurdy gurdy, kanoun, accordion, harp, piano, percussion, strings, guitar and electric bass.

**Jan. 22 and Jan. 29**, we continue in Spain with Rossini's opera buffa, *The Barber of Seville* (1819). Here we see the influence of Italian opera with its *commedia del arte* traditions blended with the Spanish emphasis on rhythm and form. The result is laughter and vocal acrobatics! The opera is sung in Italian with English surtitles.

**Feb. 5 and 12**, we look at the opera, *Die Tote Stadt (The Dead City)* written by the 23 year-old German exile, Erich Wolfgang Korngold. It is in the style of late romanticism and received its premiere in the wake of WW I. The opera represents a renewal of life and hope through the redemption of its conflicted anti-hero. The opera is sung in German with English surtitles.

These engaging, stimulating afternoon programs are informal, entertaining, charming and educational in the best sense. They are enhanced by refreshments and congenial conversation during the break.

Those interested in MOA travel far and wide: from St. Marys, Kitchener, Waterloo, London, Brantford, and even Toronto to Stratford for the fall and winter sessions. All are welcome. Entrance is \$10 per session, or a \$50 subscription for all six dates.

Visit our website for details at [www.musicandopera.weebly.com](http://www.musicandopera.weebly.com).

**MUSIC AND OPERA APPRECIATION INC.  
PROPOSED 2019 BUDGET**

	<b>2019</b>		<b>2018</b>		<b>2017 Actual</b>	
<b><u>REVENUE</u></b>						
Subscription Fees	4000.00		4000		4450	
Day Tickets	4000.00		4000		4025	
Donations / Grants	3000.00		3000		3828	
Program Sponsors	3000.00		2700		4250	
Door Prize Proceeds	800.00		500		1013	
GST/HST Refund	800.00		500		1768	
Annual Lunch	500.00		500		580	
Special Events			1500		100	
Plus/Minus		3600.00		3150.00		
Float	200.00		200		200	
Total Revenue	<b>16300.00</b>	16100.00	<b>16900.00</b>	16900.00	<b>20214.00</b>	20214.00
<b><u>EXPENDITURES</u></b>						
Rental	3100.00		3100		2745	
Coffee	2200.00		2000		2103	
Supplies/Materials/Admin	500.00		500		507	
Advertising	1000.00		3000		1918	
Audit	1000.00		900		904	
Printing	1000.00		1000		678	
Insurance	300.00		300		143	
Postage	50.00		50		0	
Float	200.00		200		200	
Artistic Leader Honorarium	6000.00		6000		5000	
Technical Support	500.00		500		250	
Special Events					2	
Stratford Summer Music	1000.00		1000		1500	
Kiwaniis Music Festival	500.00		500		0	
Met Opera	1500.00		0		1413	
Honorariums Guest Presenters	600.00		600		1050	
Annual Meeting	450.00		400		352	
Total Expenditures	<b>19900.00</b>	-19700.00	<b>20050.00</b>	-20050.00	<b>18765.00</b>	-18765.00
		0.00		0.00		1449.00

**MUSIC AND OPERA APPRECIATION INC.**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2017**

# Famme & Co.

Professional Corporation

CHARTERED PROFESSIONAL ACCOUNTANTS

JEFFREY R. SKUBOWIUS, BA, CPA, CA  
 FRANKLIN H. FAMME, BBA, CMgr, CPA, CA  
 BRADLEY J. W. McNEIL, BA, MAcc, CPA, CA  
 STEPHEN VAN DEN HENGEL, BAcc, CPA, CA  
 PETER D. BRICKMAN, BA, CPA, CA  
 STEPHEN J. WARD, BA, MAcc, CPA, CA  
 LYNN EIDT, BBA, CPA, CA  
 MICHAEL P. B. JAREMCHENKO, BA, CFP, CPA, CA  
 PHILLIP W. HART, BMath, MAcc, CPA, CA

199 ELGIN STREET EAST  
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ST. MARYS	519-284-1030
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STRATFORD	519-271-7581
FAX	519-271-2737
LONDON	519-432-1663
FAX	519-432-7662

E-MAIL: [st.marys@fammeandco.on.ca](mailto:st.marys@fammeandco.on.ca)  
 WEBSITE: [www.fammeandco.on.ca](http://www.fammeandco.on.ca)

## INDEPENDENT AUDITORS' REPORT

To the Members of  
 Music and Opera Appreciation Inc.  
 Stratford, Ontario

### Report on the Financial Statements

We have audited the accompanying financial statements of **Music and Opera Appreciation Inc.**, which comprise the balance sheet as at **December 31, 2017** and the statements of operations, surplus and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

## INDEPENDENT AUDITORS' REPORT - continued

### Basis for Qualified Opinion

In common with many not-for-profit organizations, the organization derives cash revenue, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenditures and cash flows from operations for the years ended December 31, 2017 and 2016, current assets as at December 31, 2017 and 2016, and surplus as at January 1 and December 31 for both the 2017 and 2016 years. Our audit opinion on the financial statements for the year ended December 31, 2016 was modified accordingly because of the possible effects of this limitation in scope.

### Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of **Music and Opera Appreciation Inc.** as at **December 31, 2017** and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Famme & Co.*

Professional Corporation  
Chartered Professional Accountants  
*Authorized to practise public accounting by  
the Chartered Professional Accountants of Ontario*

St. Marys, Ontario  
February 6, 2018



**Music and Opera Appreciation Inc.**  
**Balance Sheet**  
As at December 31, 2017

**ASSETS**

	2017	2016
<b>Current Assets</b>		
Cash in bank	\$ 12,488	\$ 21,182
Prepaid expenses	143	232
HST receivable	<u>-</u>	<u>672</u>
	<b>\$ 12,631</b>	<b><u>22,086</u></b>
<b>Investments - at fair market value</b>		
BMO Cashable RateRiser GIC, 8%, annual compound, due January 13, 2020	<u>10,077</u>	<u>-</u>
	<b><u>\$ 22,708</u></b>	<b><u>\$ 22,086</u></b>

**LIABILITIES**

<b>Current Liabilities</b>		
Accounts payable	500	500
Deferred revenue	<u>2,016</u>	<u>2,410</u>
	<b>2,516</b>	<b><u>2,910</u></b>

**SURPLUS**

<b>Surplus</b>	<u>20,192</u>	<u>19,176</u>
	<b><u>\$ 22,708</u></b>	<b><u>\$ 22,086</u></b>

Approved on Behalf of the Board:

  
Director *PRESIDENT*

\_\_\_\_\_  
Director

(See Accompanying Notes to the Financial Statements)

**Music and Opera Appreciation Inc.**  
**Statement of Surplus**  
For the year ended December 31, 2017

	2017	2016
Balance - beginning of year	\$ 19,176	\$ 19,162
Excess of revenue over expenditures for the year	<u>1,016</u>	<u>14</u>
Balance - end of year	\$ <u>20,192</u>	\$ <u>19,176</u>

(See Accompanying Notes to the Financial Statements)

**Music and Opera Appreciation Inc.**  
**Statement of Operations**  
For the year ended December 31, 2017

	2017	2016
<b>Revenue</b>		
Subscriptions	\$ 4,550	\$ 4,150
Day tickets	4,025	4,890
Grants	700	700
Donations	2,923	2,038
Sponsorships	4,750	4,432
Fundraising	1,013	1,281
Interest	77	-
Miscellaneous	<u>1,776</u>	<u>1,292</u>
	<b>\$ 19,814</b>	<b><u>18,783</u></b>
<b>Expenditures</b>		
Rental	2,745	2,746
Events and meetings	2,962	2,538
Advertising and promotion	1,918	1,535
Audit	904	858
Printing	767	804
Artistic leader	5,000	5,000
Honorarium	1,050	1,000
Insurance	286	286
Bank charges and interest	3	2
Scholarship	1,500	4,000
Sponsorship	1,413	-
Technical support	<u>250</u>	<u>-</u>
	<b><u>18,798</u></b>	<b><u>18,769</u></b>
<b>Excess of revenue over expenditures for the year</b>	<b><u>\$ 1,016</u></b>	<b><u>\$ 14</u></b>

(See Accompanying Notes to the Financial Statements)

**Music and Opera Appreciation Inc.**  
**Statement of Cash Flows**  
For the year ended December 31, 2017

	2017	2016
<b>Cash Provided By (Used In):</b>		
<b>Operating Activities</b>		
Excess of revenue over expenditures for the year	\$ 1,016	\$ 14
Net changes in non-cash current operating accounts		
Decrease (increase) in HST receivable	672	(672)
Decrease (increase) in prepaid expenses	89	36
Increase (decrease) in deferred revenue	<u>(394)</u>	<u>1,655</u>
	\$ 1,383	<u>1,033</u>
<b>Investment Activities</b>		
Purchase of BMO GIC	<u>(10,077)</u>	<u>-</u>
<b>Increase (decrease) in cash and cash equivalents</b>	<b>(8,694)</b>	<b>1,033</b>
<b>Cash and cash equivalents - beginning of year</b>	<b><u>21,182</u></b>	<b><u>20,149</u></b>
<b>Cash and cash equivalents - end of year</b>	<b>\$ <u>12,488</u></b>	<b>\$ <u>21,182</u></b>
<b>Cash and cash equivalents consist of cash on hand and balances with banks. Cash and cash equivalents comprise the following balance sheet amounts:</b>		
Cash in bank	\$ <u>12,488</u>	\$ <u>21,182</u>

(See Accompanying Notes to the Financial Statements)

**Music and Opera Appreciation Inc.**  
**Notes to the Financial Statements**  
For the year ended December 31, 2017

**1. Purpose of the Organization**

The purpose of the organization is to educate and increase the public's understanding and appreciation of the arts.

The organization is a registered charity which is not taxable under Section 149(1)(f) of the Income Tax Act and may issue income tax receipts to donors.

**2. Accounting Policies**

These financial statements have been prepared from information available within the guidelines of Canadian accounting standards for not-for-profit organizations summarized below:

(a) **Revenue Recognition**

Revenue is recognized when the cash has been received for the sale of tickets, subscriptions, donations and collection is therefore reasonably assured. Deferred revenue represents donation, subscription fee and concert revenue to be recognized in the upcoming year.

(b) **Capital Expenditures**

Under Canadian accounting standards for not-for-profit organizations, purchases of a capital nature are recorded as property, plant and equipment and amortized over their useful life. However, an acceptable alternative for non-profit and charitable organizations with revenue under \$ 500,000 is to show the purchases of property, plant and equipment as an expenditure in the year in which they are incurred. Music and Opera Appreciation Inc. has adopted this alternative.

(c) **Use of Estimates**

Preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that could affect amounts reported as assets, liabilities, revenue and expenditures. Due to measurement uncertainty, results could differ from those estimates.

(d) **Financial Instruments**

A financial asset is any asset that is cash; a contractual right to receive cash from another party; or an equity instrument of another entity. A financial liability is any liability that is a contractual obligation to deliver cash to another party.

Financial assets and liabilities are initially measured at fair value, except for certain non-arm's length transactions. Subsequently, financial assets and financial liabilities are measured at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures.

**Music and Opera Appreciation Inc.**  
**Notes to the Financial Statements**  
For the year ended December 31, 2017

**3. Contributed Services**

Volunteers contribute a significant number of hours each year to assist the organization in carrying out the service delivery activities. Because of the difficulty of determining their fair market value, such contributed services are not recognized in the financial statements.

**4. Incorporation**

On November 3, 2003, the organization incorporated as a corporation without share capital in order to qualify for funding from government initiatives and to issue charitable donation receipts for qualifying gifts.



RECEIVED  
CITY OF STRATFORD  
APR 29 2019  
DIRECTOR OF CORPORATE  
SERVICES OFFICE

April 26, 2019

To the Finance & Labour Relations Sub-Committee:

The Stratford Blues and Ribfest is a not for profit organization and are registered with both the Federal and Provincial Government.

We have maximized our revenue from our vendors and ribbers with the venue space provided.

The net income shown of \$6,822.00 on our income statement was used as a security deposit for our headlining entertainment for 2019.

