

# AGENDA

Tuesday March 19, 2024, 6:45pm | Hybrid Meeting | Stratford Rotary Complex

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1. Call to Order and Land Acknowledgment – M. Corbett
2. Chairperson's Remarks
3. Declarations of Pecuniary Interest and the General Nature Thereof
4. Approval of the Agenda
5. Delegations
6. Approval of the minutes of the meeting of February 13, 2024
7. Business arising from the minutes
8. Board Education
  - 8.1. Children's Outreach – T. MacGregor
9. Business of the Board
  - 9.1. Report from PCIN – M. Corbett, E. Perin
  - 9.2. Report from OLS – D. Mackey
  - 9.3. Report from City Council – J. Burbach
  - 9.4. Space Sub Committee
  - 9.5. Policy Updates
    - 9.5.1. Purchasing Policy
    - 9.5.2. Sale and Disposition of Land
10. CEO Reports
  - 10.1. Monitoring Report and Financials
  - 10.2. 2021 Audited Financial Report for review and approval
  - 10.3. 2023 Annual Report
11. Correspondence
12. Other Business
13. Confirmation of date and time of next meeting: April 9, 2024 at 6:45pm
14. Adjournment

# MINUTES

Tuesday, February 13, 2024 6:45pm | Hybrid Meeting



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## MEMBERS OF THE BOARD PRESENT

Laurie Brown, Jo-Dee Burbach, Philip Connolly, Michael Corbett, Mackenzie Kipfer (zoom), Kaitlyn Kochany, Patty Lewis, David Mackey, Emma Perin, Arnab Quadry, Chris Zonneville

## REGRETS

## MEMBERS OF STAFF PRESENT

Krista Robinson, CEO; Cathy Perreault, Recording Secretary

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### 1. Call to Order and Land Acknowledgment

The meeting was called to order at the Stratford Public Library by Chair Michael Corbett at 6:44 pm.

### 2. Chairperson's Remarks

Welcome to Connor Luczka from Stratford Today and Brandon Fratacangeli and Allison Pilon from Ontario Library Services.

### 3. Declarations of Pecuniary Interest and the General Nature Thereof

None

### 4. Approval of the Agenda

2024-06 Moved by C. Zonneville, seconded by L. Brown to approve the agenda.

CARRIED

### 5. Delegations

### 6. Approval of the minutes

2024-07 Moved by E. Perin, seconded by K. Kochany that the minutes of the meeting of January 9, 2024 be approved as amended.

CARRIED

### 7. Business arising from the minutes

### 8. Board Education

8.1. Ontario Library Services Presentation: Brandon Fratacangeli and Allison Pilon reviewed The Public Libraries Act focusing on relationships and responsibilities between library boards and municipal government. This covered incorporation, governance and financial reporting.

### 9. Business of the Board

9.1. Report from PCIN: Next meeting will be in April. A strategic plan subcommittee has formed.

9.2. Report from OLS: David made the board aware of training sessions for the Annual Survey (several dates) and for Good Governance Through the Lens of the Public Libraries Act (March 19).



9.3. Report from City Council: Jo-Dee reported that the 2021 audited financial statements were passed by council and will be forthcoming to the board. The 2024 budget has passed committee and will be presented to Council on February

9.4. Report from Board Members about OLA SuperConference: David and Laurie both attended the Board Bootcamp sessions and found it very valuable.

9.5. Space Sub Committee: The committee is continuing to meet. Next steps will be a communication strategy.

9.6. 2024 Policy Update Schedule: Additional sign ups – Kaitlyn (April), Arnab (May), Michael (June), Jo-Dee and Chris (December)

9.7. CEO Performance Appraisal Sub Committee

9.7.1. Terms of Reference

2024-08 Moved by E. Perrin, seconded by L. Brown to approve the CEO Performance Review Ad Hoc Committee Terms of Reference.

CARRIED

9.7.2. Committee Selection: Committee will consist of C. Zonneville, D. Mackey, and P. Lewis.

## 10. CEO Reports

10.1. Monitoring report and statistics:

2024-09 Moved by D. Mackey, seconded by K. Kochany to accept the CEO Monitoring Reports.  
CARRIED

10.2. 2023 Year End Performance Measures: A comparison of SPL data to comparable libraries will be provided for 2024 Year End Performance Measures.

10.3. Policy Updates

10.3.1. Customer Code of Conduct

2024-10 Moved by P. Connolly, seconded by E. Perrin to approve the updated Code of Conduct as submitted.

CARRIED

10.3.2. New – Security Camera Policy

2024-11 Moved by J. Burbach, seconded by A. Quadry to adopt the Security Camera Policy.

CARRIED

11. Correspondence: None

12. Other Business: None.

13. Confirmation of Date and Time of Next Meeting:

Tuesday, March 19, 2024 6:45pm at Stratford Rotary Complex (Mansbridge Room)

14. Adjournment

2024-12 Moved M. Kipfer that the meeting adjourned at 8:28pm.  
CARRIED



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Krista Robinson, CEO

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Michael Corbett, Chair

# SPL Report to the Board

MEETING DATE: MARCH 19, 2024  
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR  
SUBJECT: POLICY REVIEW MARCH 2024



It is part of the responsibility of the Library Board to periodically review the policies that governs it, the CEO, and the Library. Prompted by the Board's schedule for evaluation of existing policies and its workplan for the creation of new policies, the following policies were reviewed or were created.

The revised / new policies, once approved, will be shared with staff, posted on the Library's website and made available in print upon request.

## **LG 04 – PURCHASING POLICY – LAST UPDATED NOVEMBER 2018**

According to the new MOU with the City of Stratford, we must follow the City's Purchasing Policy. Most edits have been made to update sections to reflect those of the City's policy, major updates noted below. Minor wording changes throughout.

- Moved the Purpose to the top of the policy
- Section 1: Under Legislative Authority, added a section regarding responding in extraordinary circumstances
- Section 17: Under Insurance, increased the minimum amounts to \$5 million to reflect City procedures.
- Section 20: Completely reworded the points under Bids with Equal Total Prices to align with the City's policy
- Section 21: Changed the name of "Process for Reducing Cost of Overbudget Bid Submissions" to "Bid Negotiations"
- Section 31: Under Consultants, changed the verbiage regarding maintenance of the building due to information received through research done by staff and the Stratford Perth Archives. Language has been updated to reflect that of the MOU with the City of Stratford.
- Schedule A: Added new points 23 and 24 and notes as per municipal policy.

## **LG 05 – SALE AND DISPOSITION OF LAND – LAST UPDATED NOVEMBER 2018**

The spirit of this policy has remained the same, but sections have been moved around, expanded to include updates to align with the City of Stratford's policy. Minor wording changes throughout.

- Section 1: Renamed the category name from Objectives to General Process, adding a new point of providing public notice, and rearranging the order.
- Section 2: Moved section 4 to section 2, renaming it to Notice of Intent to Declare as Surplus; added methods of providing notice as per the municipal policy
- Section 3: Updated category title to "Valuation" from Appraisals, updating content to reflect that of the municipal policy and adding the required appraiser qualifications.
- Section 4: Under Methods of Disposal, added land exchange
- Section 5: Added a new category on called "Public Meeting for Land Formally Used by the Public", moving two points into that section.

- Section 6: Added a new category on “Terms of Sale”, moving some points from Methods of Disposal into this category.

**RECOMMENDATION**

THAT the Library Board approve the updated Purchasing Policy and Sale of Disposition Land Policy as submitted;



## **Stratford Public Library Purchasing Policy**

**Legal References:** Municipal Act, 2001 Part IV, s.270;  
Accessibility for Ontarians with Disabilities, 2005;  
Occupational Health and Safety Act, R.S.O. 1990 c.01;  
Municipal Freedom of Information and Protection of Privacy Act;  
Ontario Discriminatory Business Practices Act, R.S.O., 1990

### **Policy References:**

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#### **1.0 LEGISLATIVE AUTHORITY**

1.1 The Municipal Act, 2001 Part VI, Section 270, as amended states that a municipality and a local board shall adopt policies with respect to its procurement of goods and services, including policies with respect to:

- (a) the types of procurement processes that shall be used;
- (b) the goals to be achieved by using each type of procurement process;
- (c) the circumstances under which each type of procurement process shall be used;
- (d) the circumstances under which a tendering process is not required;
- (e) the circumstances under which in-house bids will be encouraged as part of a tendering process;
- (f) how the integrity of each procurement process will be maintained;
- (g) how the interests of the municipality or local board, as the case may be, the public and persons participating in a procurement process will be protected;
- (h) how and when the procurement processes will be reviewed to evaluate their effectiveness; and
- (i) any other prescribed matter.

1.2 Compliance with legislation procurement activities shall be subject to all applicable Library policies and by-laws and all other relevant Municipal, Federal, and Provincial legislation.

Pursuant to the *Accessibility for Ontarians with Disabilities Act, 2005*, the Library Board maintains a focus on accessibility issues and the development of strategic actions to remove (where possible) and prevent barriers to access for people with disabilities. All competitive bids will incorporate measures to ensure that customer service is available to everyone, including persons with disabilities.

## **2.0 PURPOSE OF PURCHASING POLICY**

- 2.1 The purpose of this policy is to set out guidelines for the library to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service.
- 2.2 An open and honest process shall be maintained that is fair and impartial.
- 2.3 The purchasing policy will promote and maintain the integrity of the purchasing process and protect the Board, staff and vendors involved in the process, by providing clear direction and accountabilities.

## **3.0 GENERAL PROVISIONS**

- 3.1 No contract or purchase shall be divided to avoid any requirements of this policy.
- 3.2 The Library shall be responsible for the preparation of specifications. Such specifications are to be generic or “as equivalent”.
- 3.3 No appointed officer or employee of Stratford Public Library or of The Corporation of the City of Stratford (Corporation) will have any interest directly or indirectly, as a contracting party, partner, shareholder, surety or otherwise in any contract for goods or services or in any of the monies to be derived therefrom, unless by resolution of the Board prior to the award of a sealed bid.
- 3.4 If the Chief Executive Officer has a direct or indirect interest and is responsible for the quote or tender, the process shall be undertaken by a designate appointed by the Board.
- 3.6 The Library does not accept bids made by Library employees submitted in response to a bid solicitation where the provision of the goods or services will be provided entirely by the Library employees, otherwise known as In House Bids.
- 3.7 The Library may participate with other entities in co-operative purchase ventures when the best interests of the Library will be served.



- 3.8 No tender, proposal or quotation will be accepted from any bidder inclusive of its subcontractor, which has a claim or instituted a legal proceeding or has threatened a claim or legal proceeding against the Library or against whom the Library has a claim or instituted a legal proceeding with respect to any previous contract, without prior approval by the Board.
- 3.9 The Library will review its contracts and tender specifications for goods and services, to ensure that wherever possible and economical as determined by the Library, specifications are amended to provide for expanded use of products and services that contain post-consumer recyclable waste and/or recyclable content to the maximum level allowable, without significantly affecting the intended use or performance of the product or service. It is also recognized that a cost analysis may be required in order to ensure that the products are made available at competitive prices in order to increase the development and awareness of Environmentally Sound Products. Any recommendation to award the aforementioned will be in favour of a bidder meeting specification, terms and conditions of the tender and whose tender offers the lowest ultimate cost to the City for the goods or services being tendered with due consideration of the importance of quality, service and price.
- 3.10 The disclosure of information received relevant to the issue of a bid solicitation or the award of contracts emanating from bid solicitations shall be made by the appropriate offices in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, as amended.

#### **4.0 APPLICATION**

- 4.1 Stratford Public Library Board, its Chief Executive Officer and other employees of the Library are bound by this Policy.

#### **5.0 AUTHORITY**

- 5.1 The Library Board, in its authority per the *Public Libraries Act*, has delegated to the Chief Executive Officer of the Stratford Public Library the responsibility to oversee all Library purchasing.

#### **6.0 CHIEF EXECUTIVE OFFICER RESPONSIBILITIES**

- 6.1 The Chief Executive Officer is responsible for:
- a) The management, organization, and administration of a Library purchasing policy that is in general accord with the city-wide, municipal purchase function as administered by the Manager of Financial Services for the City of Stratford;

- b) Preparing, issuing, and receiving Requests for Proposal, Tenders, Quotations and Inquiries for goods and services, and for arranging the disposal of surplus goods;
- c) Where feasible and desirable, participating in the joint purchasing program as administered by the Manager of Financial Services for the City of Stratford.

## **7.0 EMPLOYEE RESPONSIBILITIES**

- 7.1 Each employee empowered to create, authorize, and issue Purchase Orders in the name of the Library is to understand that these steps constitute a commitment by the Library to honour the purchase of goods and services from vendors, for which the employee is to be held accountable.

## **8.0 CONSULTING FIRM RESPONSIBILITIES**

- 8.1 Should it be deemed advantageous to engage the services of a consultant in the bidding process, the Chief Executive Officer must ensure the consultant is aware of and follows the Library's purchasing policies and procedures.
- 8.2 Consultants are to provide a copy of any documentation being issued in the Library's name, to the Chief Executive Officer or her/his designate prior to issuance.

## **9.0 FINANCIAL ACCOUNTABILITY**

- 9.1 The Chief Executive Officer shall not authorize purchases unless said purchases have been approved in the annual budget or authorized by the Board. Where this policy prescribes dollar limits, the contract amount shall be the estimated total acquisition cost less any applicable taxes.

## **10.0 CONTRACT ADMINISTRATION**

- 10.1 It shall be the responsibility of the Chief Executive Officer to enforce the contract terms, conditions and specifications.
- 10.2 The Chief Executive Officer may remove the vendor's name from the list of bidders for a period of up to two years on the basis of documented poor performance, non-performance or conflict of interest. This could include but is not limited to failure to meet completion dates, follow instructions, non-compliance with the *Occupational Health and Safety Act* R.S.O. 1990 c.01 as amended, or failure to comply with the terms and conditions of the contract. A written notice of the decision will be provided to the vendor by the Chief Executive Officer. To be reinstated on the bidder's list, the vendor shall supply an updated company profile and 3 recent references which will be evaluated by the Chief Executive Officer.

## **11.0 REQUESTS FOR VENDOR INPUT**

- 11.1 Vendors or potential vendors should not be requested to expend time, money or effort on design or in developing specifications or otherwise help define a requirement beyond the normal level of service expected from vendors.
- 11.2 When such services are required:
- a) the contracted vendor will be considered as a consultant and unable to make an offer for the supply of goods and services;
  - b) shall be paid a fee; and,
  - c) the detailed specifications become the property of the Library for use in obtaining competitive bids

## **12.0 GRATUITIES**

- 12.1 Individuals and firms may offer gifts, discounts and benefits of a pecuniary nature to employees. As public servants, employees are not ever in a position to use their position to return a favour. The remuneration paid to Library employees is intended to fully remunerate them for service to the Stratford Public Library. Except as provided below, Library employees shall not solicit, accept, offer or agree to accept a commission, reward, gift, advantage or benefit of any kind, personally or through a family member or friend, or any person or business which is connected directly or indirectly with the performance or duties of office.
- 12.2 Library employees are not precluded from accepting moderate hospitality as an accepted courtesy of a business relationship, namely:
- a) food and beverages at banquets, receptions, ceremonies or similar events;
  - b) moderate hospitality as a common expression of courtesy in a business relationship and not beyond what would be allowed to be claimed as a business expense.
  - c) services provided without compensation by persons volunteering their time;
  - d) food, lodging, transportation and entertainment provided by other levels of governments or other governments or boards;
  - e) a reimbursement of reasonable expenses incurred in the performance of duties of office;
  - f) a reimbursement of reasonable expenses incurred in the performance of activities connected with other associations;
  - g) token gifts such as souvenirs, mementoes and commemorative gifts that are given in recognition of service on a committee, for speaking at an event or representing the City at an event; and
  - h) gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of office.

- 12.3 Employees shall return any gifts or benefits which exceed these limits, along with an explanation why the gifts or benefits cannot be accepted. In all cases, the employee shall notify their immediate supervisor or the supervisor's designate in advance of participating in such hospitality.
- 12.4 The Library recognizes that, from time to time, gifts will be donated for special municipal events, charitable events or municipal functions. The department head, or designate, shall be notified by email of the donated gift. Any employee receiving a gift, discount or benefit, directly or indirectly, from an individual or private business with a value of \$100.00 or more shall record such gift, discount or benefit on a log. Any employee with an amount entered on the log shall provide such log to their supervisor each January for the preceding calendar year. Any gifts, discounts, or benefits received over \$500.00 in value may be included as an employee taxable benefit in accordance with Canada Revenue Agency guidelines.