Due to the average attendance we have had in previous years we are expecting 20,000 – 24,000 attendees over the three days.

With this amount of expected people a growth would be realized for all businesses in Stratford.

There are no pre-sold admission tickets; admission is by donation only.

Grant money received is used for our capital expenses. At our year end of 2018 we had a small surplus. Our mission statement is to give back to the Community by helping musical programs.

Our reasoning for asking for an increase in the City's grant is that there is more costs involved for our entertainment. We have confirmed the entertainment of the Last Waltz Celebration Band also the Inspired by Janis Band which both are part of our theme for this year as we are paying tribute to internationally known Stratford musicians Richard Manual and John Till.

Event production costs, security, electrical hookups, tents, accessibility washroom facilities and all media promotional expenses have all increased.

The Committee is made up of volunteers who depend on the generosity of the City's grant program and sponsorships through small businesses within the City of Stratford and surrounding area for financial support to have a successful family event.

We wish to be present as a delegation when our appeal is re-considered by the Committee.

Sincerely,

2019 Stratford Blues and Ribfest Committee



**From:** [CommunityGrantApplicationForm@stratford.ca](mailto:CommunityGrantApplicationForm@stratford.ca)  
**To:** [barbsmith@cyg.net](mailto:barbsmith@cyg.net)  
**Cc:** [Wendy Partridge](#)  
**Subject:** Thank you for your response to Community Grant Application Form  
**Date:** November-17-18 10:37:10 AM

---

Hello,

Thank you for your response to Community Grant Application Form submitted at Saturday November 17th 2018 10:36 AM with reference number 2018-11-17-001.

- **Amount requested for this grant:**  
\$10,000
- **Please explain how your activity or service will specifically benefit the residents of Stratford:**  
 Our plan for the 10th Anniversary of the Stratford Blues & Ribfest is to work to-gether with the Stratford Perth Museum, Stratford Tourism and Ontario Pork Congress. We are paying tribute to Stratford artists Richard Manuel and John Til, who performed at the Woodstock Music Festival in August 1969. (50 years ago)  
 It will be a full weekend of great music, food and vendors for the residents of Stratford and area to enjoy.
- **Please indicate how the grant funds will be used:**  
 Grant money will be used to assist with performing artists, sound, tent rental, washrooms, security, insurance and advertising.  
 We have added Dayna Manning as our Youth Director of Music for our youth program.  
 As it is the 10th Anniversary, we are in negotiations with The Last Waltz Celebration Band which will also pay tribute to Richard Manuel who was a Stratford resident and member of "The Band."
- **If you are requesting an in-kind grant, please list the in-kind services being requested and provide costing(s) from the appropriate City department(s) to support amount being requested above:**  
 We are not requesting an in-kind grant, but certainly appreciate the support of City staff from Corporate Services, Community Services, Infrastructure & Development and Building & Planning Departments for all of their assistance in previous years. We look forward to working to-gether again in 2019.
- **Organization name:**  
Stratford Blues & Ribfest

- **Contact Name:**

Barb Smith

- **Mailing Address:**

[REDACTED]

- **Telephone Number:**

[REDACTED]

- **Fax Number:**

--

- **Email:**

[REDACTED]

- **Website:**

[www.stratfordbluesandribfest.ca](http://www.stratfordbluesandribfest.ca)

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

Our Committee is comprised of local professionals working to-gether with the Ontario Pork Congress to provide a sustainable Community Festival celebrating music, arts and Ontario Pork.

Our goal is to promote local talent and to expand and encourage an appreciation for music.

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

1. [Stratford Blues & Ribfest Committee 2019.pdf \[69.6 KB\]](#)

- **Number of Volunteers:**

50

- **Does the organization operate as a not-for-profit?**

Yes

- **Is the organization incorporated?**

No

- **Does the organization have charitable status?**

No

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

No

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

Yes

- **If yes, please explain:**

Some members of our committee are not residents of the City of Stratford, but play a very large part in contributing to the success of the Blues & Ribfest.

- **Website link to program details:**

[www.stratfordbluesandribfest.ca](http://www.stratfordbluesandribfest.ca)

- **Otherwise, please attach supporting information to illustrate your organization's programs and activities, and how they meet the Community Grants Program eligibility criteria:**

- **Most recent year-end financial statements**

1. [BS OCT24.18.pdf \[41.9 KB\]](#)
2. [IS OCT24.18.pdf \[46.4 KB\]](#)

- **Budget for the year in which the funds are being requested:**

1. [Budget for 2019 Year.pdf \[193.2 KB\]](#)

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

None.

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

Our sources of revenue are determined by sponsorships, gate donations, rib and booth vendors.

In 2018, a raffle was held which profited an additional \$1,000.

A donation of \$500 has been given to the music department of each of the three high schools, Stratford Northwestern, Stratford Central & St. Michael's Catholic Secondary Schools to help promote their music programs.

- **Full name:**  
Barb Smith
- **Position:**  
Committee Member
- **Application Date:**  
11/17/2018

[This is an automated email notification -- please do not respond]

Stratford Blues & Ribfest – 2019 Committee

Steve Toman – Chair / Musical Director / Sponsorship

Dayna Manning – Youth Musical Director

Barb Smith – City Applications / Sponsorship

Roger & Maddi Howson – Bar Co-ordinators / Sponsorship

Pam Toman – Financial Administration / Sponsorship

Vic Smith / Roger Howson – Vendor Co-ordinators

Tina Groenestege - Sponsorship Co-ordinator

Randy Huitema – Media / Sponsorship

Joe Dwyer – Ontario Pork Congress Rep / Sponsorship

Sandra Morris – Volunteer Co-ordinator / Sponsorship

Jeremy Cairns – Stage Manager

Kirk Dallaire - Sponsorship

There are no paid positions on the Committee.

# Stratford Blues & Ribfest

## Balance Sheet As at 10/24/2018

### ASSET

#### CURRENT ASSETS

Cash on Hand	24.31
TD Bank	16,616.21
PayPal Account	4.90
TD Bank - Lottery Account	950.59
TD SAVINGS - BANK OPENED I...	0.00
Accounts Receivable	1,000.00
Prepaid Expenses	0.00

<b>TOTAL CURRENT ASSETS</b>	<u>18,596.01</u>
-----------------------------	------------------

<b>TOTAL ASSET</b>	<u><u>18,596.01</u></u>
--------------------	-------------------------

### LIABILITY

#### CURRENT LIABILITIES

Accounts Payable	0.00
Refundable Deposits -RF Vendors	0.00
Advance to Next Year	0.00
Loan Payable - Herb	0.00
Loan Payable - Stew	8,000.00
Loan Payable - Kim	0.00
Advance from Kinsmen Club	0.00
Loan - Roger Howson	8,927.91
HST Charged	4,580.90
HST Paid Out	<u>-4,214.41</u>
HST Payable (Refundable)	366.49

<b>TOTAL CURRENT LIABILITES</b>	<u>17,294.40</u>
---------------------------------	------------------

<b>TOTAL LIABILITY</b>	<u>17,294.40</u>
------------------------	------------------

### EQUITY

#### EQUITY

Surplus	-4,879.18
Current Earnings	6,180.79
<b>TOTAL EQUITY</b>	<u>1,301.61</u>

<b>TOTAL EQUITY</b>	<u>1,301.61</u>
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<b>LIABILITIES AND EQUITY</b>	<u><u>18,596.01</u></u>
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# Stratford Blues & Ribfest

## Income Statement 01/01/2018 to 10/24/2018

### REVENUE

#### REVENUE

Trillium Foundation	0.00	
Celebrate Ontario	0.00	
City of Stratford	4,000.00	
Government Funding		4,000.00
Sponsors	15,133.70	
Sponsors -Memorial	2,252.00	
Total Sponsorship Revenue		17,385.70
Bar Revenue		25,137.61
Raffles	1,731.00	
Memorabilia	0.00	
Total Souvenir Sales		1,731.00
Band Shell Gate Donations	4,079.06	
BBQ Competition	400.00	
Tickets - Festival Pass	0.00	
Total Tickets Revenue		4,479.06
Rib & Food Vendors	6,900.00	
Booth Vendors	2,800.00	
Total Vendor Revenue		9,700.00
Interest Earned		0.02
<b>TOTAL REVENUE</b>		<b>62,433.39</b>

### TOTAL REVENUE

62,433.39

### EXPENSE

#### EXPENSES

International Entertainment-Rotary	0.00	
International Entert -Band Shell	12,850.00	
International Entert.-Stage 3 HH	0.00	
National Entertainment-Stage 1	0.00	
National Entertainment-Stage 2 TE	0.00	
National Entertainment-Stage 3	0.00	
Entertainment- Rooms and Riders	0.00	
Local Entertainment-Stage 2 TE	0.00	
Local Entertainment-Stage 3- RIBS	0.00	
Stage/Sound/Lights/Production 1 ...	6,500.00	
Stage/Sound/Lights/Production -TE	0.00	
Stage/Sound/Lights/Prod. 3 HH	0.00	
Stage & Sound Equipment-Docu...	0.00	
Socan Fees	391.50	
Total: Entertainment Costs		19,741.50
Security - Venue 1 -BS	5,544.00	
Security - Venue 2	0.00	
Security - Stage 3 HH	0.00	
Fencing - Venue 1-BS	200.00	
Fencing - Venue 2	0.00	
Total: Security & Fencing		5,744.00
Tent Rental - Venue 1 -BS	3,992.27	
Tent Rental - Venue 2	0.00	
Tent Inspection - Venue 1	0.00	
Tent Inspection - Venue 2	0.00	
Tent Engineer - Venue 1	0.00	
Tent Engineer - Venue 2	0.00	
Chairs & Tables - Venue 1	0.00	
Chairs & Tables - Venue 2	0.00	
Chairs & Tables - Venue 3 HH	0.00	
Total: Tent & Amenities		3,992.27
Bar Licencing & Permits	907.39	
Bar Supplies	11,816.55	
Total: Bar Costs		12,723.94
Insurance		2,106.00

**Stratford Blues & Ribfest****Income Statement 01/01/2018 to 10/24/2018**

PR Costs	1,651.26	
Social Media	0.00	
Website	329.97	
Print Materials	310.50	
Air Media	0.00	
Online Ads	0.00	
Postage & Office Supplies	0.00	
Membership Dues	275.00	
Bank S/C	105.25	
Total: Advertising & Promotional		2,671.98
Washroom Rentals - Venue 1	2,980.00	
Washroom Rentals - Venue 2	0.00	
Garbage Removal	98.07	
Waste Water Removal	0.00	
Hydro - Venue 1	4,600.00	
Hydro - Arena BR	0.00	
Hydro - Venue 2	0.00	
Total: Sanatation & Utilities		7,678.07
Rib Sauce Purchases	0.00	
Memorabilia Purchases	0.00	
Total Souvenir Expenses		0.00
Lottery Licencing	250.50	
Lottery Printing & Cost	730.12	
Lottery Payout	573.00	
Lottery Account Bank Charges	41.22	
Total Lottery Costs		1,594.84
Legal & Accounting Costs		0.00
Suspense		0.00
<b>TOTAL EXPENSES</b>		<b>56,252.60</b>
<b>TOTAL EXPENSE</b>		<b>56,252.60</b>
<b>NET INCOME</b>		<b>6,180.79</b>



# Stratford Blues & Ribfest Budget for 2019 Year

	2019 Budget	
<b>REVENUE</b>		
<b>REVENUE</b>		
CORPORATE SPONSORS	5000.00	
City of Stratford	10000.00	
<b>Government Funding</b>		<b>15000.00</b>
Sponsors	18000.00	
Sponsors -MEMORIAL (2014 CORP)	1000.00	0
<b>Total Sponsorship Revenue</b>		<b>19000.00</b>
<b>Bar Revenue</b>		<b>30000.00</b>
RAFFLES (2015 WAS RIB SAUCE)	2500.00	
T-Shirts & Memorabilia		
<b>Total Souvenir Sales</b>		<b>2500.00</b>
Band Shell Gate Donations	6000.00	
BBQ Competition	500.00	
<b>Total Tickets Revenue</b>		<b>6500.00</b>
Rib & Food Vendors	7500.00	
Booth Vendors	3500.00	
<b>Total Vendor Revenue</b>		<b>11000.00</b>
Interest Earned		
<b>TOTAL REVENUE</b>		<b>84,000.00</b>
<b>TOTAL REVENUE</b>		<b>84,000.00</b>