**13.0 LOCAL VENDOR/SUPPLIER PREFERENCE**

- 13.1 The Library does not have or use any "Local Vendor or Supplier Preference" in its dealings, in order to comply with the *Ontario Discriminatory Business Practices Act*, R.S.O., 1990, as amended.

**14.0 ADVERTISING**

- 14.1 Calls for bids shall be advertised on the Library's website and where effective in the opinion of the Chief Executive Officer, in local newspapers and applicable publications or where necessary to comply with all existing statutory regulations.

## **15.0 BID ADDENDUM**

- 15.1 In no instance shall anyone except the Chief Executive Officer or her/his designate, issue any verbal or written changes on a bid. All changes must be done through addendum issued with the approval of the Chief Executive Officer.

## **16.0 BID DEPOSITS**

- 16.1 Bid deposits of no less than 5% of the estimated value of the work shall be required to accompany bid submissions for the following:
- 1) All bids for construction projects in excess of \$100,000.
  - 2) Special contracts or scope of work as deemed appropriate by the Chief Executive Officer.
- 16.2 A bid deposit shall be provided in one of the following formats:
- a) Bid bonds or an agreement to bond issued by a bonding agency licensed to operate in the Province of Ontario naming the Library as the obliged.
  - b) Irrevocable letter of credit naming the Library as the beneficiary.
- 16.3 The Library does not pay interest on any bid deposits.
- 16.4 The Library reserves the right to turn the bid deposit of the successful bidder into a financial guarantee if specified in the bid documents.

## **17.0 BONDING REQUIREMENTS**

- 17.1 Performance, labour and material, and/or maintenance bonds are required for all construction projects exceeding \$100,000 for a minimum of 50% of the bid amount. The cost for bonding is to be included in the submission price.
- 17.2 All bonds must be in the form of a digital bond or scanned PDF with the original to follow upon request or as specified in the bid document.
- 17.3 Where performance, labour and material and/or maintenance bonding is required, an agreement to bond must be included with the bid submission in the form of a digital bond or scanned PDF, with the original to follow upon request or as specified in the bid document.
- 17.4 For some smaller construction projects under \$250,000, an irrevocable letter of credit

for 100% of the bid amount may be accepted in lieu of bonding if specified in the bid documents. Such irrevocable letter of credit must include terms and conditions acceptable to the Library as specified in the bid documents.

## **18.0 INSURANCE**

- 18.1 The standard insurance minimums are as follows:
- \$2 million – commercial general liability policy
  - \$2 million – owned and non-owned automotive liability policy
  - \$2 million – homeowners (e.g. for rental of facilities)
  - \$2 million – professional errors and omissions liability (as applicable)
  - \$2 million – environmental impairment liability (as applicable)
  - The amount of the project cost - Builders Risk (as applicable)

Other Insurance Coverage – the Library reserves the right to request such higher limits of insurance or other types of policies appropriate to the Agreement as the Library may reasonably request from time to time.

## **19.0 BID ANALYSIS**

- 19.1 Bid submissions shall be analyzed by the Chief Executive Officer and her/his designates and a recommendation made. The dollar amount will determine which level of approval is required. Prior to the undertaking of the work the Chief Executive Officer is to ensure all the required documentation is in place.

## **20.0 BID IRREGULARITIES**

- 20.1 Bid irregularities are defined in Schedule A.

## **21.0 BIDS WITH EQUAL TOTAL PRICES**

- 21.1 If two low bids are found to be equal in price, quality and service, the successful bidder shall be determined by coin toss. The coin toss shall be performed by the Chief Executive Officer in the presences of a representative of the Library and the tied bidders.

## **22.0 PROCESS FOR REDUCING COST OF OVERBUDGET BID SUBMISSIONS**

- 22.1 If the lowest tender is within 10% of the budget amount the Library has the right to reject all bids or negotiate with the low bidder.
- 22.2 If the lowest bid is more than 10% higher than the budget amount the Library has the right to reject all bids, negotiate with the lowest bidder or request potential cost savings

from the three lowest bidders and any other bidders whose prices are within 10% of the lowest received. All requests and submissions shall be made in writing. Listed sub trades may not be substituted in this process.

- 22.3 Once potential cost savings have been identified the Library has the right to request a final revised base bid submission of the bidders.
- 22.4 Requests for potential cost savings shall be limited to deletions from the scope of work and associated changes or changes of materials and finishes. The Library shall not request pricing of significant design modifications without the approval of the bidder(s).

### **23.0 BID WITHDRAWAL**

- 23.1 Requests for withdrawal of a quotation or tender shall be allowed if the request is made before the closing time. The withdrawal of a tender does not disqualify a bidder from submitting another tender on the same contract.
- 23.2 Should a bidder wish to withdraw their bid subsequent to the closing time or fails to proceed with the contract, the Library shall first obtain legal advice. At minimum the bidder may forfeit their bid deposit and be prohibited from bidding on future opportunities for a period of one year.
- 23.3 The Library reserves the right to withdraw any posted bid documents prior to closing. Such withdrawal will be posted as an Addendum. The Library also reserves the right to accept or reject any bids.

### **24.0 DISPUTE RESOLUTION**

- 24.1 Disputes shall be resolved as follows:
  - a) Meeting including the bidder, the employee making the purchase and the Chief Executive Officer.
  - b) If (a) does not lead to a resolution the decision may be appealed to the Board

### **25.0 DISPOSAL OF SURPLUS GOODS**

- 25.1 The Chief Executive Officer shall, from time to time, dispose of any surplus goods not required by the Library by way of:
  - a) sealed bid,
  - b) sale by auction or consignment,
  - c) direct negotiation with buyers
  - d) donation to a charitable organization

- 25.2 No employee, member of the Board or the public shall be allowed to purchase any surplus goods directly from the Library with the exception of discarded library books.
- 25.3 Surplus goods and/or products, at the discretion of the Chief Executive Officer, may become the property of the Contractor, to be disposed of at their discretion.
- 25.4 In the event that the item does not sell by any of the means provided, the Library may use an alternate method of disposal, ie. scrap

## **26.0 SOURCE SELECTION CRITERIA**

- 26.1 The Library uses the following criteria for the selection of the method for the acquisition of goods/services:
- a) total dollar value as estimated for the product/project.
  - b) availability of vendors capable of supplying product.
  - c) pre-determined qualification of vendors/suppliers.
  - d) nature of need of product, such as an emergency situation which requires immediate attention.

## **27.0 SOURCE SELECTION METHODS AND APPROVAL AUTHORITY**

- 27.1 Stratford Public Library uses the following methods of purchasing Goods and Services:
- 1) Standard Purchases (Up to \$25,000)
  - 2) Sealed Quotations (\$25,000 to \$100,000)
  - 3) Sealed Tenders (Greater than \$100,000)
  - 4) Request for Proposal
  - 5) Request for Information
  - 6) Request for Pre-qualification
  - 7) Sole Source Purchases
  - 8) Purchase at Public Auction
  - 9) Emergency Purchases

Dollar Amount	Authorization Required	Board Process
Up to \$25,000	Any employee authorized by CEO	No requirement to notify Board
\$25,000 to \$100,000	CEO	Notification of quotation call
Greater than \$100,000	Board	Notification of tender call; awarded through Board resolution



## **28.0 STANDARD PURCHASES (Up to \$25,000)**

- 28.1 A Standard Purchase is one in an amount less than \$25,000 and is accomplished by using a Purchase Order. For purchases greater than \$5,000 but less than \$25,000, authorized employees are first to obtain at least three (3) written quotations whenever possible. Quotation documents and specifications can be issued and received by e-mail or fax transmission.

## **29.0 SEALED QUOTATIONS (\$25,000 to \$100,000)**

- 29.1 Competitive sealed quotation bidding will be the source selection used when the following conditions prevail:
- a) The item to be purchased is budgeted to cost between \$25,000 and \$100,000.
  - b) Clear and adequate specifications for the item or service are available or can be developed.
  - c) Adequate competition is available. Two or more responsible bidders are able to satisfy the buyer's requirements and criteria set forth in the Invitation to Bid, and independently contend for the contract.
  - d) Sufficient time is available for the preparation of bid invitations, advertising and preparation of bids submissions by vendors.
- 29.2 Quotations to be awarded are not subject to Board approval as provided for in this policy; however, prior notification to the Board is required when seeking sealed quotes.

## **30.0 SEALED TENDERS (Greater than \$100,000)**

- 30.1 Competitive sealed tender bidding will be the source selection used when the conditions in Sealed Quotations prevail, with the exception the cost of the item to be purchased is budgeted to exceed \$100,000.
- 30.2 Prior notification to the Board is required when calling tenders. Board approval shall be in the form of a resolution.

## **31.0 REQUEST FOR PROPOSAL (RFP)**

- 31.1 A Request for Proposal is used when the goods/services are of a highly specialized or flexible nature. This allows the Library to generalize the description of the project and this in turn has the vendors provide their bids on the latest and best products in their line.
- 31.2 Prior notification to the Board is required. The evaluation criteria and process shall be approved by the Chief Executive Officer prior to the issuance of the Request for

Proposal. Requests for Proposal budgeted to exceed \$100,000 are to be awarded by Board resolution.

### **32.0 CONSULTANTS**

32.1 The Library building is owned by the City and, accordingly, engagement of architects and consultants is normally performed by the City under the City's policies. Nonetheless, should a situation arise where the Library wishes to engage an architect and/or other consultant related to the building, this section shall apply.

32.2 The Library shall issue a Request for Proposal for architectural services for Library building projects in excess of \$300,000.

32.3 From time to time, consultants are required to provide specialized expertise. Consultants would not involve the Library's ongoing legal counsel, audit services and planning advice (special projects excluded). For projects where the consultant's fees are expected to be in excess of \$60,000 for an individual project, the purchasing policy shall apply.

### **33.0 REQUEST FOR INFORMATION**

33.1 A request for information is used as a general market research tool to determine what goods and service(s) are available which will meet business or operational requirements and acquisition strategies and/or may occasionally request project estimate costs for the purpose of developing a solicitation.

### **34.0 REQUEST FOR PRE-QUALIFICATION**

34.1 A request for pre-qualification may be conducted for any goods, service(s) or construction to select the number of qualified bidders that may bid on the subsequent procurement process. This selection does not create any contractual obligation.

### **35.0 SOLE SOURCE PURCHASES (non-competitive)**

35.1 A sole source supplier shall be the only acceptable vendor who is able to furnish a certain product or service. In all cases, sole source purchases will not be permitted solely because there is a preference for a particular brand. The Chief Executive Officer will be responsible for making all sole source determinations. In doing so, she/he must consider:

- a) Is there a lack of reasonable competition for a product or service that is vital to the operation of the Library?
- b) Does the supplier possess exclusive capabilities?
- c) Is the product or service unique and easily established as one of a kind?

- d) Can program requirements be modified so that competitive products or services may be used?
- e) Are there patented or proprietary rights that fully demonstrate:
  - 1. A feature providing a superior utility not obtainable from similar products?
  - 2. A product is available from only one prime source, and not merchandized through wholesalers, jobbers or retailers where competition could be encouraged.
  - 3. What consequences there would be to the Library do if the product or service were discontinued.
  - 4. In the case of any sole source purchase, the Library shall retain a statement signed by the Chief Executive Officer, which verifies that the item or service purchased can be obtained from only one supplier and therefore meets the Sole Source criteria.

### **36.0 EQUIPMENT REPAIRS**

- 36.1 In the case of equipment repairs for amounts not exceeding \$25,000, the Chief Executive Officer shall be authorized to select from various vendors not solely on the basis of cost, but also on ability, quality or workmanship, service availability, overall performance and experience without first obtaining quotations.

### **37.0 PURCHASE AT PUBLIC AUCTION**

- 37.1 In instances where the Library wishes to purchase through public auction, the Chief Executive Officer shall be advised of the conditions involved in the proposed transaction, prior to the event.

### **38.0 EMERGENCY PURCHASES**

- 38.1 Emergencies shall exist when there is a threat to health, welfare, or safety of people/or property, or when the operation of the Library is in jeopardy. The Chief Executive Officer shall delegate the purchasing function as appropriate. Control, however, will not be delegated, and the purchasing employee will be required to forward a complete record of the emergency purchase to the Chief Executive Officer.

### **39.0 LONG-TERM TENDERS/QUOTATIONS**

- 39.1 Long-term tenders and quotations may be entered into for everyday goods and services when the following conditions apply:
  - a) To obtain satisfactory pricing.
  - b) To provide uniformity within the Library or with the City of Stratford.
  - c) To maintain inventories as required.

- d) To reduce the amount of paperwork by eliminating day to day issuing of Purchase Orders and invoicing.
- e) To allow accurate figures for annual budgets for operating supplies.

#### **40.0 ACQUISITION OF GOODS AND SERVICES FROM GOVERNMENT BODIES**

- 40.1 The Chief Executive Officer may acquire any goods and services from a Federal, Provincial, or Municipal body, ministry, agency, board, corporation or authority when similar goods or services are not available from other sources or in the case of Provincial or Federal standing agreements. The Chief Executive Officer may take advantage of these opportunities if they are deemed to be in the best interest of the Library.

#### **41.0 TECHNOLOGY SOLUTIONS**

- 41.1 All technology solutions that will be connected to a City of Stratford system or network including but not limited to computer equipment and peripherals, software solutions, telephone and cellular equipment, PDA's and portable computing devices, MUST BE ordered through the Corporate Services Department of the City of Stratford. This Department will call quotations/tenders/ requests for proposals for items over \$5,000 in accordance with this Policy. Exceptions to this clause includes technology or automated solutions that do not require computer process, network or communication configuration.

#### **42.0 LOBBYING PROHIBITED**

- 42.1 The Library will be entitled to reject a bid submission if any representative or a Bidder, including any other parties that may be involved in a joint venture, consortium, subcontractor or Supplier relationship, makes any representation or solicitation to any elected official, employee or agent of the Library during the blackout period.

#### **43.0 RETENTION OF DOCUMENTATION**

- 43.1 All background information, information submitted by vendors, purchase orders and other relevant information involved in obtaining prices for goods and services shall be retained for the current year and (7) years in records retention.

#### **44.0 PURCHASING PROCESS REVIEW**

- 44.1 The Chief Executive Officer will review Library purchasing related files on an on-going basis to review the effectiveness and integrity of the processes and policy adherence. Every three (5) years this policy will be reviewed with a report being made the Library Board.

**45.0 PURCHASING PROCEDURES**

- 45.1 Purchasing procedures as determined by the Chief Executive Officer are to be used as a guideline and for information on purchasing goods and services in compliance with this policy.

**46.0 EXEMPTION BY LIBRARY BOARD**

- 46.1 The Chief Executive Officer may request exemption from any or all the purchasing methods outlined in this policy by submission of a report requesting the same to the Stratford Public Library Board. Such example may be granted by resolution.

## Schedule "A"

**Bid Irregularities**

A bid irregularity is a deviation between the requirements (terms, conditions, specifications, special instructions) of a bid request and the information provided in a bid response. For the purposes of this policy, bid irregularities are further classified as "major irregularities" or "minor irregularities"

A "**major irregularity**" is a deviation from the bid request that affects the price, quality, quantity or delivery, and is material to the award. If the deviation is permitted, the bidder could gain an unfair advantage over competitors. A bid with major deviations must be rejected.

A "**minor deviation**" is a deviation from the bid request, which affects form, rather than substance. The effect on the price, quality, quantity or delivery is not material to the award. If the deviation is permitted or corrected, the bidder would not gain an unfair advantage over competitors. The bidder will be permitted to correct a minor irregularity.

**Mathematical Errors – Corrections by Staff**

Errors in mathematical extensions and/or taxes and unit prices will be corrected by the Library and the bidder will be notified of the correction.

**Vendor Withdrawal**

In the event that the vendor withdraws their bid due to the identification of a major irregularity, the vendor will forfeit their bid deposit and the Library has the right to disqualify such vendor from participating in future bid opportunities for a period of up to one year.