<b>EXPENSE</b>		
<b>EXPENSES</b>		
Entertainment	20000.00	
Stage/Sound/Lights/Production	7500.00	
Socan Fees	610.00	
<b>Total: Entertainment Costs</b>		<b>28110.00</b>
Security - Venue	6000.00	
Fencing - Venue	1000.00	
<b>Total: Security &amp; Fencing</b>		<b>7000.00</b>

Tent Rental - Venue 1 -BS	4500.00	
<b>Total: Tent &amp; Amenities</b>		<b>4500.00</b>
Licences and Permits	1200.00	
Supplies and Purchases	13800.00	
<b>Total: Bar Expenses</b>		<b>15000.00</b>
Insurance		<b>2300.00</b>
PR Costs	2200.00	
Social Media	400.00	
Website	500.00	
Print Materials	1000.00	
Air Media	500.00	
Online Ads	500.00	
Postage & Office Supplies	500.00	
Membership Dues	350.00	
Bank S/C	140.00	
<b>Total: Advertising &amp; Promotional</b>		<b>6090.00</b>
Washroom Rentals - Venue 1	3100.00	
Garbage Removal	200.00	
Hydro - Venue 1	5000.00	
<b>Total: Sanatation &amp; Utilities</b>		<b>8300.00</b>
Lottery Licence		
Lottery Printing	400.00	
Lottery Payout	1250.00	
Lottery bank charges	60.00	
Pre-booking downpayments-future	7500.00	
Mission	3000.00	
Suspense		
Total Other Expenses		<b>12210.00</b>
<b>TOTAL EXPENSES</b>		<b>83,510.00</b>
<b>TOTAL EXPENSE</b>		<b>83,510.00</b>
<b>NET INCOME</b>		<b>490.00</b>





Mark Fewer,  
Artistic Director  
Judy Matheson,  
General Manager

19 Waterloo Street S.  
Post Office Box 1013  
Stratford, Ontario  
Canada N5A 6W4

Phone 519.271.2101  
or 1.866.288.4313

April 16, 2019

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

RECEIVED  
CITY OF STRATFORD  
APR 17 2019  
DIRECTOR OF CORPORATE  
SERVICES OFFICE

**RE: 2019 Community Grant Decision – Stratford Summer Music**

We appreciate the support of \$20,000 granted for our upcoming season of musical presentations, specifically the free MusicBarge concerts which are enjoyed each week by hundreds of residents and visitors to Stratford.

Since our date of application last year, Scotiabank has sold the premises which included our offices, they have generously donated this space for the past eighteen years. The new expenses incurred for rent, utilities and related maintenance costs will add approximately \$30,000 annually to our budget. These costs were not foreseen when our Community Grant Application was submitted last autumn.

We respectfully ask that our initial grant request of \$25,000 be reconsidered in light of this change in overhead expense.

We will be also be presenting several free concerts and events in Market Square this summer, announcements regarding these events will follow confirmation of Celebrate Ontario funding.

Last year nearly 75,000 people participated in Stratford Summer Music events and performances, contributing an estimated 7.5 million dollars to the local economy (source Ministry of Tourism TREIM).

Thank you for considering our request once again.

Sincerely,

Judy Matheson  
General Manager



**From:** [CommunityGrantApplicationForm@stratford.ca](mailto:CommunityGrantApplicationForm@stratford.ca)  
**To:** [jmatheson@stratfordsummermusic.ca](mailto:jmatheson@stratfordsummermusic.ca)  
**Cc:** [Wendy Partridge](#)  
**Subject:** Thank you for your response to Community Grant Application Form  
**Date:** November-20-18 2:07:04 PM

---

Hello,

Thank you for your response to Community Grant Application Form submitted at Tuesday November 20th 2018 2:06 PM with reference number 2018-11-20-008.

- **Amount requested for this grant:**

\$25,000.

- **Please explain how your activity or service will specifically benefit the residents of Stratford:**

Our programming brings the widest possible spectrum of musical offerings to the Stratford community and area. Programming plans into 2019 and beyond will have opportunities for the francophone, indigenous and new artist communities in our area through both performances during the festival season, and through newly created events throughout the year, including educational outreach initiatives at schools in Stratford and Perth County areas. Education opportunities will support both the youth in our community and the mostly Ontario based artists who will facilitate these programs. With plans for robust programming at both the ticketed and free or Pay What You Can levels, we continue to offer over 40% of our events as affordable, allowing access to everyone in any financial circumstances. Our ticketing policy allows for a number of tickets at each event to be made available to students for \$10.

Presenting music for everyone includes those with special needs. Following the successful presentation of a 'relaxed' performance in 2018, we will feature an Azure Family concert in 2019 for families dealing with autism.

Performance spaces around Stratford include public spaces in our park system and heritage downtown, Local businesses such as restaurants and coffee shops, and churches that offer accessibility and parking facilities for patrons benefit from the visibility and economic impact of hosting our ticketed performances.

- **Please indicate how the grant funds will be used:**

To support free programming presented by our festival. Examples of free programming for 2019 are: four weeks of Summer MusicBarge free performances featuring a variety of musical genres that welcome all audiences regardless of age or economic circumstances.

Additionally, several free concerts in Market Square and live music

performed to outdoor film presentations in cooperation with Queen of the Square Cinema are planned for 2019. We plan to also feature performances 'pop up style' around the city centre by chamber groups as part of a larger National Youth Orchestra of Canada concert presentation.

- **If you are requesting an in-kind grant, please list the in-kind services being requested and provide costing(s) from the appropriate City department(s) to support amount being requested above:**

n.a.

- **Organization name:**

Stratford Arts Foundation o/a Stratford Summer Music

- **Contact Name:**

Judy Matheson

- **Mailing Address:**

P O Box 1013  
Stratford ON  
N5A 6W4

- **Telephone Number:**

(519) 271-2101

- **Fax Number:**

na

- **Email:**

jmatheson@stratfordsummermusic.ca

- **Website:**

stratfordsummermusic.ca

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

"Stratford Summer Music stages an annual summer music festival of diverse musical experiences for both regional and wider audiences, to celebrate music and to enhance the reputation of the Stratford region as an exceptional home for all the arts." (Stratford Summer Music mission statement)

Stratford Summer Music, an annual multi-week music festival that presents 100 events featuring 350+ artists, is set in indoor and

outdoor venues throughout downtown Stratford, Ontario. With an artistic vision to produce, to the highest standards possible, an annual program of diverse and exciting musical performances by local, provincial, national and international artists and to provide the widest possible range of musical genres on our stages, Stratford Summer Music exposes audiences to a standard of musical excellence difficult to find outside large urban centres.

- **Please attach a list of your organizational structure, including paid staff positions (do not include personal information such as home address and telephone numbers) :**
  1. [Board of Directors List\\_2018.pdf \[193.6 KB\]](#)
  2. [Staff List\\_2018.pdf \[80.2 KB\]](#)
- **Number of Volunteers:**  
75 seasonal
- **Does the organization operate as a not-for-profit?**  
Yes
- **Is the organization incorporated?**  
Yes
- **If yes, please provide Date of Incorporation;**  
11/14/2000
- **Does the organization have charitable status?**  
Yes
- **If yes, please provide charitable number:**  
87819 7417 RR0001
- **Are fees charged for membership or for any of the services/activities you provide?**  
Yes
- **If yes, please explain:**  
While we do offer over 30% of our events each year either free or Pay What You Can, we also present ticketed events to help offset artistic and production costs. At this point, ticket sales represent under 25% of our total annual revenue. The balance of our revenue, as outlined in the included budget, comes from fundraising activities, private and corporate sponsorships, and support from three levels of government.

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

Yes

- **If yes, please explain:**

Our events and musical presentations attract audiences from further afield than just Stratford. While residents of Stratford and immediate surrounding area make up approximately 50% of our audiences, visitors and cultural tourists also attend our events. In 2018 it was estimated that our festival added over \$7,500,000 to the local economy, based on the Ontario Ministry of Tourism's TREIM online measurement tool.

- **Website link to program details:**

[https://stratfordsummermusic.ca/page.php?id=33&name=season\\_guide\\_2018.html](https://stratfordsummermusic.ca/page.php?id=33&name=season_guide_2018.html)

- **Otherwise, please attach supporting information to illustrate your organization's programs and activities, and how they meet the Community Grants Program eligibility criteria:**

1. [2019 - Request of City of Stratford for funding 2019.pdf \[1.0 MB\]](#)

- **Most recent year-end financial statements**

1. [FY 2017.pdf \[219.9 KB\]](#)

- **Budget for the year in which the funds are being requested:**

1. [Stratford budget 2019.pdf \[69.2 KB\]](#)

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

As indicated on the attached budget, we have applied to the Ontario Arts Council for funding under their Music Organizations - Operating program for \$42,049.

We have applied to the Canadian Arts Presentation Fund for 35,000. In the past both of these agencies have supported our requests.

We plan to once again apply for federal funding for our summer students, through the Canada Summer Jobs program. Most recently we received \$15,000 from this program and will apply for the same amount in 2019 once the program is available.

We are currently awaiting word on the status of the Ontario Government's Ministry of Tourism, Culture and Sports Celebrate Ontario program. If available again, we will apply for \$25,000 from this agency.

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

For the past two years, the city of Stratford has kindly granted us \$25,000 only after our appealing the city's decision to grant \$20,000 each year. Stratford Summer Music offers excellent value to the citizens and businesses of Stratford and area, and to the visitors who enjoy the addition of high calibre musical performances to their cultural experience in Stratford. We ask again this year for \$25,000 in recognition of the extensive free programming offered to the citizens of Stratford, adding to the quality of life for which our city is so highly valued.

- **Full name:**

Judy Matheson

- **Position:**

General Manager

- **Application Date:**

11/20/2018

[This is an automated email notification -- please do not respond]



# STRATFORD SUMMER MUSIC

JOHN A MILLER, ARTISTIC PRODUCER

## **Stratford Arts Foundation**

### **2018 Board of Directors**

**Chair**                      **Mr. Marcel van Hulle (Stratford/Toronto)**  
**Senior Vice President, Info-Tech Research Group**

**Vice Chair**              **Mr. David Kerr (Stratford)**  
**Consulting Partner, Deloitte**

**Treasurer**              **Mr. John Wright (Stratford)**  
**Chairman, Ontario Electrical Construction Co. Ltd.**

#### **Directors**

Mr. Graham Bunting (Stratford) - City Councillor, City of Stratford

Mr. Denis Harrison (Stratford) – Former Crown Attorney, current Federal Prosecutor

Ms. Mary E. Hofstetter C.M. (Stratford) – Arts, Culture, Governance Consultant. Past President, The Banff Centre

Ms. Jessica Leney (Stratford) – Enrichment Resource Support Teacher, Learning Services Department Avon Maitland District School Board

Ms. Betsy Little (London) – Retired, Former CEO Alzheimer Society London and Middlesex

Ms. Jean Anne McLeod (Toronto/Stratford) - Chief Operating Officer, Stikeman Elliott LLP

Mr. Doug Roth (Toronto/Stratford) – Chief Strategy and Financial Officer, Heart and Stroke Foundation

Mr. Paul Toner (Toronto/Stratford) - President, Simeon Canada

Mr. Jeremy Wreford (Stratford) – Retail Business Owner, Bradshaws Stratford

# STRATFORD SUMMER MUSIC

JOHN A MILLER, ARTISTIC PRODUCER

## Permanent Staff

John A. Miller, Artistic Producer	FT / Paid (until Sept 30, 2018)
Mark Fewer, Artistic Director Designate	FT / Paid (eff. July 1, 2018)
Judy Matheson, General Manager	FT / Paid
Drea Kerr, Marketing / Development	FT / Paid
Lana Mau, Administrator	FT / Paid
Amy Chartrand, Bookkeeper	PT / Paid

## 2018 Seasonal Staff (June to August)

Alanah Delaney, Artists Services Coordinator	FT / paid
Kaileigh Kryzstofiak, Production Manager	FT / paid
Deborah Lim, Assistant Production Manager	FT / paid
Anne Marie Walters, Production Coordinator	FT / paid
Giuseppe Condello, Production Coordinator	FT / Paid
Finnian Browne, Sound Technician	FT / paid
Zev Shoag, Production Technician	PT / paid
Eileen Furtney, Box Office Team Leader	FT / paid
Natalie Weinheimer, Box Office Associate	FT / paid
Emma Furtney, Box Office Associate	FT / paid
Erin McIntosh, Social Media Marketing Assistant	FT / paid
Gail Fischer, Volunteer Coordinator	PT / volunteer
Jan Hill, Volunteer Coordinator	PT / volunteer

# Stratford Summer Music

Request for support from the City of Stratford, for the 2019 season

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## 2018 Festival Season Report

### Statistical Highlights

- 500 + donors and sponsors
- 300 + individual artists
- 100 + events over six weeks
- Over 60,000 people enjoyed free performances
- Over 6,600 people attended ticketed events
- 

### Artistic Highlights

- Six full weeks of ticketed and free performances in celebration of our 18<sup>th</sup> season
- The Museum of the Moon was installed on Tom Patterson Island for 11 days in August. As weather permitted, music representing continents around the world was presented underneath this magical orb, drawing nearly 20,000 visitors to Stratford's beautiful parkland.