**BID IRREGULARITIES**

ITEM	DESCRIPTION	MAJOR	MINOR	ACTION
1.	late bids	X		automatic rejection
2.	bids completed in pencil	X		automatic rejection
3.	bid surety not submitted with the bid when the bid request indicated that such surety is required	X		automatic rejection
4.	EXECUTION OF AGREEMENT TO BOND: a. Bond company corporate seal or equivalent proof of authority to bind company or signature missing	X		automatic rejection
	b. surety company not licensed to do business in Ontario	X		automatic rejection
5.	EXECUTION OF BID BONDS: a. corporate seal or equivalent proof of	X		automatic rejection

	authority to bind company or signature of the BIDDER or both missing b. corporate seal or equivalent proof of authority to bind company or signature of BONDING COMPANY missing	X		automatic rejection
6.	unsealed tender envelopes	X		automatic rejection
7.	pricing, specifications page or signature pages missing	X		automatic rejection
8.	insufficient financial security (i.e.: no deposit or bid bond or insufficient deposit)	X		where security is required and amount of security is specified in request, automatic rejection
9.	bid received on documents other than those provided in request	X		not acceptable unless specified otherwise in the request
10.	bid document does not acknowledge addenda issued	X		automatic rejection
11.	EXECUTION OF BID DOCUMENT proof of authority to bind is missing	X		automatic rejection
12.	part bids (all items not bid)	X or	X	acceptable unless complete bid has been specified in the request
13.	bids containing minor clerical errors		X	2 working days to correct initial errors
14.	un-initialled changes to the request documents which are minor		X	2 working days to correct initial errors
15.	alternate items bid in whole or in part		X	available for further consideration unless specified otherwise in request
16.	unit prices in the schedule of prices have been changed but not initialled		X	2 working days to correct initial errors
17.	other mathematical errors which are not consistent with the unit prices		X	2 working days to correct initial corrections
18.	pages requiring completion of information by vendor are missing	X		automatic rejection
19.	bid documents which suggest that the bidder has made a major mistake in calculations or bid	X	X	consultation with a Solicitor on a case-by-case basis
20.	Bid qualified or restricted by a statement or alteration added to any part of the documents	X		Automatic rejection

21.	Bidder did not attend a mandatory site meeting.	X		automatic rejection
22.	RFP bids do not meet any defined mandatory requirements stated in the document.	X		automatic rejection





## Stratford Public Library Purchasing Policy

**Legal References:** Municipal Act, 2001 Part IV, s.270;  
Accessibility for Ontarians with Disabilities, 2005;  
Occupational Health and Safety Act, R.S.O. 1990 c.01;  
Municipal Freedom of Information and Protection of Privacy Act;  
Ontario Discriminatory Business Practices Act, R.S.O., 1990

### Policy References:

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## **2.0 PURPOSE OF PURCHASING POLICY**

### **The purpose of this policy is:**

- 2.1** to set out guidelines for the library to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service.
- 2.2** to maintain an open and honest process shall be maintained that is fair and impartial, non-discriminatory, fosters equal treatment, and is transparent and accountable
- 2.3** to promote and maintain the integrity of the purchasing process and protect the Board, staff and vendors involved in the process, by providing clear direction and accountabilities.

## **1.0 LEGISLATIVE AUTHORITY**

- 1.1** The Municipal Act, 2001 Part VI, Section 270, as amended states that a municipality and a local board shall adopt policies with respect to its procurement of goods and services, including policies with respect to:
  - (a) the types of procurement processes that shall be used;
  - (b) the goals to be achieved by using each type of procurement process;
  - (c) the circumstances under which each type of procurement process shall be used;

- (d) the circumstances under which a tendering process is not required;
- (e) the circumstances under which in-house bids will be encouraged as part of a tendering process;
- (f) how the integrity of each procurement process will be maintained;
- (g) how the interests of the municipality or local board, as the case may be, the public and persons participating in a procurement process will be protected;
- (h) how and when the procurement processes will be reviewed to evaluate their effectiveness; and
- (i) any other prescribed matter.

- 1.2 Compliance with legislation procurement activities shall be subject to all applicable Library policies and by-laws and all other relevant Municipal, Federal, and Provincial legislation.

Pursuant to the *Accessibility for Ontarians with Disabilities Act, 2005*, the Library Board maintains a focus on accessibility issues and the development of strategic actions to remove (where possible) and prevent barriers to access for people with disabilities. All competitive bids will incorporate measures to ensure that customer service is available to everyone, including persons with disabilities.

The Stratford Public Library must be prepared to manage and respond to extraordinary circumstances from time to time that require immediate decision making to prevent or alleviate serious delay, protecting lives, infrastructure and property, protect the environment, promote economic stability and help ensure the continuance of critical assets and government to respond to any emergency whether natural, technological and human-caused with or without warning as required under the provincial legislation Emergency Management and Civil Protection Act.

## **2.0 PURPOSE OF PURCHASING POLICY**

~~2.1 The purpose of this policy is to set out guidelines for the library to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service.~~

~~2.2 An open and honest process shall be maintained that is fair and impartial.~~

~~2.3 The purchasing policy will promote and maintain the integrity of the purchasing process and protect the Board, staff and vendors involved in the process, by providing clear direction and accountabilities.~~

## **3.0 GENERAL PROVISIONS**

~~3.1~~ ~~3.1~~ — No contract or purchase ~~shall will~~ be divided to avoid any requirements of this policy.

~~3.1.3.2~~ All dollar amounts referenced are in Canadian dollars and prices stated are before applicable taxes

~~3.2.3.3~~ ~~3.2~~ — The Library ~~shall will~~ be responsible for the preparation of specifications. Such specifications are to be generic or “as equivalent”.

~~3.3.3.4~~ ~~3.3~~ — No appointed officer or employee of Stratford Public Library or of The Corporation of the City of Stratford (Corporation) will have any interest directly or indirectly, as a contracting party, partner, shareholder, surety or otherwise in any contract for goods or services or in any of the monies to be derived therefrom, unless by resolution of the Board prior to the award of a sealed bid.

3.4 If the ~~Chief Executive Officer~~ CEO has a direct or indirect interest and is responsible for the quote or tender, the process shall be undertaken by a designate appointed by the Board.

3.6 The Library does not accept bids made by Library employees submitted in response to a bid solicitation where the provision of the goods or services will be provided entirely by the Library employees, otherwise known as In House Bids.

3.7 The Library may participate with other entities in co-operative purchase ventures when the best interests of the Library will be served.

3.8 No tender, proposal or quotation will be accepted from any bidder inclusive of its subcontractor, which has a claim or instituted a legal proceeding or has threatened a claim or legal proceeding against the Library or against whom the Library has a claim or instituted a legal proceeding with respect to any previous contract, without prior approval by the Board.

All bidders must respect, comply, and carry out all requirements as regulated by the Occupational Health and Safety Act and the Workplace Safety and Insurance Act.

3.9 -The Library will review its contracts and tender specifications for goods and services, to ensure that wherever possible and economical as determined by the Library, specifications are amended to provide for expanded use of products and services that contain post-consumer recyclable waste and/or recyclable content to the maximum level allowable, without significantly affecting the intended use or performance of the product or service. It is also recognized that a cost analysis may be required in order to ensure that the products are made available at competitive prices in order to increase the development and awareness of Environmentally Sound Products. Any recommendation to award the aforementioned will be in favour of a bidder meeting

specification, terms and conditions of the tender and whose tender offers the lowest ultimate cost to the ~~City Library~~ for the goods or services being tendered with due consideration of the importance of quality, service and price.

- 3.10 The disclosure of information received relevant to the issue of a bid solicitation or the award of contracts emanating from bid solicitations shall be made by the appropriate offices in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, as amended.

#### **4.0 APPLICATION**

- 4.1 Stratford Public Library Board, its Chief Executive Officer (~~CEO~~) and other employees of the Library are bound by this Policy.

#### **5.0 AUTHORITY**

- 5.1 The Library Board, in its authority per the *Public Libraries Act*, has delegated to the ~~Chief Executive Officer~~ ~~CEO~~ of the Stratford Public Library the responsibility to oversee all Library purchasing.

#### **6.0 CHIEF EXECUTIVE OFFICER RESPONSIBILITIES**

- 6.1 The ~~Chief Executive Officer~~ ~~CEO~~ is responsible for:
- a) The management, organization, and administration of a Library purchasing policy that is in general accord with the city-wide, municipal purchase function as administered by the Manager of Financial Services for the City of Stratford;
  - b) Preparing, issuing, and receiving Requests for Proposal, Tenders, Quotations and Inquiries for goods and services, and for arranging the disposal of surplus goods;
  - ~~c) Where feasible and desirable, participating in the joint purchasing program as administered by the Manager of Financial Services for the City of Stratford.~~

#### **7.0 EMPLOYEE RESPONSIBILITIES**

- 7.1 Each employee empowered to create, authorize, and issue Purchase Orders in the name of the Library is to understand that these steps constitute a commitment by the Library to honour the purchase of goods and services from vendors, for which the employee is to be held accountable.

#### **8.0 CONSULTING FIRM RESPONSIBILITIES**

8.1 Should it be deemed advantageous to engage the services of a consultant in the bidding process, the ~~Chief Executive Officer~~CEO must ensure the consultant is aware of and follows the Library's purchasing policies and procedures.

8.2 Consultants are to provide a copy of any documentation being issued in the Library's name, to the ~~Chief Executive Officer~~CEO or her/his designate prior to issuance.

#### 9.0 **FINANCIAL ACCOUNTABILITY**

9.1 The ~~Chief Executive Officer~~CEO ~~shall~~will not authorize purchases unless ~~said the~~ purchases have been approved in the annual budget or authorized by the Board. Where this policy prescribes dollar limits, the contract amount shall be the estimated total acquisition cost less any applicable taxes.

#### 10.0 **CONTRACT ADMINISTRATION**

10.1 It shall be the responsibility of the ~~Chief Executive Officer~~CEO to enforce the contract terms, conditions and specifications.

10.2 The ~~Chief Executive Officer~~CEO may remove the vendor's name from the list of bidders for a period of up to two years on the basis of documented poor performance, non-performance or conflict of interest. This could include but is not limited to failure to meet completion dates, follow instructions, non-compliance with the *Occupational Health and Safety Act R.S.O. 1990 c.01 as amended*, or failure to comply with the terms and conditions of the contract. A written notice of the decision will be provided to the vendor by the ~~Chief Executive Officer~~CEO. To be reinstated on the bidder's list, the vendor shall supply an updated company profile and 3 recent references which will be evaluated by the ~~Chief Executive Officer~~CEO.

#### 11.0 **REQUESTS FOR VENDOR INPUT**

11.1 Vendors or potential vendors should not be requested to expend time, money or effort on design or in developing specifications or otherwise help define a requirement beyond the normal level of service expected from vendors.

11.2 When such services are required:

- a) the contracted vendor will be considered as a consultant and unable to make an offer for the supply of goods and services;
- b) shall be paid a fee; and,
- c) the detailed specifications become the property of the Library for use in obtaining competitive bids

#### 12.0 **GRATUITIES**

- 12.1 Individuals and firms may offer gifts, discounts and benefits of a pecuniary nature to employees. As public servants, employees are not ever in a position to use their position to return a favour. The remuneration paid to Library employees is intended to fully remunerate them for service to the Stratford Public Library. Except as provided below, Library employees shall not solicit, accept, offer or agree to accept a commission, reward, gift, advantage or benefit of any kind, personally or through a family member or friend, or any person or business which is connected directly or indirectly with the performance or duties of office.
- 12.2 Library employees are not precluded from accepting moderate hospitality as an accepted courtesy of a business relationship, namely:
- a) food and beverages at banquets, receptions, ceremonies or similar events;
  - b) moderate hospitality as a common expression of courtesy in a business relationship and not beyond what would be allowed to be claimed as a business expense.
  - c) services provided without compensation by persons volunteering their time;
  - d) food, lodging, transportation and entertainment provided by other levels of governments or other governments or boards;
  - e) a reimbursement of reasonable expenses incurred in the performance of duties of office;
  - f) a reimbursement of reasonable expenses incurred in the performance of activities connected with other associations;
  - g) token gifts such as souvenirs, mementoes and commemorative gifts that are given in recognition of service on a committee, for speaking at an event or representing the City at an event; and
  - h) gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of office.
- 12.3 Employees shall return any gifts or benefits which exceed these limits, along with an explanation why the gifts or benefits cannot be accepted. In all cases, the employee shall notify their immediate supervisor or the supervisor's designate in advance of participating in such hospitality.
- 12.4 The Library recognizes that, from time to time, gifts will be donated for special municipal events, charitable events or municipal functions. The ~~department head~~CEO, or designate, ~~shall will~~ be notified by email of the donated gift. Any employee receiving a gift, discount or benefit, directly or indirectly, from an individual or private business with a value of \$100.00 or more ~~shall will~~ record such gift, discount or benefit on a log. Any employee with an amount entered on the log ~~shall will~~ provide ~~such log it~~ to their supervisor each January for the preceding calendar year. Any gifts, discounts, or benefits received over \$500.00 in value may be included as an employee taxable benefit in accordance with Canada Revenue Agency guidelines.

### 13.0 LOCAL VENDOR/SUPPLIER PREFERENCE

- 13.1 The Library does not have or use any "Local Vendor or Supplier Preference" in its dealings, in order to comply with the *Ontario Discriminatory Business Practices Act*, ~~R.S.O., 1990, as amended.~~

### 14.0 ADVERTISING

- 14.1 Calls for bids ~~shall~~ will be advertised on the Library's website and where effective in the opinion of the ~~Chief Executive Officer~~ CEO, in local newspapers and applicable publications or where necessary to comply with all existing statutory regulations.

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## 15.0 BID ADDENDUM

- 15.1 In no instance ~~shall~~will anyone except the ~~Chief Executive Officer~~CEO or ~~her/his~~their designate, issue any verbal or written changes on a bid. All changes must be done through addendum issued with the approval of the ~~Chief Executive Officer~~CEO.  
Addendums will be added to the Library website.

## 16.0 BID DEPOSITS

- 16.1 Bid deposits of no less than 5% of the estimated value of the work ~~shall~~will be required to accompany bid submissions for the following:
- 1) All bids for construction projects in excess of \$100,000.
  - 2) Special contracts or scope of work as deemed appropriate by the ~~Chief Executive Officer~~CEO.
- 16.2 A bid deposit ~~shall~~will be provided in one of the following formats:
- a) Bid bonds or an agreement to bond issued by a bonding agency licensed to operate in the Province of Ontario naming the Library as the obliged.
  - b) Irrevocable letter of credit naming the Library as the beneficiary.
  - b)c) Certified cheque, bank draft or money order made payable to the Stratford Public Library
- 16.3 The Library does not pay interest on any bid deposits.
- 16.4 The Library reserves the right to turn the bid deposit of the successful bidder into a financial guarantee if specified in the bid documents.

## 17.0 BONDING REQUIREMENTS

- 17.1 Performance, labour and material, and/or maintenance bonds are required for all construction projects exceeding \$100,000 for a minimum of 50% of the bid amount. The cost for bonding is to be included in the submission price.
- 17.2 All bonds must be in the form of a digital bond or scanned PDF with the original to follow upon request or as specified in the bid document.
- 17.3 Where performance, labour and material and/or maintenance bonding is required, an agreement to bond must be included with the bid submission in the form of a digital bond or scanned PDF, with the original to follow upon request or as specified in the bid document.



- 17.4 For some smaller construction projects under \$250,000, an irrevocable letter of credit for 100% of the bid amount may be accepted in lieu of bonding if specified in the bid documents. Such irrevocable letter of credit must include terms and conditions acceptable to the Library as specified in the bid documents.

## **18.0 INSURANCE**

- 18.1 The standard insurance minimums are as follows:
- \$2 million – commercial general liability policy
  - \$2 million – owned and non-owned automotive liability policy
  - \$2 million – homeowners (e.g. for rental of facilities)
  - \$2 million – professional errors and omissions liability (as applicable)
  - \$2 million – environmental impairment liability (as applicable)
  - The amount of the project cost - Builders Risk (as applicable)

Other Insurance Coverage – the Library reserves the right to request such higher limits of insurance or other types of policies appropriate to the Agreement as the Library may reasonably request from time to time.

## **19.0 BID ANALYSIS**

- 19.1 Bid submissions ~~shall will~~ be analyzed by the ~~Chief Executive Officer~~CEO and her/his designates and a recommendation made. The dollar amount will determine which level of approval is required. Prior to the undertaking of the work the ~~Chief Executive Officer~~CEO is to ensure all the required documentation is in place.

The CEO is not bound to accept the lowest price and may make an award to another Bidder if, in the Library's sole opinion and discretion, having regard for trade treaty obligations, delivery time, service and quality of goods, or outstanding claims that it would be in the best interests of the Library to do so.

A Supplier whose Bid is late if the delay is due solely to an administrative error on the part of the Library, the Supplier will be given the opportunity to correct unintentional form errors after the deadline for the bid, and the same opportunity will be provided to all participating Suppliers.

## **20.0 BID IRREGULARITIES**

- 20.1 Bid irregularities are defined in Schedule A.