- *Play Me I'm Yours* street pianos once again graced the streets of Stratford for the month of August. The instruments were transformed by four talented visual artists who reside in Stratford and area: **James Colbeck, Allan Dhingra, Lasha Mutual and Maxine Noel.**
- **Music for an Avon Morning** three performances on Tom Patterson Island featuring leaders and participants in our biannual Percussion Seminar, lead by TorQ Percussion Quartet.
- A six week, 12 performance series of **Musical Brunches at the Prune Restaurant**, featuring music by J S Bach and his family, on a variety of instruments.
- Popular series including the Robert Harris Illustrated Musical Lectures held at the University of Waterloo Stratford Campus on St Patrick Street.
- Returning performers included Ron Sexsmith, Blind Boys of Alabama, Whiskey Jack in a salute to Stompin' Tom Connors, Drew Santini and Phillip Addis in vocal performances. First Nations performers of note included recent Polaris prize winner Jeremy Dutcher, Tanya Tagaq and Laura Grizzlypaws who performed along with the Bluestone Cloud Drummers from Henley Inlet First Nations.



- Two popular performances of **The Tommy Dorsey Orchestra** at The Best Western Arden Park hotel.



- Some of Canada's finest classical musicians including **Jan Lisiecki**, **Angela Hewitt**, **Marc-Andre Hamelin** (piano), Daniel Taylor's **Theatre of Early Music** (choral), and **Stéphane Tétrault** (cello) graced the stage at Avondale Church during our summer 2018 season.



- An exceptional series of 30 free performances on the **MusicBarge**, with a wide variety of artists and genres, enjoyed by locals and tourists alike. **Shane Cook and Company**, **Asiko Afrobeat ensemble**, **Autorickshaw**, **Cadence**, **Langley Ukulele Ensemble** and the **Border Cities Caledonian Pipe Band** were the artists who contributed to the MusicBarge's eclectic programming mix this season, enjoyed by over 10,000 people who listened, sang, danced and clapped throughout this series of free concerts.



- In co-operation with members of the Stratford Field Naturalists, we hosted two **Bach Walks** on Sunday mornings, throughout the TJ Dolan natural area, accompanied by **The Ondine Chorus**, a vocal group from Guelph. These walks were free to the public.
- From Newfoundland, folk performers **The Ennis Sisters** were joined by **Shanneyganock** in a sold out performance 'Live from the Rock' at Avondale Church.



- **Stratford Sings Vocal Finale** wrapped up our most successful season to date with a wonderful performance by first rate Canadian musicians who call Stratford home or who have previously been associated with Stratford Summer Music.



- The 2018 season was a tribute to John A. Miller, founder and Artistic Producer, who retired at the end of this season. Passing the baton along to Mark Fewer, John will continue his association with Summer Music as Artistic Director Emeritus for another two years, assisting where required and ensuring a smooth transition.
- In 2018, with support from Celebrate Ontario and RTO4, our feature presentation of The Museum of the Moon drew 20,000 visitors in 11 days during August. The economic impact of our six week music festival is estimated at \$7,500,000 according to the Ministry of Tourism's TREIM information.



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## 2019 Festival Season – Grant Request Year

### Monday July 15<sup>th</sup> to August 25<sup>th</sup>

Six weeks of performances by Canadian and international artists, with plans continuing to evolve.

#### Opening Night

Free for the entire community with fireworks set to *Music for a Midsummer's Night*. The evening's program will feature The Shallaway Children's choir from Newfoundland.

#### Market Square Programming

In 2019 we will present several outdoor performances free to the public in Stratford's Market Square. Plans include an indie rock band, a popular brass band called **The Rex Hotel Orchestra**, and a Toronto based funk jazz band **The Shuffle Demons**.

#### Music Academies

Plans are already underway for the fifth consecutive **Vocal Academy** under the tutelage of Phillip Addis and Emily Hamper, along with other top flight Canadian vocal instructors. We also anticipate for 2019 the start of a **Strings Academy** led by our new Artistic Director Mark Fewer. Mr Fewer will be expanding musical education programming accessible for aspiring musicians of all ages and abilities.

#### BargeMusic

A variety of Canadian and heritage musical styles over four weeks of free concerts on the music festival's floating stage on the banks of the Avon River. Invitations have been extended to **Authorickshaw**, **Shane Cook**, **Bombadills** and **Payadora** as examples of the diversity of programming offered on our Summer MusicBarge.

#### Revival Friday Series

Evening performances at Revival House Restaurant feature Canadian artists with dinner & show packages. Featured in 2019 will be artists such as Duane Andrews, Remi Bolduc, Jodi Proznick, Heather Bambrick, and Tom Allen among others.





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**Financial Report**

Our fiscal year end is November 30, with 2018 financial statements becoming available in February 2019. Our 2017 financial statements are attached, and show an accumulated surplus at the end of the 2017 fiscal year. Our financial position has strengthened steadily over the last several years, allowing us to begin building the John A Miller Legacy fund to ensure the financial stability over the long term for Stratford Summer Music.

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**Request to the City of Stratford**

Our request for 2019 is an investment of \$25,000 once again from the City of Stratford. The requested amount will assist in funding free music performances and events for the citizens of Stratford and area next summer. The requested grant level represents just under 3% of Stratford Summer Music's total revenue, 17% of the music festival's funding from government agencies, and a 0% increase over last year's city of Stratford grant.

Stratford Summer Music is internationally recognized as one of Canada's finest summer music festivals. The Festival has grown successfully from one to six weeks of programming over 18 years. This success is in no small part attributable to the support afforded SSM by the City of Stratford, its residents, businesses and the tourists who visit. In return, Stratford Summer Music contributes richly to the quality of life, the economic vitality and the cultural fabric of the community.

Thank you for your prior support and for your consideration of this request for 2019.

Respectfully Submitted,



Mark Fewer, Artistic Director



Judy Matheson, General Manager

**Stratford Arts Foundation  
o/a Stratford Summer Music**
**Budget  
2019**
**REVENUE**
**EARNED REVENUE**

Ticket Sales	250,000
Education Program Registration	10,000
Merchandise	10,000
Advertising Revenue	15,000
Other Revenue (Raffle)	15,000
Interest Earned	1,000

**TOTAL EARNED REVENUE 301,000 34%**
**PRIVATE SECTOR REVENUE**

Individual Donations	150,000
Corporate Donations & Sponsorships	150,000
Foundation Grants	20,000
Soiree Income	20,000
Over the Top Income	50,000
In-kind Donations (incl rent)	24,000
In-Kind Media	25,000

**TOTAL PRIVATE SECTOR REVENUE 439,000 50%**
**GOVERNMENT REVENUE**

Municipal - City of Stratford	25,000	application November 2018
Provincial - OAC Operating	42,049	application submitted October 2018
Provincial - Celebrate Ontario	25,000	application pending
Federal - Canadian Heritage	35,000	application submitted September 2018
Federal - Canada Summer Jobs	15,000	application January 2019, notification March 2019

**TOTAL GOVERNMENT REVENUE 142,049 16%**
**TOTAL REVENUE 882,049**
**EXPENSES**

Artistic Expenses	330,000	38%
Production Expenses	105,000	12%
Administration Expenses	230,000	26%
Marketing Expenses	155,000	18%
Fundraising Expenses	45,000	5%
Contingency / Amortization	8,000	1%

**TOTAL EXPENSES 873,000**
**Operating Surplus / (Deficit) 9,049**

**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Financial Statements  
For the Year Ended November 30, 2017**

**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Financial Statements  
For the Year Ended November 30, 2017**

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Tel: 519-271-2491  
Fax: 519-271-4013  
www.bdo.ca

BDO Canada LLP  
380 Hibernia Street  
Stratford ON N5A 5W3 Canada

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## Independent Auditor's Report

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To the Members of  
The Stratford Arts Foundation  
o/a Stratford Summer Music

We have audited the accompanying financial statements of The Stratford Arts Foundation, which comprise the statement of financial position as at November 30, 2017, the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Stratford Arts Foundation as at November 30, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants

Stratford, Ontario  
February 27, 2018

**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Statement of Financial Position**

**November 30** **2017** **2016**

**Assets**

**Current**

Cash	\$ 37,418	\$ 58,245
Short term investments (Note 2)	18,842	5,181
Accounts receivable	50,000	22,046
HST recoverable	4,741	2,343
Prepaid expenses	5,037	9,742

**116,038** **97,557**

**Long term investments (Note 2)**

**37,239** **-**

**Capital assets (Note 3)**

**13,771** **16,729**

**\$ 167,048** **\$ 114,286**

**Liabilities and Shareholders' Equity**

**Current**

Accounts payable and accrued liabilities	\$ 65,798	\$ 24,486
Deferred revenue	20,522	140

**86,320** **24,626**

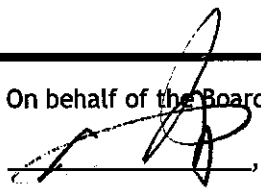
**Net Assets**

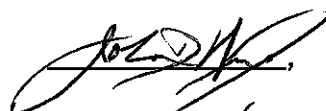
Unrestricted net assets	20,204	34,981
Net assets invested in capital assets	13,771	16,730
Maureen Forrester Young Canadian Artist Fund	7,949	7,949
John A. Miller Legacy Fund	38,804	30,000

**80,728** **89,660**

**\$ 167,048** **\$ 114,286**

On behalf of the Board:

  
Mr. Ian Kille  
Director

  
JoAnn D. Wright  
Director

**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Statement of Changes in Net Assets**

November 30	Unrestricted Net Assets	Net Assets Invested in Capital Assets	Maureen Forrester Young Canadian Artist Fund	John A. Miller Legacy Fund	2017	2016
Net revenue (expenditures) for the year	\$ (14,009)	\$ (3,727)	- \$	8,804 \$	(8,932) \$	55,556
Transfers between funds	(768)	768	-	-	-	-
Balance, beginning of year	34,981	16,730	7,949	30,000	89,660	34,104
Balance, end of the year	\$ 20,204	\$ 13,771	7,949 \$	38,804 \$	80,728 \$	89,660

The accompanying notes are an integral part of these financial statements.



## The Stratford Arts Foundation Statement of Operations

For the year ended November 30	2017	2016
<b>Revenue</b>		
<b>Earned Revenue</b>		
Ticket sales	\$ 212,963	\$ 178,435
Advertising sales	16,500	12,050
Merchandise & other sales	17,470	11,101
Interest	1,464	1,695
John A. Miller Legacy Fund investment income	2,239	-
	<u>250,636</u>	<u>203,281</u>
<b>Donations and Fundraising</b>		
Corporate donations	132,053	148,700
Foundation donations	33,250	35,000
Individual donations	131,389	121,145
In-kind donations	94,898	82,070
Special event revenue	99,647	76,890
John A. Miller Legacy Fund donations	6,565	21,170
	<u>497,802</u>	<u>484,975</u>
<b>Government Grants</b>		
Federal (Note 5)	50,048	46,813
Provincial (Note 5)	162,987	109,287
City of Stratford	25,500	20,000
	<u>238,535</u>	<u>176,100</u>
	<u>986,973</u>	<u>864,356</u>
<b>Expenditures</b>		
Artistic (Schedule of Expenses)	393,138	319,729
Production (Schedule of Expenses)	130,594	70,259
Administration (Schedule of Expenses)	211,180	199,742
Marketing & fundraising (Schedule of Expenses)	257,266	215,483
Amortization	3,727	3,587
	<u>995,905</u>	<u>808,800</u>
<b>Net revenue for the year</b>	<u>\$ (8,932)</u>	<u>\$ 55,556</u>

The accompanying notes are an integral part of these financial statements.

**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Statement of Cash Flows**

<b>For the year ended November 30</b>	<b>2017</b>	<b>2016</b>
<b>Cash from operating activities</b>		
Cash receipts from earned income	\$ 257,235	\$ 190,474
Cash receipts from donations and fundraising	472,402	491,875
Cash receipts from government grants	247,365	179,493
Cash paid to suppliers	(648,538)	(538,453)
Cash paid to employees	(257,938)	(239,505)
Cash paid for fundraising	(39,684)	(33,985)
	<u>30,842</u>	<u>49,899</u>
<b>Cash flows from investing activities</b>		
Change in short term investments	(13,661)	(58)
Change in long term investments	(37,239)	-
Purchase of capital assets	(769)	-
	<u>(51,669)</u>	<u>(58)</u>
<b>Net (decrease) increase in cash</b>	<b>(20,827)</b>	<b>49,841</b>
<b>Cash, beginning of the year</b>	<b>58,245</b>	<b>8,404</b>
<b>Cash, end of the year</b>	<b>\$ 37,418</b>	<b>\$ 58,245</b>

The accompanying notes are an integral part of these financial statements.

## The Stratford Arts Foundation o/a Stratford Summer Music Notes to Financial Statements

November 30, 2017

### 1. Significant Accounting Policies

**Purpose of Organization** The Stratford Arts Foundation (the "Foundation") was incorporated under the laws of Canada by letters patent dated November 14, 2000 and is exempt from income taxes as a registered charity under section 149(f) of the Income Tax Act. The Foundation obtained its Certificate of Continuance as required under section 211 of the Canada Not-for-Profit Corporations Act on May 1, 2014. The Foundation's purpose is to establish, maintain and operate cultural projects, and particularly a summer music festival, in the City of Stratford.

**Basis of Accounting** The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

**Capital Assets** Capital assets are stated at cost less accumulated amortization. Amortization is provided using the straight-line method over the following estimated useful lives:

	Years
Barge	10
Computer equipment	3
Office equipment	5
Festival equipment	10

**Contributed Materials/Services** A substantial number of volunteers contribute a significant amount of their time to the Foundation each year. Due to the difficulty of determining fair value, these contributed services are not recognized in the financial statements.

Contributed materials for which the fair value is determinable and the item would have been otherwise purchased are recorded in the financial statements as both an in-kind donation and an expense. The Foundation receives in-kind donations of rent and advertising. The Foundation also receives in-kind donations of auction items, which are included in the special event revenue and the fundraising expenses.

**Revenue Recognition** The Foundation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonable assured.

Revenue from ticket sales, soirees, garden parties and dinners is recognized as the events are held. Deferred revenue may arise if funds are received in the current fiscal year that relate to subsequent fiscal years.

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**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Notes to Financial Statements**

**November 30, 2017**

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**1 . Significant Accounting Policies (continued)**

**Financial Instruments**

The Foundation recognizes and measures financial assets and financial liabilities on the balance sheet when it becomes a party to the contractual provisions of a financial instrument. All transaction costs related to financial instruments are recorded as incurred. All financial instruments are measured at fair value on initial recognition. In subsequent periods, they are reported at cost or amortized cost less impairment, with the exception of long-term investments which are reported at fair market value, with changes reported in the statement of operations. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

It is management's opinion that the Foundation is not exposed to significant currency, credit or interest rate risks arising from its financial instruments.

**Use of Estimates**

The preparation of financial statements in accordance with the Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from management's best estimates as additional information becomes available in the future.

**John A. Miller Legacy Fund**

In 2016, the Board set aside designated donations and a portion of the net revenue for the year to establish the John A. Miller Legacy Fund (formerly known as the "Continuity Fund"). The Fund is held in a separate investment account. The Fund's purpose is to ensure the long-term continuity and viability of the Foundation by providing a resource for smoothing cash flow requirements over the operating cycle. It will also provide a buffer against significant unforeseen contingencies. It will not be used to meet operating expenses. Rather, if funds are withdrawn to meet cash flow needs, the Board intends to replace them by the end of the fiscal year. The Fund balance will be increased as surplus operating funds become available.

**Maureen Forrester Young  
Canadian Artist Fund**

The Board set aside proceeds from a tribute concert in order to establish the Maureen Forrester Young Canadian Artist fund. This fund will support on-going programming at the organization for young artists at professional rates. The funds may be used at the discretion of the Board.

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**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Notes to Financial Statements**

**November 30, 2017**

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**1 . Significant Accounting Policies (continued)**

<b>Foreign Currency Translation</b>	Foreign currency transactions are translated at the rates of exchange in effect at the dates of the transaction. Resulting foreign currency denominated monetary assets and liabilities are translated at the rates of exchange in effect at the balance sheet date. Gains and losses on translation of monetary assets and liabilities are included in net income.
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**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Notes to Financial Statements**

**November 30, 2017**

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**2. Investments**

Short term investments consist of a \$18,800 non-redeemable guaranteed investment certificate (GIC) with an annual compound interest rate of .67%.

Long-term investments represents the Foundation's contributions to a diversified Investment fund managed on its behalf by the Ontario Arts Foundation as well as the investment income thereon.

The Ontario Arts Foundation also holds an endowment on behalf of the Foundation that has a market value of \$26,830. This endowment is not included in the Statement of Financial Position as the Foundation does not control it.

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**3. Capital Assets**

	<b>2017</b>		<b>2016</b>	
	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Cost</b>	<b>Accumulated Amortization</b>
Barge	\$ 43,099	\$ 36,187	\$ 43,099	\$ 34,741
Computer equipment	5,298	4,785	4,529	4,529
Office equipment	500	500	500	500
Festival equipment	20,256	13,910	20,256	11,885
	<b>69,153</b>	<b>55,382</b>	<b>68,384</b>	<b>51,655</b>
<b>Net book value</b>		<b>\$ 13,771</b>		<b>\$ 16,729</b>

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**4. Credit Facility**

The Foundation has established a bank operating line of credit of up to \$37,500 bearing interest at Scotiabank prime plus 4% and secured by a general security agreement providing a charge on all assets of the Foundation and a cash collateral charge. At November 30, 2017 the Foundation had not drawn on this facility (2016 - \$NIL).

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**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Notes to Financial Statements**

**November 30, 2017**

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**5. Government Grants**

	<u>2017</u>	<u>2016</u>
<b>Federal Grants</b>		
Canada Heritage	\$ 35,000	\$ 35,000
Canada Summer Jobs	<u>15,048</u>	<u>11,813</u>
	<u>50,048</u>	<u>46,813</u>
<b>Provincial Grants</b>		
Ontario Arts Council	29,987	29,987
Ministry of Tourism and Culture	70,000	76,800
Regional Tourism Organization	3,000	2,500
Ontario Cultural Attractions Fund	<u>60,000</u>	<u>-</u>
	<u>\$ 162,987</u>	<u>\$ 109,287</u>

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**6. Comparative Figures**

Certain comparative figures have been adjusted to conform to current year presentation.

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**The Stratford Arts Foundation  
o/a Stratford Summer Music  
Schedule of Expenses**

For the year ended November 30	2017	2016
<b>Artistic</b>		
Artistic salaries	\$ 73,978	\$ 73,660
Artistic expenses	20,214	17,261
Performer fees	249,835	182,854
Performer accommodations	26,669	29,835
Performer travel costs	16,521	10,840
SOCAN	5,921	5,279
	<u>393,138</u>	<u>319,729</u>
<b>Production</b>		
Production/technical staff wages	47,783	27,162
Site rentals	14,643	12,016
Production expenses	68,168	31,081
	<u>130,594</u>	<u>70,259</u>
<b>Administration</b>		
Administration salaries/fees	114,796	112,487
Professional fees	14,546	15,567
Insurance	5,817	4,366
Rent	24,000	24,000
Administration expenses	39,684	33,985
Merchandise expense	12,337	9,337
	<u>211,180</u>	<u>199,742</u>
<b>Marketing and Fundraising</b>		
Advertising and marketing salaries/fees	25,200	25,000
Advertising and marketing expenses	193,804	157,382
Fundraising expenses	38,262	33,101
	<u>\$ 257,266</u>	<u>\$ 215,483</u>





## Each life respected & protected

Working to end cat over-population in Perth County, so that each cat may be deemed to be of value, with the opportunity to live a full, natural life.

25 April 2019

City of Stratford Finance & Labour Relations Sub-committee

Councillors Tom Clifford, Dave Gaffney, Brad Beatty, Graham Bunting and Martin Ritsma

Dear Councillors,

On behalf of the Directors of Feline Friends Network of Stratford, I would like to sincerely thank you for approving a 2019 grant of \$2,500, which we will use in the operation of our spay/neuter programs to reduce cat overpopulation and homelessness.

We wish to appeal the decision to grant an amount that is lower than requested, because we believe that there may be a misunderstanding about programs offered by Feline Friends Network (FFN) and Stratford-Perth Humane Society (SPHS).

Our grant decision letter states that the approved amount is lower than our original request of \$10,000 because the Humane Society will be offering a low-cost spay and neuter program in 2019. We wish to point out that Stratford-Perth Humane Society's reduced cost spay/neuter clinic is substantially different from Feline Friends Network's Low-Income Spay/Neuter Assistance Program.

Feline Friends offers FREE spay/neuter surgeries to those who qualify as low-income in Stratford and Perth County. Applicants must have their household finances assessed to qualify (gross income must be below \$30,000 annually for a single-person household, with a sliding scale up to \$40,000 for a household of three or more family members).

We spayed and neutered 111 cats through this program in 2018 – predominantly cats owned by Stratford residents. In the first quarter of 2019, 36 people have qualified for free spays & neuters – approximately 25 of them from Stratford (each qualifying household may have up to two cats sterilized free per year). We don't have our own spay/neuter clinic, so successful applicants choose from a list of eight participating veterinary clinics, including three clinics in the City of Stratford. Depending on which clinic they choose, the cat owner may be responsible for the cost of vaccines. For the purpose of estimating, if our cost per cat for spay/neuter surgery average \$100, \$10,000 would cover the cost of sterilizing 100 cats through our Low-Income Assistance Program.

*Continued on page 2*

Stratford-Perth Humane's reduced cost clinic, while a very welcome addition to the community, is not specifically targeted to low-income residents. It is available to anyone regardless of income level, therefore, people with very high incomes may use SPHS's clinic. The cost to cat owners is currently \$95/neuter or \$110/spay plus vaccines. While prices are lower than those of an average veterinary clinic, they are still unaffordable for cat owners in the greatest financial difficulty. Also, the SPHS clinic is available to anyone regardless of geography, so people outside of Stratford and outside of Perth County may use it.

With this clarification of the differences between our Low-Income Spay/Neuter Assistance Program and Stratford-Perth Humane Society's reduced cost spay/neuter clinic, we ask that you please reconsider the amount awarded to Feline Friends for the 2019 year in order to help us ensure that Stratford's low-income residents are able to spay/neuter their felines. Our Low-Income Assistance, Trap-Neuter-Return and Foster/Adoption programs all contribute to our efforts to reduce the number of unwanted, homeless litters of kittens in Stratford.