## **21.0 BIDS WITH EQUAL TOTAL PRICES**

- 21.1 ~~If two low bids are found to be equal in price, quality and service, the successful bidder shall be determined by coin toss. The coin toss shall be performed by the Chief~~

~~Executive Officer in the presences of a representative of the Library and the tied bidders.~~

The Library in acting in an open, fair and transparent manner will, based on the consideration set out in this policy, make a determination to award, when two or more Bidders have the exact same total bid price and meet the requirements set out in the bid document to include but not limited to the lowest bid price. The detrmining factors for the award will be based on the consideratiosn set out in this section.

The Bids having two equal prices will be reviewed in accordance with the following factors and consideration given to the Bid having the best anticipated favourable outcome to the Library:

- Goods: The Bidder having the preferred delivery date; and
- Services: The Bidder being in the best position to offer better after sales services, if necessary.

If after evaluation of the factors set out above the two Bidders remain tied, then the Library will notify the Bidders that the successful Bidder will be determined by a coin toss in the presences of a representative of the Library and the tied bidders.

## **22.0 ~~PROCESS FOR REDUCING COST OF OVERBUDGET~~ BID SUBMISSIONS**Negotiations

- 22.1 If the lowest tender is within 10% of the budget amount the Library has the right to reject all bids or negotiate with the low bidder.
- 22.2 If the lowest bid is more than 10% higher than the budget amount the Library has the right to reject all bids, negotiate with the lowest bidder or request potential cost savings from the three lowest bidders and any other bidders whose prices are within 10% of the lowest received. All requests and submissions ~~shall will~~ be made in writing. Listed sub trades may not be substituted in this process.
- 22.3 Once potential cost savings have been identified the Library has the right to request a final revised base bid submission of the bidders.
- 22.4 Requests for potential cost savings ~~shall will~~ be limited to deletions from the scope of work and associated changes or changes of materials and finishes. The Library ~~shall will~~ not request pricing of significant design modifications without the approval of the bidder(s).

## **23.0 BID WTHDRAWAL**

- 23.1 Requests for withdrawal of a quotation or tender ~~shall~~will be allowed if the request is made before the closing time. The withdrawal of a tender does not disqualify a bidder from submitting another tender on the same contract.
- 23.2 Should a bidder wish to withdraw their bid subsequent to the closing time or fails to proceed with the contract, the Library ~~shall~~will first obtain legal advice. At minimum the bidder may forfeit their bid deposit and be prohibited from bidding on future opportunities for a period of ~~one~~two years.
- 23.3 The Library reserves the right to withdraw any posted bid documents prior to closing. Such withdrawal will be posted as an Addendum.

~~After closing, the~~ Library ~~also~~ reserves the right to accept or reject any bids.

#### 24.0 DISPUTE RESOLUTION

- 24.1 Disputes ~~shall~~will be resolved as follows:
- Meeting including the bidder, the employee making the purchase and the ~~Chief Executive Officer~~CEO.
  - If (a) does not lead to a resolution the decision may be appealed to the Board within 30 days.

#### 25.0 DISPOSAL OF SURPLUS GOODS

- 25.1 The ~~Chief Executive Officer~~CEO ~~shall~~will, from time to time, dispose of any surplus goods not required by the Library by way of:
- sealed bid,
  - sale by auction or consignment,
  - direct negotiation with buyers
  - donation to a charitable organization
- 25.2 No employee, member of the Board or the public ~~shall~~will be allowed to purchase any surplus goods directly from the Library with the exception of discarded library ~~books~~collection materials.
- 25.3 Surplus goods and/or products, at the discretion of the ~~Chief Executive Officer~~CEO, may become the property of the Contractor, to be disposed of at their discretion.
- 25.4 In the event that the item does not sell by any of the means provided, the Library may use an alternate method of disposal, ie. scrap material.

#### 26.0 SOURCE SELECTION CRITERIA

26.1 The Library uses the following criteria for the selection of the method for the acquisition of goods/services:

- a) total dollar value as estimated for the product/project.
- b) availability of vendors capable of supplying product.
- c) pre-determined qualification of vendors/suppliers.
- d) nature of need of product, such as an emergency situation which requires immediate attention.

## 27.0 SOURCE SELECTION METHODS AND APPROVAL AUTHORITY

27.1 Stratford Public Library uses the following methods of purchasing Goods and Services:

- 1) Standard Purchases (Up to \$25,000)
- 2) Sealed Quotations (\$25,000 to \$100,000)
- 3) Sealed Tenders (Greater than \$100,000)
- 4) Request for Proposal
- 5) Request for Information
- 6) Request for Pre-qualification
- 7) Sole Source Purchases
- 8) Purchase at Public Auction
- 9) Emergency Purchases

Dollar Amount	Authorization Required	Board Process
Up to \$25,000	Any employee authorized by CEO	No requirement to notify Board
\$25,000 to \$100,000	CEO	Notification of quotation call
Greater than \$100,000	Board	Notification of tender call; awarded through Board resolution

**28.0 STANDARD PURCHASES (Up to \$25,000)**

- 28.1 A Standard Purchase is one in an amount less than \$25,000 and is accomplished by using a Purchase Order. For purchases greater than \$5,000 but less than \$25,000, authorized employees are first to obtain at least three (3) written quotations whenever possible. Quotation documents and specifications can be issued and received by e-mail ~~or fax transmission.~~

**29.0 SEALED QUOTATIONS (\$25,000 to \$100,000)**

- 29.1 Competitive sealed quotation bidding will be the source selection used when the following conditions prevail:
- a) The item to be purchased is budgeted to cost between \$25,000 and \$100,000.
  - b) Clear and adequate specifications for the item or service are available or can be developed.
  - c) Adequate competition is available. Two or more responsible bidders are able to satisfy the buyer's requirements and criteria set forth in the Invitation to Bid, and independently contend for the contract.
  - d) Sufficient time is available for the preparation of bid invitations, advertising and preparation of bids submissions by vendors.
- 29.2 Quotations to be awarded are not subject to Board approval as provided for in this policy; however, prior notification to the Board is required when seeking sealed quotes.

**30.0 SEALED TENDERS (Greater than \$100,000)**

- 30.1 Competitive sealed tender bidding will be the source selection used when the conditions in Sealed Quotations prevail, with the exception the cost of the item to be purchased is budgeted to exceed \$100,000.
- 30.2 Prior notification to the Board is required when calling tenders. Board approval ~~shall will~~ be in the form of a resolution.

**31.0 REQUEST FOR PROPOSAL (RFP)**

- 31.1 A Request for Proposal is used when the goods/services are of a highly specialized or flexible nature. This allows the Library to generalize the description of the project and this in turn has the vendors provide their bids on the latest and best products in their line.
- 31.2 Prior notification to the Board is required. The evaluation criteria and process ~~shall will~~ be approved by the ~~Chief Executive Officer~~ CEO prior to the issuance of the Request for

Proposal. Requests for Proposal budgeted to exceed \$100,000 are to be awarded by Board resolution.

### 32.0 CONSULTANTS

32.1 The ~~City of Stratford provides oversight of Library Capital projects~~~~Library building is owned by the City~~ and, accordingly, engagement of architects and consultants is normally performed by the City under the City's policies. Nonetheless, should a situation arise where the Library wishes to engage an architect and/or other consultant related to the building, this section ~~shall~~will apply.

**Commented [KR1]:** Removed due to new information received through research done by staff and the Stratford Perth Archives. Language has been updated to reflect that of the MOU with the City of Stratford.

32.2 The Library ~~shall~~will issue a Request for Proposal for architectural services for Library building projects in excess of \$300,000.

32.3 From time to time, consultants are required to provide specialized expertise. Consultants would not involve the Library's ongoing legal counsel, audit services and planning advice (special projects excluded). For projects where the consultant's fees are expected to be in excess of \$60,000 for an individual project, the purchasing policy ~~shall~~will apply.

### 33.0 REQUEST FOR INFORMATION

33.1 A request for information is used as a general market research tool to determine what goods and service(s) are available which will meet business or operational requirements and acquisition strategies and/or may occasionally request project estimate costs for the purpose of developing a solicitation.

### 34.0 REQUEST FOR PRE-QUALIFICATION

34.1 A request for pre-qualification may be conducted for any goods, service(s) or construction to select the number of qualified bidders that may bid on the subsequent procurement process. This selection does not create any contractual obligation.

### 35.0 SOLE SOURCE PURCHASES (non-competitive)

35.1 A sole source supplier ~~shall~~will be the only acceptable vendor who is able to furnish a certain product or service. In all cases, sole source purchases will not be permitted solely because there is a preference for a particular brand. The ~~Chief Executive Officer~~CEO will be responsible for making all sole source determinations. In doing so, she/he must consider:

- a) Is there a lack of reasonable competition for a product or service that is vital to the operation of the Library?
- b) Does the supplier possess exclusive capabilities?

- c) Is the product or service unique and easily established as one of a kind?
- d) Can program requirements be modified so that competitive products or services may be used?
- e) Are there patented or proprietary rights that fully demonstrate:
  - 1. A feature providing a superior utility not obtainable from similar products?
  - 2. A product is available from only one prime source, and not merchandized through wholesalers, jobbers or retailers where competition could be encouraged.
- 3. What consequences there would be to the Library do if the product or service were discontinued.
- 4. In the case of any sole source purchase, the Library ~~shall will~~ retain a statement signed by the ~~Chief Executive Officer~~CEO, which verifies that the item or service purchased can be obtained from only one supplier and therefore meets the Sole Source criteria.

### **36.0 EQUIPMENT REPAIRS**

- 36.1 In the case of equipment repairs for amounts not exceeding \$25,000, the ~~Chief Executive Officer~~CEO ~~shall will~~ be authorized to select from various vendors not solely on the basis of cost, but also on ability, quality or workmanship, service availability, overall performance and experience without first obtaining quotations.

### **37.0 PURCHASE AT PUBLIC AUCTION**

- 37.1 In instances where the Library wishes to purchase through public auction, the ~~Chief Executive Officer~~CEO ~~shall will~~ be advised of the conditions involved in the proposed transaction, prior to the event.

### **38.0 EMERGENCY PURCHASES**

- 38.1 Emergencies ~~shall~~ exist when there is a threat to health, welfare, or safety of people/or property, or when the operation of the Library is in jeopardy. The ~~Chief Executive Officer~~CEO ~~shall will~~ delegate the purchasing function as appropriate. Control, however, will not be delegated, and the purchasing employee will be required to forward a complete record of the emergency purchase to the ~~Chief Executive Officer~~CEO.

### **39.0 LONG-TERM TENDERS/QUOTATIONS**

- 39.1 Long-term tenders and quotations may be entered into for everyday goods and services when the following conditions apply:
  - a) To obtain satisfactory pricing.
  - b) To provide uniformity within the Library or with the City of Stratford.
  - c) To maintain inventories as required.

- d) To reduce the amount of paperwork by eliminating day to day issuing of Purchase Orders and invoicing.
- e) To allow accurate figures for annual budgets for operating supplies.

#### **40.0 ACQUISITION OF GOODS AND SERVICES FROM GOVERNMENT BODIES**

- 40.1 The ~~Chief Executive Officer~~CEO may acquire any goods and services from a Federal, Provincial, or Municipal body, ministry, agency, board, corporation or authority when similar goods or services are not available from other sources or in the case of Provincial or Federal standing agreements. The ~~Chief Executive Officer~~CEO may take advantage of these opportunities if they are deemed to be in the best interest of the Library.

#### **41.0 TECHNOLOGY SOLUTIONS**

- 41.1 All technology solutions that ~~will~~may be connected to a City of Stratford system or network including but not limited to computer equipment and peripherals, software solutions, telephone and cellular equipment, PDA's and portable computing devices, ~~MUST BE~~must be ordered through the Corporate Services Department of the City of Stratford. This Department will call quotations/tenders/ requests for proposals for items over \$5,000 in accordance with this Policy. Exceptions to this clause includes technology or automated solutions that do not require computer process, network or communication configuration.

#### **42.0 LOBBYING PROHIBITED**

- 42.1 The Library will be entitled to reject a bid submission if any representative or a Bidder, including any other parties that may be involved in a joint venture, consortium, subcontractor or Supplier relationship, makes any representation or solicitation to any elected official, employee or agent of the Library during the blackout period.

#### **43.0 RETENTION OF DOCUMENTATION**

- 43.1 All background information, information submitted by vendors, purchase orders and other relevant information involved in obtaining prices for goods and services ~~shall~~will be retained for the current year and (7) years in records retention.

#### **44.0 PURCHASING PROCESS REVIEW**

- 44.1 The ~~Chief Executive Officer~~CEO will review Library purchasing related files on an on-going basis to review the effectiveness and integrity of the processes and policy adherence. Every ~~three~~four (54) years this policy will be reviewed with a report being made the Library Board.



**45.0 PURCHASING PROCEDURES**

- 45.1 Purchasing procedures as determined by the ~~Chief Executive Officer~~CEO are to be used |  
as a guideline and for information on purchasing goods and services in compliance with  
this policy.

**46.0 EXEMPTION BY LIBRARY BOARD**

- 46.1 The ~~Chief Executive Officer~~CEO may request exemption from any or all the purchasing |  
methods outlined in this policy by submission of a report requesting the same to the  
Stratford Public Library Board. Such ~~example exemption~~ may be granted by resolution. |

## Schedule "A"

**Bid Irregularities**

A bid irregularity is a deviation between the requirements (terms, conditions, specifications, special instructions) of a bid request and the information provided in a bid response. For the purposes of this policy, bid irregularities are further classified as "major irregularities" or "minor irregularities"

A **"major irregularity"** is a deviation from the bid request that affects the price, quality, quantity or delivery, and is material to the award. If the deviation is permitted, the bidder could gain an unfair advantage over competitors. A bid with major deviations must be rejected.

A **"minor deviation"** is a deviation from the bid request, which affects form, rather than substance. The effect on the price, quality, quantity or delivery is not material to the award. If the deviation is permitted or corrected, the bidder would not gain an unfair advantage over competitors. The bidder will be permitted to correct a minor irregularity.

**Mathematical Errors – Corrections by Staff**

Errors in mathematical extensions and/or taxes and unit prices will be corrected by the Library and the bidder will be notified of the correction.

**Vendor Withdrawal**

In the event that the vendor withdraws their bid due to the identification of a major irregularity, the vendor will forfeit their bid deposit and the Library has the right to disqualify such vendor from participating in future bid opportunities for a period of up to ~~one~~two years.

**BID IRREGULARITIES**

ITEM	DESCRIPTION	MAJOR	MINOR	ACTION
1.	late bids	X		automatic rejection
2.	bids completed in pencil	X		automatic rejection
3.	bid <del>surety deposit</del> not submitted with the bid when the bid request indicated that such <del>surety deposit</del> is required	X		automatic rejection
4.	EXECUTION OF AGREEMENT TO BOND: a. Bond company corporate seal or equivalent proof of authority to bind company or signature missing	X		automatic rejection
	b. surety company not licensed to do business in Ontario	X		automatic rejection
5.	EXECUTION OF BID BONDS: a. corporate seal or equivalent proof of	X		automatic rejection

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	authority to bind company or signature of the BIDDER or both missing b. corporate seal or equivalent proof of authority to bind company or signature of BONDING COMPANY missing	X		automatic rejection
6.	unsealed tender envelopes	X		automatic rejection
7.	pricing, specifications page or signature pages missing <u>or unsigned</u>	X		automatic rejection
8.	insufficient financial security (i.e.: no deposit or bid bond or insufficient deposit)	X		where security is required and amount of security is specified in request, automatic rejection
9.	bid received on documents other than those provided in request	X		not acceptable unless specified otherwise in the request
10.	bid document does not acknowledge addenda issued	X		automatic rejection
11.	EXECUTION OF BID DOCUMENT proof of authority to bind is missing	X		automatic rejection
12.	part bids (all items not bid)	X or	X	acceptable unless complete bid has been specified in the request
13.	bids containing minor clerical errors		X	2 working days to correct initial errors
14.	un-initialled changes to the request documents which are minor		X	2 working days to correct initial errors
15.	alternate items bid in whole or in part		X	available for further consideration unless specified otherwise in request
16.	unit prices in the schedule of prices have been changed but not initialled		X	2 working days to correct initial errors
17.	other mathematical errors which are not consistent with the unit prices		X	2 working days to correct initial corrections
18.	pages requiring completion of information by vendor are missing <u>or incomplete</u>	X		automatic rejection
19.	bid documents which suggest that the bidder has made a major mistake in calculations or bid	X	X	consultation with a Solicitor on a case-by-case basis
20.	Bid qualified or restricted by a statement or alteration added to any	X		Automatic rejection

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	part of the documents			
21.	Bidder did not attend a mandatory site meeting.	X		automatic rejection
22.	RFP bids do not meet any defined mandatory requirements stated in the document.	X		automatic rejection
<u>23</u>	<u>Suspended Vendor – Bid received by a bidder who has been suspended from the bidding process</u>	<u>X</u>		<u>Automatic rejection</u>
<u>24</u>	<u>Other bid irregularities</u>			<u>Ruling by bid review panel – bidder may be given up to 5 business days to remedy the bid irregularity.</u>

Note: All above noted should not be considered all inclusive. The CEO, in consultation with the requisitioning staff, will review minor irregularities. The Library may then accept the bid, or request that the bidder rectify the deviation.