For more information on our programs, including Low-Cost Spay/Neuter Assistance, please visit:  
<https://felinefriends.ca/programs.html>.

Please don't hesitate to contact me with any questions or concerns you may have.

Many thanks,  
Sharon Morrice  
President, FFN

**From:** [CommunityGrantApplicationForm@stratford.ca](mailto:CommunityGrantApplicationForm@stratford.ca)  
**To:** [info@felinefriends.ca](mailto:info@felinefriends.ca)  
**Cc:** [Wendy Partridge](#)  
**Subject:** Thank you for your response to Community Grant Application Form  
**Date:** November-29-18 10:21:05 PM

---

Hello,

Thank you for your response to Community Grant Application Form submitted at Thursday November 29th 2018 10:20 PM with reference number 2018-11-29-011.

- **Amount requested for this grant:**

\$10,000

- **Please explain how your activity or service will specifically benefit the residents of Stratford:**

Our TNR (Trap/Neuter/Return) program helps reduce the overpopulation of homeless cats and kittens through attrition. It gives Stratford residents an option to be able to help these cats without sending them to a shelter where they will not be considered adoptable and where the outcome will not be a happy one. Cats are TNR'd and returned back to the caretaker if it has a designated feeder (or feeders) willing to feed/shelter them outdoors. If the cat is friendly/social it will enter our foster/adoption program. The program is helping reduce the number of unwanted stray cats/kittens through attrition or through adoption into homes.

Our Low Income Spay/Neuter program is the second step in reducing the overpopulation problem. It helps Stratford residents who are considered low income (per our guidelines that are listed both on our website and posted with Salvation Army/House of Blessing) to have their cats spayed or neutered with no cost for the surgery. If we were to receive this grant in 2019 we would also be able to offer to cover the one cost that they are responsible for (and which may be the reason some do not follow through with the program) of paying to have their cats vaccinated before their surgeries (at an additional cost of approx. \$40+). Spaying or neutering a cat helps to reduce unwanted behaviors, prevents surrender of the cats to shelters and removes the possibility of breeding, leading to unwanted kittens that then become a burden to shelters/area rescues.

- **Please indicate how the grant funds will be used:**

Grant funds will go towards supporting our TNR and low-income programs and will allow us to increase our presence through advertisement in the community to hopefully capture a larger segment of the population, further reducing the cat overpopulation

problem. This program also benefits the vet clinics in Stratford as its additional income to their business and may lead to repeat customers down the road.

- **Organization name:**

Feline Friends Network of Stratford

- **Contact Name:**

Jamie Lamond

- **Mailing Address:**

[REDACTED]

- **Telephone Number:**

[REDACTED]

- **Fax Number:**

N/A

- **Email:**

info@felinefriends.ca

- **Website:**

<https://www.felinefriends.ca>

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

To humanely end the problems of cat overpopulation and homelessness in our area through spaying, neutering and education.

We hope to see a day when every cat may be deemed to be of value, with the opportunity to live a full and natural life. Our vision for the future? Each life respected... and protected.

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

1. [Organizational Structure.docx \[11.8 KB\]](#)

- **Number of Volunteers:**

Varying Ranges - 160 paid members could all volunteer at some point

- **Does the organization operate as a not-for-profit?**

No

- **Is the organization incorporated?**

Yes

- **If yes, please provide Date of Incorporation;**

9/4/2009

- **Does the organization have charitable status?**

Yes

- **If yes, please provide charitable number:**

837459254 RR0001

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

Yes

- **If yes, please explain:**

Yes, we charge a membership fee per year of \$15. Those who are members can partake in special discounts offered by businesses (including all the pet stores in Stratford) that have partnered with Feline Friends.

We also ask for a minimum contribution of \$25 per cat being TNR'd. This helps cover some of the costs for vet expenses (the remainder is paid for through fundraising efforts).

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

Yes

- **If yes, please explain:**

Yes, although we mainly focus in the Stratford area and St Marys (as that is where our head TNR coordinators are located) we provide our services (within volunteer time available) to all of Perth County. As well for our low-income program, anyone in Perth County who qualify financially through their local Salvation Army/House of Blessing representative can use our services.

- **Website link to program details:**

<https://www.felinefriends.ca/programs.html>

- **Otherwise, please attach supporting information to illustrate your organization's programs and activities, and how they**

**meet the Community Grants Program eligibility criteria:**

- **Most recent year-end financial statements**

1. [2017 FS.pdf \[1.7 MB\]](#)

- **Budget for the year in which the funds are being requested:**

1. [2019 Budget.pdf \[442.7 KB\]](#)

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

Petsmart Grant – requested \$5,000 towards our TNR program. Currently unknown decision as they give an answer by Dec 31st, 2018

Animal Aid Foundation – Requested \$2,000 towards our spay/neuter efforts for “friendly ferals” that enter our adoption program during our TNR efforts. No response for 2018, assume did not get grant again. Did receive in 2017.

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

We are an organization that formed in Stratford in 2006, and received our designated charitable status in 2009. The main focus was on reducing the feral/stray population in Stratford humanely through attrition. Since then, we also expanded to include Perth County. Over time we have grown from a very small organization of a few, to a paid membership of 160 and numerous volunteers and followers. We are also well known in the community and referred to on a constant basis by local citizens. We receive phone calls on almost a daily basis for help, and feel like we have started to see an increase in calls relating to stray/abandoned cats within the city limits. We have never received funds from the City of Stratford’s grant program, but we feel as we are continuing to grow and all of the services we continue to provide for Stratford residents at both low or no cost that we are now reaching out for grants to help continue to fund our efforts and allow us to help more individuals and the cats of Stratford.

- **Full name:**

Jamie Lamond

- **Position:**

Treasurer

- **Application Date:**  
11/29/2018

[This is an automated email notification -- please do not respond]

**From:** Feline Friends Network  
**To:** Wendy Partridge  
**Subject:** Re: Thank you for your response to Community Grant Application Form  
**Date:** February-04-19 10:30:58 PM

---

Hi Wendy,

Thank you for the opportunity to give you more information about what Feline Friends Network does!

In 2018, we spayed (females) or neutered (males) 390 cats in total. Of that 390 :

- 140 cats were done through our Trap-Neuter-Return (TNR) program, meaning that they were humanely trapped, 'fixed', and returned to their outdoor homes, where people continue to feed and care for them.
- 111 were done through our Low-Income Spay/Neuter Assistance Program, in which we provide FREE spays & neuters for cats owned by people in financial difficulty. We don't have precise numbers, but a significant number of people who qualify for our Low-Income Program are residents of Stratford, who are assessed by either House of Blessing or Salvation Army. They may have jobs with low wages or be on some form of social assistance or disability income.
- 139 cats went through our Foster & Adoption Program. All cats and kittens are sterilized and vaccinated before being adopted. This helps prevent many accidental litters of kittens because the people adopting may otherwise have adopted an un-spayed / un-neutered cat. Cats can have four litters a year and their kittens can start having babies at 5-6 months of age.

The split between Stratford and out-of-town requests is difficult for us to track because of the sheer number of requests we receive and the volume of cats we help. Feline Friends is 100% volunteer-run, and although we have a lot of members and followers, there is a very small core group of volunteers dealing with the cats that come our way. We do know that there is overlap between the population of cats in Stratford vs. the surrounding rural area – ie. Stratford residents get free kittens from barns and bring them into the City. FFN has spayed & neutered several barns just outside the city limits, as well as throughout the County, to try to curb the adoption of unsterilized barn cats & kittens. Also, there is the problem of cats being 'dumped' at rural properties... and an unknown number of people dumping cats in the country is certainly comprised of City residents. So, it's difficult to say what are 'Stratford vs. non-Stratford' cats, and it's not feasible to solve Stratford's cat overpopulation problem without spaying & neutering cats from the surrounding area.

We have not yet approached the Town of St. Marys or the County of Perth for funding. We are relatively inexperienced in applying for grants, but as our volunteers' time allows, we hope to expand our requests for funding.

A total of 2,498 cats have been spayed or neutered through our programs since Feline Friends was founded in 2016.

I hope that this is helpful. Please let me know if we can provide any further information.

Many thanks,  
 Sharon Morrice, President  
 Feline Friends Network of Stratford



**Feline Friends Network of Stratford  
Organizational Structure**

Sharon Morrice – Board member, President

Jamie Lamond – Board member, Treasurer, Bookkeeper

Holly Roulston – Board Member, Fundraising Chair, TNR coordinator, Foster/Adoption

Marg Usprech - Board Member, Fundraising Chair, TNR coordinator, Foster/Adoption

Shelly McLean – Board Member – Foster Home Provider

Sue Pasquale – Board Member

Cheryl Simpson – Feral Feeder Coordinator

Brenda Ford– Phone coordinator

Doug Fyfe – Membership

Shannon Fyfe – TNR coordinator

We also have multiple feral feeders, foster homes, and others who we can call on for volunteering. The above are the main coordinators for different sections of our charity and are all fully volunteer based – there are no salaried positions.

**Feline Friends Network  
2019 Budget**

Income	2019 Budget
Donations	40,000.00
Fundraisers	25,000.00
Adoptions	8,000.00
Memberships	2,000.00
Grants	15,000.00
Tshirts	500.00
	<hr/>
	90,500.00
Expenses	<hr/>
TNR Vet	13,000.00
TNR Other (Traps, Food, Shelters)	2,000.00
Cellphone	350.00
Office	1,500.00
AGM	300.00
Good Samaritan	0.00
Adoptions	30,000.00
Cinderella Fund	6,500.00
Behaviour Hotline	200.00
Low Income S/N	15,000.00
Fundraiser Expenses (breakdown below)	2,500.00
Truffles	0.00
Pat's Puddy Products	1,500.00
Fundraiser	500.00
Upscale Yard Sale	0.00
Other/Misc	500.00
Wine Raffle Expenses	400.00
Education	500.00
Other - Catio Tour	0.00
Catapawlooza	0.00
Mileage	8,000.00
Advertising	200.00
Service Charges	350.00
Other Charges (Canada Helps, etc)	0.00
Legal	250.00
Feral Shelters	500.00
Conference	0.00
Spay the Mama	0.00
Insurance	1,300.00
Tshirts	500.00
Rental Box	1,320.00
Other	0.00
Donations to Other Charities	500.00
Cat Flat	7,000.00
	<hr/>
	92,170.00
	<hr/>
Net	-1,670.00

FELINE FRIENDS NETWORK  
OF STRATFORD

FINANCIAL STATEMENTS

DECEMBER 31, 2017

(Prepared Without Audit - see Notice to Reader)

# Famme & Co.

*Professional Corporation*

CHARTERED PROFESSIONAL ACCOUNTANTS

JEFFREY R. SKUBOWIUS, BA, CPA, CA  
 FRANKLIN H. FAMME, BBA, CMgr. CPA, CA  
 BRADLEY J. W. McNEIL, BA, MAcc, CPA, CA  
 STEPHEN VAN DEN HENGEL, BA, CPA, CA  
 PETER D. BRICKMAN, BA, CPA, CA  
 STEPHEN J. WARD, BA, MAcc, CPA, CA  
 LYNN EIDT, BBA, CPA, CA  
 MICHAEL P. B. JAREMCHENKO, BA, CFP, CPA, CA  
 PHILLIP W. HART, BMath, MAcc, CPA, CA

125 ONTARIO STREET  
 STRATFORD, ONTARIO N5A 3H1  
 STRATFORD 519-271-7581  
 FAX 519-271-2737  
 LONDON 519-432-1663  
 FAX 519-432-7662  
 ST. MARYS 519-284-1030  
 FAX 519-284-4393  
 E-MAIL: [office@fammcandco.on.ca](mailto:office@fammcandco.on.ca)  
 WEBSITE: [www.fammcandco.on.ca](http://www.fammcandco.on.ca)

## NOTICE TO READER

On the basis of information provided by management, we have compiled the balance sheet of **Feline Friends Network of Stratford** as at **December 31, 2017** and the statements of operations and surplus for the year then ended. We have not performed an audit or review engagement in respect of these financial statements and, accordingly, we express no assurance thereon. Readers are cautioned that these statements may not be appropriate for their purposes.