POLICY: <b>Purchasing Policy</b>		POLICY NO: LG 04
POLICY LEVEL: <b>Library Board</b>	LAST REVIEW / REVISION DATE: MARCH 2024	SCHEDULED REVIEW DATE: MARCH 2028

# Purchasing

The purpose of the Purchasing Policy is:

- To set out guidelines for the library to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service.
- To maintain an open and honest process will be maintained that is fair and impartial, non-discriminatory, fosters equal treatment, and is transparent and accountable
- To promote and maintain the integrity of the purchasing process and protect the Board, staff and vendors involved in the process, by providing clear direction and accountabilities.

## 1. Legislative Authority

The Municipal Act states that a municipality and a local board will adopt policies with respect to its procurement of goods and services, including policies with respect to:

- The types of procurement processes that will be used;
- The goals to be achieved by using each type of procurement process;
- The circumstances under which each type of procurement process will be used;
- The circumstances under which a tendering process is not required;
- The circumstances under which in-house bids will be encouraged as part of a tendering process;
- How the integrity of each procurement process will be maintained;
- How the interests of the municipality or local board, as the case may be, the public and persons participating in a procurement process will be protected;
- How and when the procurement processes will be reviewed to evaluate their effectiveness; and,
- Any other prescribed matter.

Compliance with legislation procurement activities will be subject to all applicable Library policies and by-laws and all other relevant Municipal, Federal, and Provincial legislation.

Pursuant to the Accessibility for Ontarians with Disabilities Act, the Library Board maintains a focus on accessibility issues and the development of strategic actions to remove (where possible) and prevent barriers to access for people with disabilities. All competitive bids will incorporate measures to ensure that customer service is available to everyone, including persons with disabilities.

The Stratford Public Library must be prepared to manage and respond to extraordinary circumstances from time to time that require immediate decision making to prevent or alleviate serious delay, protecting lives, infrastructure and property, protect the environment, promote economic stability and help ensure the continuance of critical assets and government to respond to any emergency whether natural, technological and human-caused with or without warning as required under the provincial legislation Emergency Management and Civil Protection Act.



## **2. General provisions**

- No contract or purchase will be divided to avoid any requirements of this policy.
- All dollar amounts referenced are in Canadian dollars and prices stated are before applicable taxes.
- The Library will be responsible for the preparation of specifications. Such specifications are to be generic or “as equivalent”.
- No appointed officer or employee of Stratford Public Library or of the City of Stratford will have any interest directly or indirectly, as a contracting party, partner, shareholder, surety or otherwise in any contract for goods or services or in any of the monies to be derived therefrom, unless by resolution of the Board prior to the award of a sealed bid.
- If the CEO has a direct or indirect interest and is responsible for the quote or tender, the process will be undertaken by a designate appointed by the Board.
- The Library does not accept bids made by Library employees submitted in response to a bid solicitation where the provision of the goods or services will be provided entirely by the Library employees, otherwise known as In House Bids.
- The Library may participate with other entities in co-operative purchase ventures when the best interests of the Library will be served.
- No tender, proposal or quotation will be accepted from any bidder inclusive of its subcontractor, which has a claim or instituted a legal proceeding or has threatened a claim or legal proceeding against the Library or against whom the Library has a claim or instituted a legal proceeding with respect to any previous contract, without prior approval by the Board.
- All bidders must respect, comply, and carry out all requirements as regulated by the Occupational Health and Safety Act and the Workplace Safety and Insurance Act.
- The Library will review its contracts and tender specifications for goods and services, to ensure that wherever possible and economical as determined by the Library, specifications are amended to provide for expanded use of products and services that contain post-consumer recyclable waste and/or recyclable content to the maximum level allowable, without significantly affecting the intended use or performance of the product or service. It is also recognized that a cost analysis may be required in order to ensure that the products are made available at competitive prices in order to increase the development and awareness of Environmentally Sound Products. Any recommendation to award the aforementioned will be in favour of a bidder meeting specification, terms and conditions of the tender and whose tender offers the lowest ultimate cost to the Library for the goods or services being tendered with due consideration of the importance of quality, service and price.
- The disclosure of information received relevant to the issue of a bid solicitation or the award of contracts emanating from bid solicitations will be made by the appropriate offices in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

## **3. Application**

Stratford Public Library Board, its Chief Executive Officer (CEO) and other employees of the Library are bound by this Policy.

## **4. Authority**

The Library Board, in its authority per the Public Libraries Act, has delegated to the CEO of the Stratford Public Library the responsibility to oversee all Library purchasing.

## **5. Chief Executive Officer Responsibilities**

The CEO is responsible for:

- The management, organization, and administration of a Library purchasing policy that is in general accord with the city-wide, municipal purchase function as administered by the Manager of Financial Services for the City of Stratford;
- Preparing, issuing, and receiving Requests for Proposal, Tenders, Quotations and Inquiries for goods and services, and for arranging the disposal of surplus goods;
- Where feasible and desirable, participating in the joint purchasing program as administered by the Manager of Financial Services for the City of Stratford.

## **6. Employee Responsibilities**

Each employee empowered to create, authorize, and issue Purchase Orders in the name of the Library is to understand that these steps constitute a commitment by the Library to honour the purchase of goods and services from vendors, for which the employee is to be held accountable.

## **7. Consulting Firm Responsibilities**

Should it be deemed advantageous to engage the services of a consultant in the bidding process, the CEO must ensure the consultant is aware of and follows the Library's purchasing policies and procedures.

Consultants are to provide a copy of any documentation being issued in the Library's name, to the CEO or their designate prior to issuance.

## **8. Financial Accountability**

The CEO will not authorize purchases unless the purchases have been approved in the annual budget or authorized by the Board. Where this policy prescribes dollar limits, the contract amount will be the estimated total acquisition cost less any applicable taxes.

## **9. Contract Administration**

It will be the responsibility of the CEO to enforce the contract terms, conditions and specifications.

The CEO may remove the vendor's name from the list of bidders for a period of up to two years on the basis of documented poor performance, non-performance or conflict of interest. This could include but is not limited to failure to meet completion dates, follow instructions, non-compliance with the Occupational Health and Safety Act, or failure to comply with the terms and conditions of the contract. A written notice of the decision will be provided to the vendor by the CEO. To be reinstated on the bidder's list, the vendor will supply an updated company profile and 3 recent references which will be evaluated by the CEO.

## **10. Requests for Vendor Input**

Vendors or potential vendors should not be requested to expend time, money or effort on design or in developing specifications or otherwise help define a requirement beyond the normal level of service expected from vendors.

When such services are required:

- The contracted vendor will be considered as a consultant and unable to make an offer for the supply of goods and services.
- Will be paid a fee.

- The detailed specifications become the property of the Library for use in obtaining competitive bids.

## **11. Gratuities**

Individuals and firms may offer gifts, discounts and benefits of a pecuniary nature to employees. As public servants, employees are not ever in a position to use their position to return a favour. The remuneration paid to Library employees is intended to fully remunerate them for service to the Stratford Public Library. Except as provided below, Library employees will not solicit, accept, offer or agree to accept a commission, reward, gift, advantage or benefit of any kind, personally or through a family member or friend, or any person or business which is connected directly or indirectly with the performance or duties of office.

Library employees are not precluded from accepting moderate hospitality as an accepted courtesy of a business relationship, namely:

- Food and beverages at banquets, receptions, ceremonies or similar events;
- Moderate hospitality as a common expression of courtesy in a business relationship and not beyond what would be allowed to be claimed as a business expense.
- Services provided without compensation by persons volunteering their time;
- Food, lodging, transportation and entertainment provided by other levels of governments or other governments or boards;
- A reimbursement of reasonable expenses incurred in the performance of duties of office;
- A reimbursement of reasonable expenses incurred in the performance of activities connected with other associations;
- Token gifts such as souvenirs, mementoes and commemorative gifts that are given in recognition of service on a committee, for speaking at an event or representing the city at an event; and
- Gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of office.

Employees will return any gifts or benefits which exceed these limits, along with an explanation why the gifts or benefits cannot be accepted. In all cases, the employee will notify their immediate supervisor or the supervisor's designate in advance of participating in such hospitality.

The Library recognizes that, from time to time, gifts will be donated for special municipal events, charitable events or municipal functions. The CEO, or designate, will be notified by email of the donated gift. Any employee receiving a gift, discount or benefit, directly or indirectly, from an individual or private business with a value of \$100 or more will record such gift, discount or benefit on a log. Any employee with an amount entered on the log will provide it to their supervisor each January for the preceding calendar year. Any gifts, discounts, or benefits received over \$500 in value may be included as an employee taxable benefit in accordance with Canada Revenue Agency guidelines.

## **12. Local Vendor/Supplier Preference**

The Library does not have or use any "Local Vendor or Supplier Preference" in its dealings, in order to comply with the Ontario Discriminatory Business Practices Act.

## **13. Advertising**

Calls for bids will be advertised on the Library's website and where effective in the opinion of the CEO, in local newspapers and applicable publications or where necessary to comply with all existing statutory



regulations.

#### **14. Bid Addendum**

In no instance will anyone except the CEO or their designate, issue any verbal or written changes on a bid. All changes must be done through addendum issued with the approval of the CEO. Addendums will be added to the Library website.

#### **15. Bid Deposits**

Bid deposits of no less than 5% of the estimated value of the work will be required to accompany bid submissions for the following:

- All bids for construction projects in excess of \$100,000.
- Special contracts or scope of work as deemed appropriate by the CEO.

A bid deposit will be provided in one of the following formats:

- Bid bonds or an agreement to bond issued by a bonding agency licensed to operate in the Province of Ontario naming the Library as the obliged.
- Irrevocable letter of credit naming the Library as the beneficiary.
- Certified cheque, bank draft or money order made payable to the Stratford Public Library

The Library does not pay interest on any bid deposits.

The Library reserves the right to turn the bid deposit of the successful bidder into a financial guarantee if specified in the bid documents.

#### **16. Bonding Requirements**

Performance, labour and material, and/or maintenance bonds are required for all construction projects exceeding \$100,000 for a minimum of 50% of the bid amount. The cost for bonding is to be included in the submission price.

All bonds must be in the form of a digital bond or scanned PDF with the original to follow upon request or as specified in the bid document.

Where performance, labour and material and/or maintenance bonding is required, an agreement to bond must be included with the bid submission in the form of a digital bond or scanned PDF, with the original to follow upon request or as specified in the bid document.

For some smaller construction projects under \$250,000, an irrevocable letter of credit for 100% of the bid amount may be accepted in lieu of bonding if specified in the bid documents. Such irrevocable letter of credit must include terms and conditions acceptable to the Library as specified in the bid documents.

#### **17. Insurance**

The standard insurance minimums are as follows:

- \$5 million – commercial general liability policy
- \$5 million – owned and non-owned automotive liability policy
- \$5 million – homeowners (e.g. for rental of facilities)
- \$5 million – professional errors and omissions liability (as applicable)
- \$5 million – environmental impairment liability (as applicable)
- The amount of the project cost - Builders Risk (as applicable)

Other Insurance Coverage – the Library reserves the right to request such higher limits of insurance or other types of policies appropriate to the Agreement as the Library may reasonably request from time to time.

## **18. Bid Analysis**

Bid submissions will be analyzed by the CEO and her/his designates and a recommendation made. The dollar amount will determine which level of approval is required. Prior to the undertaking of the work the CEO is to ensure all the required documentation is in place.

The CEO is not bound to accept the lowest price and may make an award to another Bidder if, in the Library's sole opinion and discretion, having regard for trade treaty obligations, delivery time, service and quality of goods, or outstanding claims that it would be in the best interests of the Library to do so.

A Supplier whose Bid is late if the delay is due solely to an administrative error on the part of the Library, the Supplier will be given the opportunity to correct unintentional form errors after the deadline for the bid, and the same opportunity will be provided to all participating Suppliers.

## **19. Bid Irregularities**

Bid irregularities are defined in Schedule A.

## **20. Bids with Equal Total Prices**

If the Library in acting in an open, fair and transparent manner will, based on the consideration set out in this policy, make a determination to award, when two or more Bidders have the exact same total bid price and meet the requirements set out in the bid document to include but not limited to the lowest bid price. The determining factors for the award will be based on the considerations set out in this section.

The Bids having two equal prices will be reviewed in accordance with the following factors and consideration given to the Bid having the best anticipated favourable outcome to the Library;

- Goods: The Bidder having the preferred delivery date; and
- Services: The Bidder being in the best position to offer better after sales services, if necessary.

If after evaluation of the factors set out above the two Bidders remain tied, then the Library will notify the Bidders that the successful Bidder will be determined by a coin toss in the presences of a representative of the Library and the tied bidders.

## **21. Bid Negotiations**

If the lowest tender is within 10% of the budget amount the Library has the right to reject all bids or negotiate with the low bidder.

If the lowest bid is more than 10% higher than the budget amount the Library has the right to reject all bids, negotiate with the lowest bidder or request potential cost savings from the three lowest bidders and any other bidders whose prices are within 10% of the lowest received. All requests and submissions will be made in writing. Listed sub trades may not be substituted in this process.

Once potential cost savings have been identified the Library has the right to request a final revised base bid submission of the bidders.

Requests for potential cost savings will be limited to deletions from the scope of work and associated changes or changes of materials and finishes. The Library will not request pricing of significant design modifications without the approval of the bidder(s).

## **22. Bid Withdrawal**

Requests for withdrawal of a quotation or tender will be allowed if the request is made before the

closing time. The withdrawal of a tender does not disqualify a bidder from submitting another tender on the same contract.

Should a bidder wish to withdraw their bid subsequent to the closing time or fails to proceed with the contract, the Library will first obtain legal advice. At minimum the bidder may forfeit their bid deposit and be prohibited from bidding on future opportunities for a period of two years.

The Library reserves the right to withdraw any posted bid documents prior to closing. Such withdrawal will be posted as an Addendum.

After closing, the Library reserves the right to accept or reject any bids.

### **23. Dispute Resolution**

Disputes will be resolved as follows:

- Meeting including the bidder, the employee making the purchase and the CEO.
- If the meeting does not lead to a resolution the decision may be appealed to the Board within 30 days.

### **24. Disposal of Surplus Goods**

The CEO will, from time to time, dispose of any surplus goods not required by the Library by way of: sealed bid,

- Sale by auction or consignment;
- Direct negotiation with buyers;
- Donation to a charitable organization.

No employee, member of the Board or the public will be allowed to purchase any surplus goods directly from the Library with the exception of discarded library collection materials.

Surplus goods and/or products, at the discretion of the CEO, may become the property of the Contractor, to be disposed of at their discretion.

In the event that the item does not sell by any of the means provided, the Library may use an alternate method of disposal, ie. scrap material

### **25. Source Selection Criteria**

The Library uses the following criteria for the selection of the method for the acquisition of goods/services:

- Total dollar value as estimated for the product/project;
- Availability of vendors capable of supplying product;
- Pre-determined qualification of vendors/suppliers;
- Nature of need of product, such as an emergency situation which requires immediate attention.

### **26. Source Selection Methods and Approval Authority**

Stratford Public Library uses the following methods of purchasing Goods and Services:

- Standard Purchases (Up to \$25,000)
- Sealed Quotations (\$25,000 to \$100,000)
- Sealed Tenders (Greater than \$100,000)
- Request for Proposal
- Request for Information

- Request for Pre-qualification
- Sole Source Purchases
- Purchase at Public Auction
- Emergency Purchases

Dollar Amount	Authorization Required	Board Process
Up to \$25,000	Any employee authorized by CEO	No requirement to notify Board
\$25,000 to \$100,000	CEO	Notification of quotation call
Greater than \$100,000	Board	Notification of tender call; awarded through Board resolution

### **27. Standard Purchases (Up to \$25,000)**

A Standard Purchase is one in an amount less than \$25,000 and is accomplished by using a Purchase Order. For purchases greater than \$5,000 but less than \$25,000, authorized employees are first to obtain at least three (3) written quotations whenever possible. Quotation documents and specifications can be issued and received by e-mail.