An employee of the accounting firm preparing these financial statements is a volunteer member of the board of directors of the organization.

*Famme & Co.*  
 Professional Corporation  
 Chartered Professional Accountants  
*Authorized to practise public accounting by  
 the Chartered Professional Accountants of Ontario*

Stratford, Ontario  
 January 19, 2018

**Feline Friends Network of Stratford**  
**Balance Sheet**  
 As at December 31, 2017

	<b>ASSETS</b>			
	<b>General Fund</b>	<b>Lottery Fund</b>	<b>Total 2017</b>	<b>Total 2016</b>
<b>Current Assets</b>				
Bank	\$ 36,008	\$ 8,043	\$ 44,051	\$ 45,362
Bank shares	151	-	151	141
HST receivable	6,082	1,173	7,255	6,205
Due from General Fund	(2,516)	2,516	-	-
Prepaid	<u>40</u>	<u>-</u>	<u>40</u>	<u>40</u>
	<u>\$ 39,765</u>	<u>\$ 11,732</u>	<u>\$ 51,497</u>	<u>\$ 51,748</u>
	<b>LIABILITIES</b>			
<b>Current Liabilities</b>				
Accounts payable and accrued liabilities	3,673	1,380	5,053	2,587
Deferred revenue	<u>330</u>	<u>-</u>	<u>330</u>	<u>210</u>
	<u>4,003</u>	<u>1,380</u>	<u>5,383</u>	<u>2,797</u>
	<b>SURPLUS</b>			
<b>Surplus</b>	<u>35,762</u>	<u>10,352</u>	<u>46,114</u>	<u>48,951</u>
	<u>\$ 39,765</u>	<u>\$ 11,732</u>	<u>\$ 51,497</u>	<u>\$ 51,748</u>

(Prepared Without Audit - see Notice to Reader)

**Feline Friends Network of Stratford**  
**Statement of Surplus**  
For the year ended December 31, 2017

	General Fund	Lottery Fund	Total 2017	Total 2016
Balance - beginning of year	\$ 33,789	\$ 15,162	\$ 48,951	\$ 38,740
Excess of revenue over expenditures (expenditures over revenue) for the year	<u>1,973</u>	<u>(4,810)</u>	<u>(2,837)</u>	<u>10,211</u>
Balance - end of year	<u>\$ 35,762</u>	<u>\$ 10,352</u>	<u>\$ 46,114</u>	<u>\$ 48,951</u>

(Prepared Without Audit - see Notice to Reader)

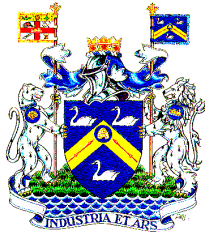
**Feline Friends Network of Stratford**  
**Statement of Operations**  
For the year ended December 31, 2017

	General Fund	Lottery Fund	Total 2017	Total 2016
<b>Revenues</b>				
Donations	\$ 44,075	\$ 900	\$ 44,975	\$ 41,993
Fundraisers	21,056	8,656	29,712	21,804
Adoptions	8,922	-	8,922	4,310
Memberships	2,001	-	2,001	2,488
Grant	2,000	-	2,000	-
T-shirts	537	-	537	495
Bank interest	42	16	58	47
	<u>78,633</u>	<u>9,572</u>	<u>88,205</u>	<u>71,137</u>
<b>Expenditures</b>				
Bank charges and online fees	386	-	386	446
TNR program	13,204	2,029	15,233	5,996
Low cost spay/neuter	9,456	355	9,811	11,400
Advertising	979	-	979	409
Office	1,848	-	1,848	2,392
Education	37	-	37	661
Professional fees	312	-	312	300
Mileage	9,626	-	9,626	7,436
T-shirts	1,120	-	1,120	-
Emergency fund	6,116	759	6,875	11,250
Adoptions	22,913	10,046	32,959	11,717
Good samaritan	46	-	46	748
Donations to other charities	3,000	-	3,000	500
Fundraising	5,098	1,193	6,291	5,104
Insurance	1,212	-	1,212	1,253
Storage rental	1,307	-	1,307	1,314
	<u>76,660</u>	<u>14,382</u>	<u>91,042</u>	<u>60,926</u>
<b>Excess of revenue over expenditures</b>				
(expenditures over revenue) for the year	\$ <u>1,973</u>	\$ <u>(4,810)</u>	\$ <u>(2,837)</u>	\$ <u>10,211</u>

(Prepared Without Audit - see Notice to Reader)







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

---

BEING a by-law to amend By-law 84-2008 as amended to revise appointments of Fire By-law Enforcement Officers for the purpose of enforcing fire safety related By-laws in the City of Stratford.

---

**WHEREAS** Section 15(1) of the *Police Services Act, R.S.O. 1990, c.P.15*, as amended, authorizes the council of a municipality to appoint one or more Municipal Law Enforcement Officers who shall be peace officers for the purposes of enforcing the by-laws of the municipality;

**AND WHEREAS** Section 7.1(4) of the *Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4*, provides that a municipality may appoint an officer to enter upon land and into structures at any reasonable time to inspect the land and structures to determine whether by-laws enacted in accordance with this section are being complied with;

**AND WHEREAS** Section 7.1(5) of the *Fire Protection and Prevention Act*, provides that the exercise of power by an officer appointed under this section shall be carried out in accordance with Part XIV of the *Municipal Act, 2001*, other than clause 431 (a) of that Act;

**AND WHEREAS** the *Provincial Offences Act, R.S.O. 1990, c.P.33* as amended, provides for the designation by a Minister of the Crown of any person or class of persons as a Provincial Offences Officer for the purpose of all or any class of offences;

**AND WHEREAS** the Council of The Corporation of the City of Stratford enacted By-law 84-2008 to appoint fire by-law enforcement officers as necessary;

**AND WHEREAS** it is deemed necessary to revise certain appointments in By-law 84-2008;

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

1. That pursuant to the *Police Services Act* and in accordance with applicable policies and by-laws of The Corporation of the City of Stratford, the persons listed in Schedule "A" attached hereto are appointed as Municipal By-law Enforcement Officers under the *Municipal Act* and the *Fire Protection and Prevention Act* for The Corporation of the City of Stratford for the purposes of carrying out and enforcing the fire related by-laws of the Corporation referred to in Schedule "B" attached hereto.
2. That Scott Petrie is hereby appointed as a Municipal By-law Enforcement Officer.

3. That the previous appointment of Tim Adair as Municipal By-law Enforcement Officer, is hereby rescinded.
4. That Schedule "A" and Schedule "B" attached hereto form part of By-law 84-2008 as amended.
5. This By-law shall come into force upon Final Passage hereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 15th day of July, 2019.

---

Mayor – Daniel B. Mathieson

---

Clerk – Joan Thomson

**THIS IS SCHEDULE "A" TO BY-LAW -2019**

Adopted this 15th day of July, 2019  
amending By-law 84-2008 as amended  
of The Corporation of the City of Stratford

**Municipal By-law Enforcement Officers**

Fire Chief John Paradis

Deputy Fire Chief Neil Anderson

Director of Fire Prevention Rod MacDonald

Fire Inspector Scott Petrie

**THIS IS SCHEDULE "B" TO BY-LAW -2019****Adopted this 15th day of July, 2019****amending By-law 84-2008 as amended**

of The Corporation of the City of Stratford

**Fire Related By-laws**

By-law 5-2006      Open Burning By-law as amended

By-law 73-2006      Fireworks By-law as amended

By-law 139-68      Traffic and Parking By-law as amended

By-law 196-77      Fire Route By-law as amended

By-law 159-2008      Traffic and Parking By-law as amended

By-law 80-2015      Truss and Lightweight Construction By-law

and any succeeding fire-related by-laws to the By-laws listed herein.



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

---

BEING a By-law to authorize the acceptance of the tender, execution of the contract and the undertaking of the work by Acapulco Pools Ltd for the installation of the PVC Swimming Pool Liner at the Lion's Pool [T2019-11].

---

**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 Acapulco Pools Ltd for the installation of the PVC Swimming Pool Liner at the Lion's Pool [T2019-11] be accepted, and the Mayor and Clerk or their respective delegates are hereby authorized to execute the contract for the said work on behalf of The Corporation of the City of Stratford and to affix the corporate seal thereto.
2. That the accepted contract value is \$137,860 including HST.
3. That Acapulco Pools Ltd is authorized to undertake the said work in accordance with the accepted tender and as further directed by the Director of Community Services or authorized delegate.

READ a FIRST, SECOND and THIRD time and

FINALLY PASSED this 15th day of July, 2019

---

Mayor – Daniel B. Mathieson

---

Clerk – Joan Thomson



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

---

BEING a By-law to amend By-law 178-2018 as amended,  
to make appointments to the Community Grants  
Evaluation Team.

---

**WHEREAS** Council of The Corporation of the City of Stratford adopted By-law 178-2018 to appoint Council Members to Sub-committees of Council and Standing Committees of Council and to Advisory Committees, Boards and Agencies and to appoint Citizens to Advisory Committees and Boards during the 2018 term of municipal office;

**AND WHEREAS** Council of The Corporation of the City of Stratford deems it necessary to make further appointments to its Advisory Committees, Committees and Boards;

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

1. That By-law 178-2018 as amended, is further amended by adding to Section 1.0:  
  
"1.47 That Councillor Bunting, Councillor Gaffney and Councillor Vassilakos are hereby appointed to the Community Grants Evaluation Team for the 2018-2022 Term of Council."
2. That by-law 178-2018 as amended, is further amended by adding:  
  
"Section 3 Staff Appointments  
  
3.1 That the Director of Corporate Services, the Director of Community Services, the Director of Social Services, the Director of Infrastructure and Development Services and the Executive Secretary to the Director of Corporate Services are hereby appointed to the Community Grants Evaluation Team."
3. This By-law shall come into force and take effect upon final passage thereof.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this 15th day of July, 2019.

---

Mayor – Daniel B. Mathieson

---

Clerk – Joan Thomson



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

---

BEING a By-law to amend By-law 135-2017, as amended, to delegate Council's authority to the Director of Infrastructure and Development Services to determine through a justification report when a proposed Level 2 Pedestrian Crossover is warranted on a City Street.

---

**WHEREAS** the Council of The Corporation of the City of Stratford enacted By-law 135-2017 to delegate certain authority to certain officials and employees of The Corporation of the City of Stratford or to authorize certain routine administrative practices;

**AND WHEREAS** By-law 135-2017 is amended from time to time by Council as deemed appropriate;

**AND WHEREAS** the Council of The Corporation of the City of Stratford adopted Delegation of Powers and Duties Policy as required under section 270 of the *Municipal Act, 2001* with respect to the delegation of Council's legislative and administrative authority;

**AND WHEREAS** the Council of The Corporation of the City of Stratford deems it necessary to amend By-law 135-2017 as amended, to delegate certain authority to the Director of Social Services;

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

1. That the Council of The Corporation of the City of Stratford hereby delegates Council's authority to the Director of Infrastructure and Development Services to determine through a justification report when a proposed Level 2 Pedestrian Crossover is warranted on a City Street, as provided in Schedule "B" attached hereto.
2. That Schedule "B" of By-law 135-2017 as amended, be further amended by adding the provision in Schedule "A" attached hereto, to the said Schedule "B" of By-law 135-2017 as amended.
3. All other provisions of By-law 135-2017, as amended, shall remain in force.
4. This By-law shall come into force upon its final passage.

Read a FIRST, SECOND and THIRD TIME and

FINALLY PASSED this 15th day of July, 2019.

---

Mayor – Daniel B. Mathieson

---

Clerk – Joan Thomson

THIS IS SCHEDULE “A” to By-law -2019

Adopted this 15<sup>th</sup> day of July, 2019

Amending Schedule “B”  
To By-law 135-2017, as amended

	DELEGATED AUTHORITY	DELEGATE	SOURCE OF POWER OR DUTY	DELEGATION RESTRICTIONS	COMMUNICATION	Previously Delegated	
						Yes	No
8.8	Authority to determine through a justification report when a proposed Level 2 Pedestrian Crossover is warranted on a City street.	Director of Infrastructure and Development Services	<i>Municipal Act</i>  <i>Highway Traffic Act</i> and Ont Reg. 402/15 Pedestrian Crossover Signs	Undertaking to install is approved in current budget	Annual Budget Process		✓





## **STRATFORD CITY COUNCIL CONSENT AGENDA**

July 15, 2019

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

CA-2019-089            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:

- Monteith Avenue from Erie Street to Church Street on Thursday, June 27 for one day only for water main repair.
- Cambria Street from Erie Street to Church Street on Wednesday, June 26 for one day only for sanitary repair.
- St. Vincent Street South from West Gore Street to Woods Street on Tuesday, June 25 for one day only for water main repair.
- Frederick Street and Burritt Street from Romeo Street to Douro Street beginning June 25 for approximately four months due to road reconstruction project T-2019-22.
- Romeo Street from Brunswick Street to Albert Street on Tuesday, July 9 for four days for sanitary repair.

Emergency Services were notified.

CA-2019-090            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:

- Caledonia Street from Mornington Street to John Street on Saturday, July 6 from 7:00 a.m. to 10:00 p.m. for the Caledonia Street Party.
- Market Place from Wellington Street to Downie Street from 5:00 p.m. to 11:30 p.m. on the following dates for Movies under the Stars:
  - Saturday, July 27, 2019
  - Saturday, August 10, 2019
  - Friday, August 23, 2019
  - Friday, August 30, 2019

Emergency Services were notified.

- |             |   |
|-------------|---|
| CA-2019-091 | Notification that the Infrastructure and Development Services Department intends to call quotations in accordance with the City's Purchasing Policy for "Boiler Replacement" at City Hall.  |
| CA-2019-092 | Notification that the Infrastructure and Development Services Department intends to call quotations in accordance with the City's Purchasing Policy for a Diesel Generator purchase for the Vivian Wastewater Pumping Station.  |
| CA-2019-093 | <p>Resolution from the City of Brantford endorsing a resolution from the Large Urban Mayors Caucus of Ontario (LUMCO) regarding retail cannabis stores.</p> <p>Attachment – Letter from Brantford dated July 3, 2019</p> <p>Endorsement of the resolution is requested.</p>   |
| CA-2019-094 | <p>Correspondence from Tribunals Ontario with respect to proposed changes to the Assessment Review Board's Rules of Practice and Procedure.</p> <p>Attachment – Letter from Tribunals Ontario dated July 3, 2019</p> <p>Tribunals Ontario will be seeking input in the coming weeks.</p> <p>For the information of Council.</p> |
| CA-2019-095 | <p>Resolution from Township of South Glengarry regarding interlibrary loan services.</p> <p>Attachment – Resolution from South Glengarry dated July 2, 2019</p> <p>Endorsement of the resolution is requested.</p>  |
| CA-2019-096 | Notification that the Infrastructure and Development Services Department intends to call quotations in accordance with the City's Purchasing Policy for a Water and Wastewater Rate Study.  |

CA-2019-097

Notification that the Canadian Deafblind Association is selling break open tickets. Provincial Licence P7602 was issued for ticket sales in Ontario. Tickets will be sold at Stratford Variety, 542 Downie Street, Stratford until December 22, 2022.



July 3, 2019

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

Dear Premier:

Please be advised that Brantford City Council at its meeting held June 25, 2019 adopted the following:

**Endorsement of LUMCO Resolution regarding Retail Cannabis Stores**

- A. THAT the Association of Municipalities of Ontario (AMO) and the Premier of Ontario be advised that Brantford City Council ENDORSES the following Resolution adopted by LUMCO (Large Urban Mayors Caucus of Ontario) at its May 24, 2019 Meeting:

WHEREAS in April 2017, the Federal Government introduced Bill C-45, The Cannabis Act, and Bill C-46, An Act to Amend the Criminal Code, outlining plans to legalize, regulate and restrict access to cannabis in Canada; and

WHEREAS the Province of Ontario responded with corresponding legislation, the Cannabis Control Act, 2017, the Ontario Cannabis Retail Corporation Act, 2017, the Cannabis License Act, 2018, and Bill 36- Cannabis Statute Law Amendment Act, 2018; and

WHEREAS collectively, this legislation created a regulatory regime effective October 17, 2018 that allows Ontario residents who are 19 years of age or older to: 1. Purchase recreational cannabis online through the Ontario Cannabis Store 2. Possess up to 30 grams of cannabis 3. Grow up to four (4) cannabis plants per household 4. Purchase cannabis from a provincially approved private retail supplier as of April 1, 2019; and

WHEREAS municipalities across Ontario were given until January 22, 2019 to choose if retail cannabis stores will be prohibited within their borders and those that "opted out" may at a later date by resolution of their respective Council, lift the prohibition and permit them in the future; and

WHEREAS Ontario Regulation 468/18 permits limited municipal regulatory control over location and zoning, licensing and spatial separation to sensitive land uses other than a school as defined by the Education Act;

NOW THEREFORE BE IT RESOLVED THAT the Large Urban Mayors Caucus of Ontario (LUMCO) recommends that additional local regulatory controls be approved by the Province of Ontario around retail cannabis stores that would: A. Provide a municipality with the unrestricted ability to control the location of retail cannabis stores through zoning; and, B. In the alternative to A; 1) Limit the concentration and number of cannabis retail stores in any one municipality by introducing a minimum distance separation measure between retail stores (minimum 500 metres); and, 2) That cannabis stores be restricted to a Commercial Zone or Area which permits retail stores; and 3) Clearly defining sensitive land uses, in addition to schools, which would be impacted by having a retail cannabis store located adjacent to them. Such other sensitive land uses would include, but not be limited to, day cares, colleges and universities, community centres, nursing homes, libraries and actively programmed municipal parks; and, 4) That the current minimum distance separation of 150 meters from a cannabis retail store to a school be increased to a minimum of 500 metres from any sensitive land use to be defined as noted in paragraph 3 above; and C. That all municipalities that have approved retail cannabis stores to be located in their jurisdictions receive 50% of ALL excise tax collected by the Province of Ontario on the sale of cannabis; not limited to revenues in excess of \$100 million; and

THAT upon adoption of this Resolution by LUMCO, it be presented to all Ontario Municipal Councils with a request to endorse and that the municipally adopted resolutions then be forwarded to the Association of Municipalities of Ontario (AMO) and the Premier of Ontario's office;

Further, THAT members of the LUMCO Retail Cannabis Committee request a meeting with Minister Doug Downey regarding this resolution and to also request the AMO Board add this topic as an agenda item for discussion at the August 2019 AMO Annual Conference.

- B. THAT a copy of this Resolution BE FORWARDED to the MP and MPP Brantford-Brant, the Federation of Canadian Municipalities (FCM) and other municipalities in the Province of Ontario.

Your attention with regard to this important matter is most appreciated.

Yours truly,

A handwritten signature in dark ink, appearing to read 'Touzel', written in a cursive style.

Charlene Touzel  
City Clerk

cc Association of Municipalities of Ontario  
Phil McColeman, MP, Brantford-Brant  
Will Bouma, MPP, Brantford-Brant  
Federation of Canadian Municipalities  
Other Municipalities in the Province of Ontario

**Tribunals Ontario**

25 Grosvenor Street, Suite 1900  
 Toronto ON M7A 1Y6  
 Tel: 1-866-448-2248  
 Fax: 416-314-3717

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 Téléc. : 416-314-3717



July 3, 2019

TO: ARB Stakeholders  
 Counsel of the Assessment Bar  
 Property Tax Representatives  
 Municipal Property Assessment Corporation (MPAC)  
 Municipalities

RE: Upcoming Changes

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We are writing to advise you of a number of proposed changes to the Assessment Review Board's Rules of Practice and Procedure, and certain practices at the Board.

On January 1, 2019, Tribunals Ontario was formed, consolidating the 19 Boards and Tribunals which were under three clusters within the Ministry of Attorney General. This change will help improve front-line service delivery to our clients who access the tribunal sector each year.

Tribunals Ontario is taking this opportunity to consider how changes to our service delivery model would enhance our effectiveness and efficiency.

In 2016, the Assessment Review Board embarked on extensive stakeholder consultations while developing the Strategic Plan to Resolve Appeals. The Board worked with its stakeholders to divide the appeals equally within the four year assessment cycle and a "commencement date" was assigned to each appeal. For every appeal, a set of timelines called the Schedule of Events was provided. The schedule established deadlines for exchanging documents and set expectations for the parties to engage with each other through a mandatory meeting. This also provided the opportunity for all parties to have a clear understanding of when and how they must start working on the resolution of the appeal.

We are now in the third year of the assessment cycle, and the Board continues to evaluate the caseload and the processes that were established at the beginning of 2017. Building on the Board's successes to date, and comments made at stakeholder committees, further changes are proposed to support the goal to further improve our process.

As such, we are proposing the following changes to the Board's Rules and practices:

1. Any appeal from a previous cycle that does not have a current cycle appeal (2017-2020) will be set to a new expedited Schedule of Events timeline, even if the appeal has been assigned a commencement date.

2. There will be an expedited process for dismissal of appeals for non-compliance with the Schedule of Events.
3. Every appeal will be assigned a “hearing event month.” If a hearing becomes necessary, it will be scheduled to take place during this month.
4. All hearing events before the Board will be scheduled as an electronic hearing unless there is prejudice as per section 5.2(2) of the *Statutory Powers Procedure Act* and the Board’s Rules.
5. Schedule of Events – General Stream Appeals will be reduced from 66-104 weeks to 40 weeks. This change will affect commencement dates on or after October 15, 2019.
6. The terms “Mediation” and “Settlement Conference” will be replaced with the term “Case Conference” in the Board’s Rules.
7. Schedule of Events – Summary Stream Appeals will be updated to allow for a staggered approach to disclosing issues, and the term “disclosure” will be changed to reflect “description of issues.”
8. Rule 18(d) will be amended to more specifically require that “grounds” for appealing to the Board are articulated. This amendment will affect the 2021-2024 cycle of appeals.

As some of these proposed changes require Rule changes, Tribunals Ontario will be seeking input from stakeholders in the coming weeks, and encourages your comments and suggestions at that time.

Please continue to visit the [ARB website](#) for updates.

We look forward to working with you in resolving appeals, and we appreciate your commitment and dedication to the Board’s process.

Thank you

Linda Lamoureux  
Executive Chair

Paul Muldoon  
Associate Chair

Kelly Triantafilou  
Registrar





**CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY**

**MOVED BY:** Stephanie Jaworski

**RESOLUTION NO** 258-2019

**SECONDED BY** \_\_\_\_\_

**DATE** July 2, 2019

WHEREAS the Ontario government has reduced by 50% the funding to Southern Ontario Library Service and Ontario Library Service North which led to the announcement of the cancellation of the inter-library loan services in April 2019;

AND WHEREAS the Southern Ontario Library Service and Ontario Library Service North have worked with the Ministry of Tourism, Culture and Sport to revise their 2019-2020 budgets to restore inter-library loan services across the province effective June 2019;

AND WHEREAS the inter-library loan program is an important tool that allows libraries to share their catalogues, connecting people with the books they want to read, regardless of where they are in the province,

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of South Glengarry strongly urges the Ontario government to continue to work proactively and consultatively with the Ontario Library Service North and Southern Ontario Library Service and libraries across Ontario to ensure that smaller communities continue to have equitable access to material and information.

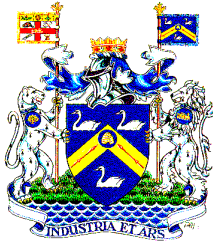
AND FURTHERMORE, that this resolution be forwarded to the Minister of Tourism, Culture and Sport, Premier Doug Ford, MPP Jim McDonnell, the Association of Municipalities of Ontario and all Ontario municipalities.

☒ CARRIED

☐ DEFEATED

☐ POSTPONED

  
Mayor Frank Prevost



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

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BEING a By-law to confirm the proceedings of Council of The Corporation of the City of Stratford at its meeting held on July 15, 2019.

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**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 July 15, 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 15th day of July, 2019.

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Mayor – Daniel B. Mathieson

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Clerk – Joan Thomson