### **28. Sealed Quotations (\$25,000 to \$100,000)**

Competitive sealed quotation bidding will be the source selection used when the following conditions prevail:

- The item to be purchased is budgeted to cost between \$25,000 and \$100,000.
- Clear and adequate specifications for the item or service are available or can be developed.
- Adequate competition is available. Two or more responsible bidders are able to satisfy the buyer's requirements and criteria set forth in the Invitation to Bid, and independently contend for the contract.
- Sufficient time is available for the preparation of bid invitations, advertising and preparation of bids submissions by vendors.

Quotations to be awarded are not subject to Board approval as provided for in this policy; however, prior notification to the Board is required when seeking sealed quotes.

### **29. Sealed Tenders (Greater Than \$100,000)**

Competitive sealed tender bidding will be the source selection used when the conditions in Sealed Quotations prevail, with the exception the cost of the item to be purchased is budgeted to exceed \$100,000.

Prior notification to the Board is required when calling tenders. Board approval will be in the form of a resolution.

### **30. Request for Proposal (RFP)**

A Request for Proposal is used when the goods/services are of a highly specialized or flexible nature. This allows the Library to generalize the description of the project and this in turn has the vendors provide their bids on the latest and best products in their line.

Prior notification to the Board is required. The evaluation criteria and process will be approved by the

CEO prior to the issuance of the Request for Proposal. Requests for Proposal budgeted to exceed \$100,000 are to be awarded by Board resolution.

### **31. Consultants**

The City of Stratford provides oversight of Library Capital projects and, accordingly, engagement of architects and consultants is normally performed by the City under the City's policies. Nonetheless, should a situation arise where the Library wishes to engage an architect and/or other consultant related to the building, this section will apply.

The Library will issue a Request for Proposal for architectural services for Library building projects in excess of \$300,000.

From time to time, consultants are required to provide specialized expertise. Consultants would not involve the Library's ongoing legal counsel, audit services and planning advice (special projects excluded). For projects where the consultant's fees are expected to be in excess of \$60,000 for an individual project, the purchasing policy will apply.

### **32. Request for Information**

A request for information is used as a general market research tool to determine what goods and service(s) are available which will meet business or operational requirements and acquisition strategies and/or may occasionally request project estimate costs for the purpose of developing a solicitation.

### **33. Request for Pre-Qualification**

A request for pre-qualification may be conducted for any goods, service(s) or construction to select the number of qualified bidders that may bid on the subsequent procurement process. This selection does not create any contractual obligation.

### **34. Sole Source Purchases (Non-Competitive)**

A sole source supplier will be the only acceptable vendor who is able to furnish a certain product or service. In all cases, sole source purchases will not be permitted solely because there is a preference for a particular brand. The CEO will be responsible for making all sole source determinations. In doing so, she/he must consider:

- Is there a lack of reasonable competition for a product or service that is vital to the operation of the Library?
- Does the supplier possess exclusive capabilities?
- Is the product or service unique and easily established as one of a kind?
- Can program requirements be modified so that competitive products or services may be used?
- Are there patented or proprietary rights that fully demonstrate:
  - A feature providing a superior utility not obtainable from similar products?
  - A product is available from only one prime source, and not merchandized through wholesalers, jobbers or retailers where competition could be encouraged.
- What consequences there would be to the Library do if the product or service were discontinued.
- In the case of any sole source purchase, the Library will retain a statement signed by the CEO, which verifies that the item or service purchased can be obtained from only one supplier and therefore meets the Sole Source criteria.

### **35. Equipment Repairs**

In the case of equipment repairs for amounts not exceeding \$25,000, the CEO will be authorized to select from various vendors not solely on the basis of cost, but also on ability, quality or workmanship, service availability, overall performance and experience without first obtaining quotations.

### **36. Purchase at Public Auction**

In instances where the Library wishes to purchase through public auction, the CEO will be advised of the conditions involved in the proposed transaction, prior to the event.

### **37. Emergency Purchases**

Emergencies exist when there is a threat to health, welfare, or safety of people/or property, or when the operation of the Library is in jeopardy. The CEO will delegate the purchasing function as appropriate. Control, however, will not be delegated, and the purchasing employee will be required to forward a complete record of the emergency purchase to the CEO.

### **38. Long-Term Tenders/Quotations**

Long-term tenders and quotations may be entered into for everyday goods and services when the following conditions apply:

- To obtain satisfactory pricing;
- To provide uniformity within the Library or with the City of Stratford;
- To maintain inventories as required;
- To reduce the amount of paperwork by eliminating day to day issuing of Purchase Orders and invoicing;
- To allow accurate figures for annual budgets for operating supplies.

### **39. Acquisition of Goods and Services From Government Bodies**

The CEO may acquire any goods and services from a Federal, Provincial, or Municipal body, ministry, agency, board, corporation or authority when similar goods or services are not available from other sources or in the case of Provincial or Federal standing agreements. The CEO may take advantage of these opportunities if they are deemed to be in the best interest of the Library.

### **40. Technology Solutions**

All technology solutions that may be connected to a City of Stratford system or network including but not limited to computer equipment and peripherals, software solutions, telephone and cellular equipment, PDA's and portable computing devices, must be ordered through the Corporate Services Department of the City of Stratford. This Department will call quotations/tenders/requests for proposals for items over \$5,000 in accordance with this Policy. Exceptions to this clause includes technology or automated solutions that do not require computer process, network or communication configuration.

### **41. Lobbying Prohibited**

The Library will be entitled to reject a bid submission if any representative or a Bidder, including any other parties that may be involved in a joint venture, consortium, subcontractor or Supplier relationship, makes any representation or solicitation to any elected official, employee or agent of the Library during the blackout period.

#### **42. Retention of Documentation**

All background information, information submitted by vendors, purchase orders and other relevant information involved in obtaining prices for goods and services will be retained for the current year and 7 years in records retention.

#### **43. Purchasing Process Review**

The CEO will review Library purchasing related files on an on-going basis to review the effectiveness and integrity of the processes and policy adherence. Every four years this policy will be reviewed with a report being made the Library Board.

#### **44. Purchasing Procedures**

Purchasing procedures as determined by the CEO are to be used as a guideline and for information on purchasing goods and services in compliance with this policy.

#### **45. Exemption by Library Board**

The CEO may request exemption from any or all the purchasing methods outlined in this policy by submission of a report requesting the same to the Stratford Public Library Board. Such exemption may be granted by resolution.

#### **Related Documents**

- City of Stratford Purchasing Policy
- Accessibility for Ontarians with Disabilities Act
- Emergency Management and Civil Protection Act
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act
- Occupational Health and Safety Act
- Public Libraries Act
- Workplace Safety and Insurance Act

ORIGINAL DATE ADOPTED	October 21, 2014	Review Cycle	4 years
REVIEW/APPROVAL HISTORY	November 6, 2018		

# Purchasing Policy: Schedule A

## Bid Irregularities

A bid irregularity is a deviation between the requirements (terms, conditions, specifications, special instructions) of a bid request and the information provided in a bid response. For the purposes of this policy, bid irregularities are further classified as “major irregularities” or “minor irregularities”

A “major irregularity” is a deviation from the bid request that affects the price, quality, quantity or delivery, and is material to the award. If the deviation is permitted, the bidder could gain an unfair advantage over competitors. A bid with major deviations must be rejected.

A “minor deviation” is a deviation from the bid request, which affects form, rather than substance. The effect on the price, quality, quantity or delivery is not material to the award. If the deviation is permitted or corrected, the bidder would not gain an unfair advantage over competitors. The bidder will be permitted to correct a minor irregularity.

## Mathematical Errors – Corrections by Staff

Errors in mathematical extensions and/or taxes and unit prices will be corrected by the Library and the bidder will be notified of the correction.

## Vendor Withdrawal

In the event that the vendor withdraws their bid due to the identification of a major irregularity, the vendor will forfeit their bid deposit and the Library has the right to disqualify such vendor from participating in future bid opportunities for a period of up to two years.

## Bid Irregularities

ITEM	DESCRIPTION	MAJOR	MINOR	ACTION
1.	Late bids	X		Automatic rejection
2.	Bids completed in pencil	X		Automatic rejection
3.	Bid deposit not submitted with the bid when the bid request indicated that such deposit is required	X		Automatic rejection
4.	Execution of Agreement to Bond: a. Bond company corporate seal or equivalent proof of authority to bind company or signature missing	X		Automatic rejection
	b. Surety company not licensed to do business in Ontario	X		Automatic rejection
5.	Execution of Bid Bonds: a. Corporate seal or equivalent proof	X		Automatic rejection



	of authority to bind company or signature of the BIDDER or both missing  b. Corporate seal or equivalent proof of authority to bind company or signature of BONDING COMPANY missing	X		Automatic rejection
6.	Unsealed tender envelopes	X		Automatic rejection
7.	Pricing, specifications page or signature pages missing or unsigned	X		Automatic rejection
8.	Insufficient financial security (i.e.: no deposit or bid bond or insufficient deposit)	X		where security is required and amount of security is specified in request, Automatic rejection
9.	Bid received on documents other than those provided in request	X		not acceptable unless specified otherwise in the request
10.	Bid document does not acknowledge addenda issued	X		Automatic rejection
11.	Execution of Bid Document: Proof of authority to bind is missing	X		Automatic rejection
12.	Part bids (all items not bid)	X	X	acceptable unless complete bid has been specified in the request
13.	Bids containing minor clerical errors		X	2 working days to correct initial errors
14.	Un-initialled changes to the request documents which are minor		X	2 working days to correct initial errors
15.	Alternate items bid in whole or in part		X	available for further consideration unless specified otherwise in request
16.	Unit prices in the schedule of prices have been changed but not initialled		X	2 working days to correct initial errors
17.	Other mathematical errors which are not consistent with the unit prices		X	2 working days to correct initial corrections
18.	Pages requiring completion of information by vendor are missing or incomplete	X		Automatic rejection
19.	Bid documents which suggest that	X	X	Consultation with a Solicitor

	the bidder has made a major mistake in calculations or bid			on a case-by-case basis
20.	Bid qualified or restricted by a statement or alteration added to any part of the documents	X		Automatic rejection
21.	Bidder did not attend a mandatory site meeting.	X		Automatic rejection
22.	RFP bids do not meet any defined mandatory requirements stated in the document.	X		Automatic rejection
23	Suspended Vendor – Bid received by a bidder who has been suspended from the bidding process	X		Automatic rejection
24	Other bid irregularities			Ruling by bid review panel – bidder may be given up to 5 business days to remedy the bid irregularity.

Note: All above noted should not be considered all inclusive. The CEO, in consultation with the requisitioning staff, will review minor irregularities. The Library may then accept the bid, or request that the bidder rectify the deviation.



## Stratford Public Library Board Sale and Disposition of Land

**Legal References:** Municipal Act, 2001, S.O. 2001, CHAPTER 25

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Effective January 1, 2008, Section 270 of the revised *Municipal Act, 2001* requires that a municipality shall adopt and maintain a policy with respect to its sale and other disposition of land.

### 1.0 DEFINITIONS

In this Policy,

- 1.1 “**appraisal**” means a written opinion of the fair market value of real property dated within one year of the date the Library Board declared such real property to be surplus property (or within such other time as is expressed by Library Board by resolution), prepared by a qualified professional.
- 1.2 “**CEO**” means the Chief Executive Officer of The Stratford Public Library;
- 1.3 “**calendar days**” includes Saturdays, Sundays and holidays observed by the Library;
- 1.4 “**Library**” means The Stratford Public Library;
- 1.5 “**Library Board**” means the Board of The Stratford Public Library;
- 1.6 “**formally used by the public**” means Library-owned lands and buildings to which the public has or had authorized regular use of or access.
- 1.7 “**Municipal Act**” means the *Municipal Act, 2001, S.O. 2001, c.25 as amended*;
- 1.8 “**newspaper**” means a printed publication in sheet form, intended for general circulation, published at regular intervals of not longer than a week, consisting in great part of news of current events of general interest to the public and sold to the public and to regular subscribers;

- 1.9 “**published**” means published in a newspaper, that in the opinion of the CEO, has such circulation within the Library of Stratford as to provide reasonable notice to those affected by, or interested in the land sale and “publication” has a corresponding meaning;
- 1.10 “**sale**” does not include a lease of land;
- 1.11 “**surplus land**” means real property owned by the Library and declared surplus to the needs of the Library by resolution of the Library Board;

## **2.0 OBJECTIVES FOR THE DISPOSAL OF SURPLUS LAND**

- 2.1 Prior to the sale of land owned by the Library, the Library Board shall, where applicable:
  - 2.1.1 Declare the land to be surplus to the needs of the Library, by resolution passed at a meeting open to the public;
  - 2.1.2 Determine the method of disposal at a meeting open to the public;
  - 2.1.3 Obtain at least one appraisal of the land; and
  - 2.1.4 Give notice to the public of the proposed sale of the surplus land.
- 2.2 Subject to Section 2.4, prior to land being declared surplus to the needs of the Library, Notice of Intent to Declare as Surplus shall be given:
  - a) by listing the Notice of Intent to Declare as Surplus on a Library Board Agenda at least 10 calendar days prior to the Library Board meeting where the declaration of surplus is to be considered by Library Board; **and**
  - b) by advertising Notice of Intent to Declare as Surplus in a newspaper at least 7 calendar days prior to the Library Board meeting where the declaration is to be considered by Library Board.
- 2.3 Prior to land that is formally used by the public is declared surplus to the needs of the Library, a public meeting shall be held by Library Board and notice of the public meeting shall be given by the CEO by newspaper at least 21 calendar days prior to the public meeting. The matter will then be referred to the Library Board, who shall consider both the minutes of the public meeting and a formal staff report in order to determine whether the land should be declared surplus to the needs of the Library and whether any conditions should be placed on the sale or other disposition of these lands.

### 3.0 APPRAISALS OF SURPLUS LAND

- 3.1 The following classes of land are exempt from the requirement for the Library to obtain an appraisal:
- 3.1.1 land 0.3 metres or less in width acquired in connection with an approval or decision under the *Planning Act*;
  - 3.1.2 closed highways if sold to an owner of land abutting the closed highways;
  - 3.1.3 land formerly used for railway lines if sold to an owner of land abutting the former railway land;
  - 3.1.4 land that does not have direct access to a highway if sold to the owner of land abutting that land;
  - 3.1.5 land repurchased by an owner in accordance with section 42 of the *Expropriations Act*;
  - 3.1.6 land sold under section 107 of the *Municipal Act* where the municipality is giving a grant or aid in accordance with the *Municipal Act* for any purpose that Library Board considers to be in the interests of the municipality;
  - 3.1.7 land sold under section 108 of the *Municipal Act* with respect to encouraging the establishment and initial growth of small businesses or any class of them in the municipality;
  - 3.1.8 easements granted to public utilities or to data communication companies.
- 3.2 The Library shall not be required to obtain an appraisal for the sale of land to the following public bodies:
- 3.2.1 a municipality;
  - 3.2.2 a local board, including a school board and a conservation authority;
  - 3.2.3 the Crown in right of Ontario or Canada and their agencies.

## **4.0 NOTICE TO THE PUBLIC**

- 4.1 Prior to the sale of surplus land, the Library shall give notice to the public of the meeting at which the proposed sale is to be considered. Notice shall be given in a newspaper at least seven (7) calendar days prior to the selling of the land by the Library and shall include the following:
- 4.1.1 a brief description of the purpose of the land sale;
  - 4.1.2 the date, time and location of the open meeting where Library Board will consider the land sale;
  - 4.1.3 a legal description, municipal address and/or key map which in the opinion of the CEO is sufficient to identify the lands to be sold;
  - 4.1.4 when and where information pertaining to the land sale will be available for public viewing; and
  - 4.1.5 name and contact information of the person handling the land sale and/or the deadline for any written submissions to the Library.
- 4.2 If, in the opinion of the Library Board there is an urgent or time sensitive situation, notwithstanding the notice requirements set out in this policy, the Library Board may provide for alternate notice provisions by resolution of Library Board, provided that the resolution describes an alternate method of giving notice.
- 4.3 If a final decision is not made at the Library Board meeting specified in a notice given under this Policy and the Library Board defers consideration of the matter to a future meeting or refers the matter to a future meeting for discussion, no further notice to the public is required provided that a resolution is passed to defer or refer to a later meeting as specified.

## **5.0 METHODS FOR DISPOSAL OF SURPLUS LAND**

- 5.1 Surplus property may be sold by any of the following methods to be determined by the Library Board:
- 5.1.1 call for proposals/offers; or
  - 5.1.2 public tender; or
  - 5.1.3 direct sale by Library; or
  - 5.1.4 sale to sole source; or
  - 5.1.5 public auction; or
  - 5.1.6 listing with a real estate broker; or
  - 5.1.7 any other method of disposal determined by Library Board,

and such determination shall be expressed in a resolution which shall also set out the terms and conditions of any method sale as may be determined by Library Board.

- 5.2 The Library Board reserves the right to adjust the sale price and/or accept a proposal or offer less than the sale price, where in the opinion of Library Board, it is in the best interests of the Library to do so.
- 5.3 It is a requirement that all proposals or offers to the Library must contain a clause that acceptance of the proposal or offer by the Library is conditional upon the passage of the necessary resolution by the Library Board.
- 5.4 The Library Board reserves the right that the highest or any proposal or offer may not necessarily be accepted by the Library.

POLICY: <b>Sale and Other Disposition of Land</b>		POLICY NO: LG 05
POLICY LEVEL: <b>Library Board</b>	LAST REVIEW / REVISION DATE: NOVEMBER 6, 2018	SCHEDULED REVIEW DATE: MARCH 2028

# Sale and Other Disposition of Land

The Sale and Disposition of Land policy provides the Library Board direction when considering the sale and other disposition of land. Surplus land refers to real property owned by the Library which has been declared surplus to the needs of the Library by resolution of the Library Board. This policy provides a transparent process for the disposal of surplus property and for giving notice to the public.

The disposition of land by the Library will be in accordance with the requirements of the Municipal Act, 2001 and the provisions of this Policy as applicable.

## 1. ~~Conditions~~General Process

Prior to the Sale of Land that is subject to this Policy, the Library Board will, where applicable:

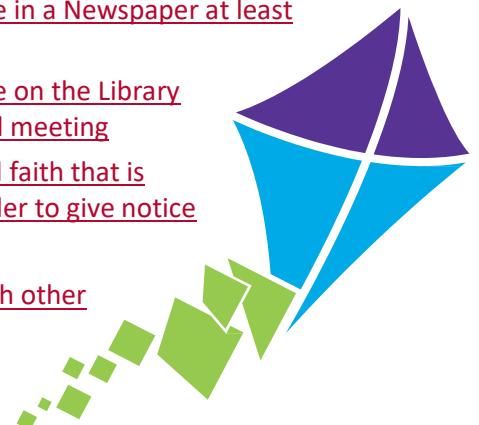
- Provide Notice of Intent to Declare as Surplus on a Library Board Agenda at least 7 (seven) days' notice prior of the Library Board meeting where the declaration of surplus is to be considered the by Library Board
- Declare the Land to be surplus to the needs of the Library by Library Board resolution adopted at a meeting open to the public
- Determine the method of disposal at a meeting open to the public
- Obtain at least one Valuation
- Give notice of public meeting and hold a public meeting for Land that is Formally Used by the Public
- ~~Give Notice of Declare~~ Intent ~~to Declare as Surplus and~~ to Dispose, with board resolution
- ~~Give notice of public meeting and hold a public meeting for Land that is Formally Used by the Public~~

## 2. Notice of Intent to Declare as Surplus

Before land is declared surplus, the CEO will give a notice of intent to declare the lands as surplus and dispose of the lands as surplus to the public by any one or more of the following methods:

- by listing Notice of Intent to Declare as Surplus and to Dispose on an open Agenda at least seven (7) Calendar Days prior to the Library Board meeting
- by publishing Notice of Intent to Declare as Surplus and to Dispose in a Newspaper at least seven (7) Calendar Days prior to the Library Board meeting
- by publishing Notice of Intent to Declare as Surplus and to Dispose on the Library website at least seven (7) Calendar Days prior to the Library Board meeting
- any other means of communication acting reasonably and in good faith that is deemed to be appropriate by the CEO in the circumstances, in order to give notice to the public.

Notice of intent may also be communicated directly by regular mail or such other





means as determined by the CEO, to any one or more of the following, where applicable:

- the Government of Canada or any its ministries;
- the Government of Ontario or any of its ministries or agencies
- school boards that operate schools in Stratford
- Upper Thames River Conservation Authority
- abutting and/or adjacent property owners
- such other persons, authorities and bodies Corporate as Council and/or City staff deem appropriate in the circumstances

When the CEO is required to give Notice of Intent, such notice may include the following, where applicable:

- a brief description of the purpose of the land sale
- the date, time and location of the open meeting where the Library Board will consider the matter
- a legal description, municipal address and/or key map which in the opinion of the CEO is sufficient to identity the land to be sold
- contact information of the person who can respond to questions about the land

If, in the opinion of the Library Board there is an urgent or time sensitive situation, notwithstanding the notice requirements set out in this policy, the Library Board may provide for alternate notice provisions by resolution of Library Board, provided that the resolution describes an alternate method of giving notice.

If a final decision is not made at the Library Board meeting specified in a notice given under this Policy and the Library Board defers consideration of the matter to a future meeting or refers the matter to a future meeting for discussion, no further notice to the public is required provided that a resolution is passed to defer or refer to a later meeting as specified.

### **2.1. Land Formally Used by the Public**

~~Before Land that is Formally Used by the Public can be declared surplus by the Library, a public meeting must be held. Notice of the public meeting will be given by the CEO by publishing notice of public meeting in a newspaper and on the Library website at least 21 calendar days prior to the public meeting. The matter will then be referred to the Library Board, who will consider the minutes of the public meeting, communications received by the Board, and any staff reports to determine whether or not to declare the Land as surplus or retain it for Library purposes. The Board may also make any other recommendations related to the subject Land, including but not limited to recommended conditions of sale or other dispositions of these lands.~~

### **3. Valuation**

The Valuation of surplus land will be prepared by a qualified professional appraiser. The appraiser must be designated an Accredited Appraiser Canadian Institute (AACI) by the Appraisal Institute of Canada.

A valuation required under this policy must be of a date within 1 year of the



date of approval of an intended land disposition, or within such other times as is expressly accepted for a particular valuation by resolution of the Library Board.

The following classes of land are exempt from the requirement of obtaining a valuation of sale:

- land 0.3 meters or less in width acquired in connection with an approval or decision under the planning act
- closed highways or closed walkways if sold to an owner(s) of property abutting the closed highways or closed walkways
- land formerly used for railway purposes if sold to an owner(s) of property abutting the former railway land
- land that does not have direct access to a highway if sold to the owner(s) of property abutting that land
- land repurchased by an owner in accordance with section 42 of the Expropriations Act
- ~~land sold under section 107 and 108 of the Municipal Act, 2021 (Economic Development Services)~~
- ~~Sale of land to public bodies including but not limited to a municipality, Boards of Education, Conservation Authorities and Ministries or Agencies of the Provincial or Federal Governments;~~

#### **4. Notice**

~~Before land is declared surplus, the CEO will give a notice of intent to declare the lands as surplus and dispose of the lands as surplus to the public by any one or more of the following methods:~~

~~When the CEO is required to give Notice of Intent, such notice may include the following, where applicable:~~

- ~~a brief description of the purpose of the land sale~~
- ~~the date, time and location of the open meeting where the Library Board will consider the matter~~
- ~~a legal description, municipal address and/or key map which in the opinion of the CEO is sufficient to identify the land to be sold~~
- ~~contact information of the person who can respond to questions about the land~~

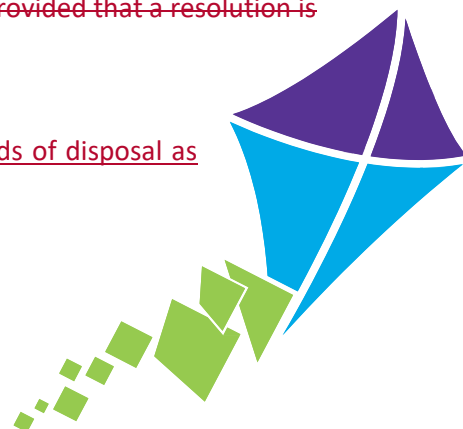
~~If, in the opinion of the Library Board there is an urgent or time sensitive situation, notwithstanding the notice requirements set out in this policy, the Library Board may provide for alternate notice provisions by resolution of Library Board, provided that the resolution describes an alternate method of giving notice.~~

~~If a final decision is not made at the Library Board meeting specified in a notice given under this Policy and the Library Board defers consideration of the matter to a future meeting or refers the matter to a future meeting for discussion, no further notice to the public is required provided that a resolution is passed to defer or refer to a later meeting as specified.~~

#### **4. Methods of Disposal**

The sale of surplus land may be by one or more of the following methods of disposal as determined by the Library Board:

- call for proposals or offers
- call for public tender by sealed bids
- direct negotiations sale by the Library



- sale to sole source
- public auction
- listing with a real estate broker
- land exchange
- any other method of disposal determined by Library Board

The determination will be expressed in a resolution by the Library Board and will also set out the terms and conditions of the method of sale

## **5. Public Meeting for Land Formally Used by the Public**

Before Land that is Formally Used by the Public can be declared surplus by the Library, a public meeting must be held. Notice of the public meeting will be given by the CEO by publishing notice of public meeting in a newspaper and on the Library website at least 21 calendar days prior to the public meeting.

The matter will then be referred to the Library Board, who will consider the minutes of the public meeting, communications received by the Board, and any staff reports to determine whether or not to declare the Land as surplus or retain it for Library purposes. The Board may also make any other recommendations related to the subject Land, including but not limited to recommended conditions of sale or other dispositions of these lands.

## **5. Methods of Disposal**

The sale of surplus land may be by one or more of the following methods of disposal as determined by the Library Board:

- call for proposals or offers
- call for public tender by sealed bids
- direct negotiations sale by the Library
- sale to sole source
- public auction
- listing with a real estate broker
- any other method of disposal determined by Library Board

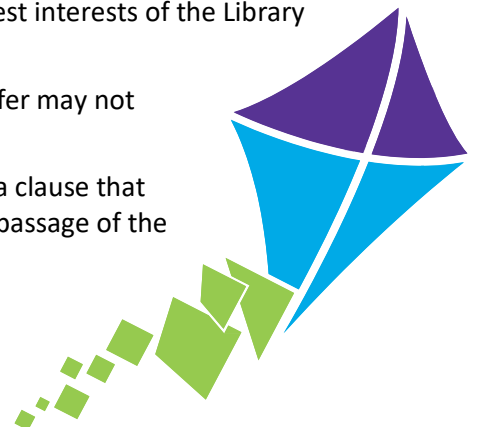
The determination will be expressed in a resolution by the Library Board and will also set out the terms and conditions of the method of sale

## **6. Terms of Sale**

The Library Board reserves the right to adjust the sale-list price and/or accept a proposal or offer less than the sale-list price, where in the opinion of Library Board, it is in the best interests of the Library to do so.

The Library Board reserves the right that the highest or any proposal or offer may not necessarily be accepted by the Library.

It is a requirement that all proposals or offers to the Library must contain a clause that acceptance of the proposal or offer by the Library is conditional upon the passage of the necessary resolution by the Library Board.



## Related Documents

• Municipal Act

ORIGINAL DATE ADOPTED	October 21, 2014	Review Cycle	4 years
REVIEW/APPROVAL HISTORY	November 6, 2018		

DRAFT



POLICY: <b>Sale and Other Disposition of Land</b>		POLICY NO: LG 05
POLICY LEVEL: <b>Library Board</b>	LAST REVIEW / REVISION DATE: MARCH 2024	SCHEDULED REVIEW DATE: MARCH 2028

# Sale and Other Disposition of Land

The Sale and Disposition of Land policy provides the Library Board direction when considering the sale and other disposition of land. Surplus land refers to real property owned by the Library which has been declared surplus to the needs of the Library by resolution of the Library Board. This policy provides a transparent process for the disposal of surplus property and for giving notice to the public.

The disposition of land by the Library will be in accordance with the requirements of the Municipal Act, 2001 and the provisions of this Policy as applicable.

## 1. General Process

Prior to the Sale of Land that is subject to this Policy, the Library Board will, where applicable:

- Provide Notice of Intent to Declare as Surplus on a Library Board Agenda at least 7 days prior to the Library Board meeting where the declaration of surplus is to be considered.
- Declare the Land to be surplus to the needs of the Library by Library Board resolution adopted at a meeting open to the public.
- Determine the method of disposal at a meeting open to the public.
- Obtain at least one Valuation.
- Give notice of a public meeting and hold a public meeting for Land that is Formally Used by the Public.
- Declare Intent to Dispose, with board resolution.

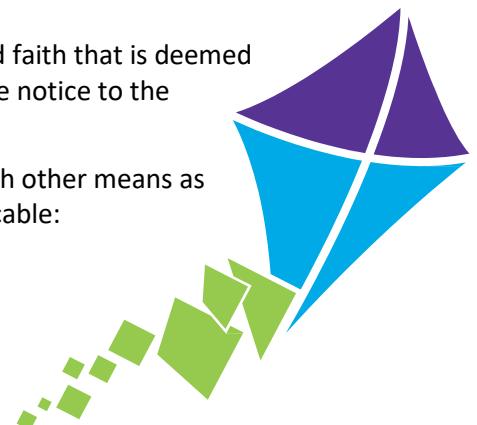
## 2. Notice of Intent to Declare as Surplus

Before land is declared as surplus, the CEO will give a Notice of Intent to Declare the Lands as Surplus and Dispose of the Surplus Lands to the public by any one or more of the following methods:

- By listing Notice of Intent to Declare as Surplus and to Dispose on an open Agenda at least 7 days prior to the Library Board meeting.
- By publishing Notice of Intent to Declare as Surplus and to Dispose in a newspaper at least 7 days prior to the Library Board meeting.
- By publishing Notice of Intent to Declare as Surplus and to Dispose on the Library website at least 7 days prior to the Library Board meeting.
- Any other means of communication acting reasonably and in good faith that is deemed to be appropriate by the CEO in the circumstances, in order to give notice to the public.

Notice of Intent may also be communicated directly by regular mail or such other means as determined by the CEO, to any one or more of the following, where applicable:

- The Government of Canada or any its ministries
- The Government of Ontario or any of its ministries or agencies



- School boards that operate schools in Stratford
- Upper Thames River Conservation Authority
- Abutting and/or adjacent property owners
- Such other persons, authorities and bodies Corporate as Council and/or City staff deem appropriate in the circumstances

When the CEO is required to give Notice of Intent, such notice may include the following, where applicable:

- A brief description of the purpose of the land sale.
- The date, time and location of the open meeting where the Library Board will consider the matter.
- A legal description, municipal address and/or key map which in the opinion of the CEO is sufficient to identify the land to be sold.
- Contact information of the person who can respond to questions about the land.

If, in the opinion of the Library Board there is an urgent or time sensitive situation, notwithstanding the notice requirements set out in this policy, the Library Board may provide for alternate notice provisions by resolution of Library Board, provided that the resolution describes an alternate method of giving notice.

If a final decision is not made at the Library Board meeting specified in a Notice given under this Policy and the Library Board defers consideration of the matter to a future meeting or refers the matter to a future meeting for discussion, no further notice to the public is required provided that a resolution is passed to defer or refer to a later meeting as specified.

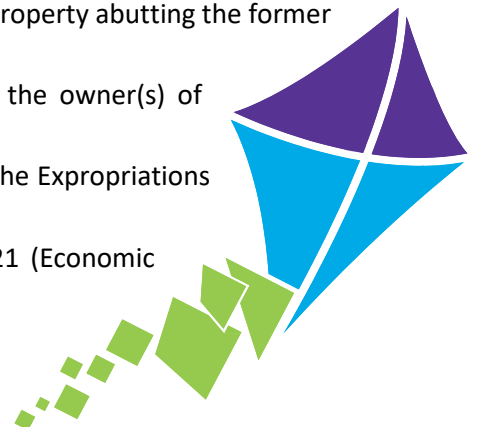
### 3. Valuation

The Valuation of surplus land will be prepared by a qualified professional appraiser. The appraiser must be designated an Accredited Appraiser Canadian Institute (AACI) by the Appraisal Institute of Canada.

A valuation required under this policy must be of a date within 1 year of the date of approval of an intended land disposition, or within such other times as is expressly accepted for a particular valuation by resolution of the Library Board.

The following classes of land are exempt from the requirement of obtaining a valuation of sale:

- Land 0.3 meters or less in width acquired in connection with an approval or decision under the planning act
- Closed highways or closed walkways if sold to an owner(s) of property abutting the closed highways or closed walkways
- Land formerly used for railway purposes if sold to an owner(s) of property abutting the former railway land
- Land that does not have direct access to a highway if sold to the owner(s) of property abutting that land
- Land repurchased by an owner in accordance with section 42 of the Expropriations Act
- Land sold under section 107 and 108 of the Municipal Act, 2021 (Economic Development Services)



#### 4. Methods of Disposal

The sale of surplus land may be by one or more of the following methods of disposal as determined by the Library Board:

- Call for proposals or offers
- Call for public tender by sealed bids
- Direct negotiations sale by the library
- Sale to sole source
- Public auction
- Listing with a real estate broker
- Land exchange
- Any other method of disposal determined by Library Board

The method of disposal will be expressed in a resolution by the Library Board and will also set out the terms and conditions of the method of sale

#### 5. Public Meeting for Land Formally Used by the Public

Before Land that is Formally Used by the Public can be declared surplus by the Library, a public meeting must be held. Notice of the public meeting will be given by the CEO by publishing a notice of a public meeting in a newspaper and on the Library website at least 21 days prior to the public meeting.

The matter will then be referred to the Library Board, who will consider the minutes of the public meeting, communications received by the Board, and any staff reports to determine whether or not to declare the Land as surplus or retain it for Library purposes. The Board may also make any other recommendations related to the subject Land, including but not limited to recommended conditions of sale or other dispositions of these lands.

#### 6. Terms of Sale

The Library Board reserves the right to adjust the list price and/or accept a proposal or offer less than the list price, where in the opinion of Library Board, it is in the best interests of the Library to do so.

The Library Board reserves the right that the highest or any proposal or offer may not necessarily be accepted by the Library.

It is a requirement that all proposals or offers to the Library must contain a clause that acceptance of the proposal or offer by the Library is conditional upon the passage of the necessary resolution by the Library Board.

#### Related Documents

- Municipal Act

ORIGINAL DATE ADOPTED	October 21, 2014	Review Cycle	4 years
REVIEW/APPROVAL HISTORY	November 6, 2018		



# SPL Report to the Board

MEETING DATE: MARCH 19, 2024  
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR  
SUBJECT: CEO MONITORING REPORT



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## Financial Condition

- On February 29<sup>th</sup>, City Council formally passed the 2024 budget, with no changes to the Library's budget as presented. This approval includes:
  - 2% Cost of Living increase for all staff positions (retroactive to January 1, 2024).
  - Increase to insurance to account for cyber insurance.
  - The creation of a new building reserve fund.
- The Audited Financial Statements for 2021 have been completed and approved by City Council. The Library Board needs to review and approve them separately. Library information is located on page 23.
- Discussions are currently ongoing with Perth South regarding their library contract.
- SPL was the recipient of two grants:
  - \$300 from the Teahan Family Nutrition and Wellbeing Fund held within the Stratford Perth Community Foundation for the Snack Stop food pantry.
  - \$21,968 from the New Horizons for Seniors program through Economic and Social Development Canada. This is for a project called Aging with Agility where we will be working with a working group of seniors to develop weekly programs regarding nutrition, physical and financial literacy and the purchase of cognitive care kits and increased large print resources.
- SPL was the recipient of a number of generous donations this past month, including:
  - \$600 from St. Andrews Presbyterian Church towards the Snack Stop food pantry
  - \$600 from Elliott Motors towards the Snack Stop food pantry

## For Your Information

### Staffing Updates

- We are currently interviewing for a Casual Public Service Librarian.
- We are currently interviewing for two Summer Program Coordinators. One of these positions is dependent on funding through a Young Canada Works grant.
- Cold and flu season, in tandem with COVID, continue to prompt a number of short-term staff absences.

### General News

- The Library has secured and implemented Cyber Insurance through Orr Insurance. Due to joint infrastructure, this has been completed in partnership with Perth East and West Perth public libraries.
- On February 17, photographer David T Chapman came to the library to share tips on birding this winter. This program was in partnership with St. Marys Public Library. 36 people attended this event.
- On February 25, SPL staff attended Seedy Sunday at the Local Community Food Centre to share information about the Library's seed library and resources related to gardening.
- The Library offered 14 programs geared to youth over the course of March Break at the library and at the Stratford Mall. Highlights include the Stuffy Sleep Over, Maker Mania, Board Game Blitz, and Percy



Jackson's Camp Half Blood.



- SPL partnered with Destination Stratford to offer a family friendly silent disco in the auditorium on Tuesday March 12.
- Selena Jones from Perth Community Futures Development Corporation provided social media and marketing drop-in hours on Tuesdays from February 5 – March 12 in the Maker Space.
- SPL joined other members of the Huron-Perth Period Poverty Task Force in the “Drive to End Period Poverty” March 3-10. During this week, donations of period products were accepted at the library. Additionally, the Avon Maitland District School Board donated a large number of supplies to us. Combined, our restrooms will be well stocked for the foreseeable future.
- We subscribed to a new online tool called ComicsPlus. ComicsPlus contains access to comics, graphic novels and manga for kids, teens and adults.
- SDSS BearCast has created a video showcasing all sorts of things teens can do in the library. This video was directed by one of SPL’s junior pages! [Watch it on Instagram.](#)

## Strategic Activities

- MakerSpace Plan for 2024-2026 has been created and begun to be implemented.
- Completion of the 2023 Annual Report to the public.
- SD4 – With PCIN partners, met with PC Connect to discuss the PC Connect bus pass service and how it may continue. Discussions are still underway.

## Select CEO Activities

- February 20: Attended the Grand Trunk AdHoc meeting
- February 24: Coldest Night of the Year
- February 26: Attended the PCFDC Board meeting
- February 28: Long Range Library Planning webinar
- February 29: Attended the BIA Coffee Club at Partners in Employment

## News and Coming Events

### SPL in the News

[A new library for Stratford could be a decade away](#)

February 14, 2024 | Stratford Today

[Seedy Sunday is back at the Local Community Food Centre](#)

February 23, 2024 | Beacon Herald

[Library wants community to join battle against period poverty](#)

March 4, 2024 | Stratford Today

[Plenty of March Break options in Stratford and area](#)

March 4, 2024 | Stratford Today

[Stratford church donation helps feed library's Snack Stop program](#)

March 7, 2024 | Beacon Herald

[All the fun of a disco party, sans thumping speakers](#)

March 14, 2024 | Stratford Today

### Upcoming Events:

- SPL will be closed on Friday March 29, Sunday March 31, and Monday April 1 for Easter
- Friday April 5 and Saturday April 6 will be a Drop n' Swap focusing on Kitchen Gadgets
- Saturday April 13 will be our Family Amazing Race in Upper Queen's Park

## STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending DECEMBER 31, 2023 NOT YEAR END

	YTD ACTUAL	YTD BUDGET (straight line)	VARIANCE (\$)	VARIANCE (%)	2023 BUDGET	%
<b>MUNICIPAL FUNDING</b>	2,486,560	2,486,560	-	0%	2,486,560	
<b>REVENUE</b>			\$ -			
CANADA GRANTS	8,405	6,620	1,785	27%	6,620	27%
ANNUAL PROVINCIAL FUNDING	51,402	57,270	- 5,868	-10%	57,270	-10%
OTHER MUNICIPALITIES	43,966	44,156	- 190	0%	44,156	0%
FINES & FEES	10,208	8,500	1,708	20%	8,500	20%
DONATIONS	8,283	5,000	3,283	66%	5,000	66%
RECOVERABLES	19,781	6,500	13,281	204%	6,500	204%
RECOVERABLE - PCIN to SPL	91,434	94,021	- 2,587	-3%	94,021	-3%
<b>Total REVENUE</b>	<b>\$ 2,720,039</b>	<b>\$ 2,708,627</b>	<b>\$ 11,412</b>	<b>0%</b>	<b>\$ 2,708,627</b>	
<b>EXPENSES</b>						
WAGES & BENEFITS	2,223,115	2,356,314	- 133,199	-6%	2,356,314	-6%
BUILDING EXPENSES	66,270	68,300	- 2,030	-3%	68,300	-3%
COMMUNICATIONS & INTERNET	17,566	20,300	- 2,734	-13%	20,300	-13%
VEHICLES	534	2,750	- 2,216	-81%	2,750	-81%
MEMBERSHIPS	2,671	2,970	- 299	-10%	2,970	-10%
TRAINING	14,364	22,000	- 7,636	-35%	22,000	-35%
COLLECTION MAINTENANCE	4,259	2,500	1,759	70%	2,500	70%
OFFICE SUPPLIES	24,202	26,600	- 2,398	-9%	26,600	-9%
ADVERTISING & PRINTING	18,731	15,000	3,731	25%	15,000	25%
MAINTENANCE CONTRACTS	420	420	-	0%	420	0%
MAINTENANCE CONTRACTS - SPL to PCIN	69,832	70,070	- 238	0%	70,070	0%
SUPPLIES & EQUIPMENT	17,726	18,000	- 274	-2%	18,000	-2%
MILEAGE	956	3,000	- 2,044	-68%	3,000	-68%
LEGAL FEES	7,346	5,000	2,346	47%	5,000	47%
PROGRAMMING & MAKERSPACE	17,335	13,000	4,335	33%	13,000	33%
CONTRACTORS	37,433	15,500	21,933	142%	15,500	142%
BOARD EXPENSES	2,682	6,000	- 3,318	-55%	6,000	-55%
RESERVES	282,970	282,970	-	0%	282,970	0%
<b>Total EXPENSES</b>	<b>\$ 2,808,412</b>	<b>\$ 2,930,694</b>	<b>-\$ 122,282</b>	<b>-4%</b>	<b>\$ 2,930,694</b>	<b>-4%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-\$ 88,373</b>		<b>\$ 133,694</b>			
<b>CAPITAL - subset of Reserves</b>						
COLLECTIONS	232,366	239,200	- 6,834	-3%	\$ 239,200	-3%
TECHNOLOGY	29,854	34,000	- 4,146	-12%	\$ 34,000	-12%
PROJECT						
<b>Total CAPITAL EXPENSES</b>	<b>\$ 262,220</b>	<b>\$ 273,200</b>	<b>-\$ 10,980</b>	<b>-4%</b>	<b>\$ 273,200</b>	<b>-4%</b>
<b>BALANCE SHEET</b>						
LIBRO (December 31, 2023)	\$ 69,955					
STRATFORD PERTH COMMUNITY FOUNDATION	\$ 240,710					
<b>Total CASH ASSETS</b>	<b>\$ 310,665</b>					

## STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending February 29, 2024

	YTD ACTUAL	YTD BUDGET (straight line)		VARIANCE (\$)	VARIANCE (%)	2024 BUDGET	%
<b>MUNICIPAL FUNDING</b>		447,197	-	447,197	-100%	2,683,184	-100%
<b>REVENUE</b>			\$	-			
CANADA GRANTS	-	1,364	-	1,364	-100%	8,184	-100%
ANNUAL PROVINCIAL FUNDING	-	9,534	-	9,534	-100%	57,202	-100%
OTHER MUNICIPALITIES	-	7,580	-	7,580	-100%	45,480	-100%
FINES & FEES	1,210	1,417	-	207	-15%	8,500	-86%
DONATIONS	145	833	-	689	-83%	5,000	-97%
RECOVERABLES	-	1,558	-	1,558	-100%	9,348	-100%
RECOVERABLE - PCIN to SPL	-	16,105	-	16,105	-100%	96,631	-100%
<b>Total REVENUE</b>	<b>\$ 1,355</b>	<b>\$ 485,588</b>	<b>-\$</b>	<b>37,036</b>	<b>-100%</b>	<b>\$ 2,913,529</b>	<b>-100%</b>
<b>EXPENSES</b>							
WAGES & BENEFITS	385,401	401,996	-	16,595	-4%	2,411,975	-84%
BUILDING EXPENSES	2,200	15,861	-	13,661	-86%	95,163	-98%
COMMUNICATIONS & INTERNET	2,368	3,333	-	966	-29%	20,000	-88%
VEHICLES	-	458	-	458	-100%	2,750	-100%
MEMBERSHIPS	2,200	458	-	1,742	380%	2,750	-20%
TRAINING	2,518	3,667	-	1,148	-31%	22,000	-89%
COLLECTION MAINTENANCE	543	417	-	126	30%	2,500	-78%
OFFICE SUPPLIES	1,434	4,307	-	2,872	-67%	25,840	-94%
ADVERTISING & PRINTING	954	2,667	-	1,713	-64%	16,000	-94%
MAINTENANCE CONTRACTS	420	63	-	356	563%	380	10%
MAINTENANCE CONTRACTS - SPL to PCIN	-	12,654	-	12,654	-100%	75,926	-100%
SUPPLIES & EQUIPMENT	636	3,075	-	2,439	-79%	18,450	-97%
MILEAGE	91	513	-	421	-82%	3,075	-97%
LEGAL FEES	98	833	-	736	-88%	5,000	-98%
PROGRAMMING & MAKERSPACE	1,500	2,306	-	807	-35%	13,838	-89%
CONTRACTORS	3,453	2,583	-	870	34%	15,500	-78%
BOARD EXPENSES	1,292	1,088	-	204	19%	6,525	-80%
RESERVES	-	67,700	-	67,700	-100%	406,202	-100%
<b>Total EXPENSES</b>	<b>\$ 405,107</b>	<b>\$ 523,979</b>	<b>-\$</b>	<b>118,872</b>	<b>-23%</b>	<b>\$ 3,143,874</b>	<b>-87%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-\$ 403,752</b>	<b>-\$ 38,391</b>	<b>\$</b>	<b>81,836</b>			
<b>CAPITAL - subset of Reserves</b>							
COLLECTIONS	39,367	41,195	-	1,828	-4%	\$ 247,170	-84%
TECHNOLOGY	-	8,200	-	8,200	-100%	\$ 49,200	-100%
PROJECT							
<b>Total CAPITAL EXPENSES</b>	<b>\$ 39,367</b>	<b>\$ 49,395</b>	<b>-\$</b>	<b>10,028</b>	<b>-20%</b>	<b>\$ 296,370</b>	<b>-87%</b>
<b>BALANCE SHEET</b>							
LIBRO (as of February 29, 2024)	\$ 71,601						
STRATFORD PERTH COMMUNITY FOUNDATION	\$ 240,710						
<b>Total CASH ASSETS</b>	<b>\$ 312,311</b>						

**THE CORPORATION OF THE CITY OF STRATFORD**

**CONSOLIDATED FINANCIAL STATEMENTS**

**For the year ended December 31, 2021**

# **THE CORPORATION OF THE CITY OF STRATFORD**

**For the year ended December 31, 2021**

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**CITY OF STRATFORD**  
**Corporate Services Department**  
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**Fax: (519) 273 -5041**  
**[www.stratford.ca](http://www.stratford.ca)**

## **Responsibility for Financial Reporting**

### **MANAGEMENT'S REPORT**

The integrity, relevance and comparability of data in the accompanying consolidated financial statements are the responsibility of management.

The consolidated financial statements are prepared by management, in accordance with generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of CPA Canada. They necessarily include some amounts that are based on the best estimates and judgments of management.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized, that assets are properly accounted for and safeguarded, and that financial records are reliable for preparation of financial statements.

City Council fulfils its responsibility for financial reporting through the Finance and Labour Relations Committee. This committee, and City Council consist of the Mayor and ten Councillors.

Millard Rouse & Rosebrugh LLP, Chartered Professional Accountants, have been appointed by City Council to express an opinion on The City's consolidated financial statements. Their report follows.

Karmen Krueger, CPA, CA  
Director of Corporate Services/Treasurer

Joan Thomson  
Chief Administrative Officer

Stratford, Ontario, Canada

February 15, 2024

## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of  
The Corporation of the City of Stratford

### Opinion

We have audited the consolidated financial statements of The Corporation of the City of Stratford (the 'Corporation'), which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Corporation as at December 31, 2021, and the consolidated results of its operations, its consolidated changes and net debt and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, 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.

In preparing the consolidated financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

### Auditors' Responsibilities for the Audit of the Financial Statements

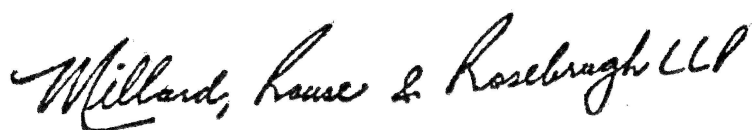
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



February 12, 2024  
Brantford, Ontario

CHARTERED PROFESSIONAL ACCOUNTANTS  
Licensed Public Accountants

# THE CORPORATION OF THE CITY OF STRATFORD

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31	2021	2020
<b>Financial Assets</b>		
Cash and cash equivalents (Note 2)	43,201,943	40,503,113
Taxes receivable	2,224,491	2,385,054
Trade and other receivable	10,857,984	6,852,422
Loans receivable (Note 3)	1,101,008	1,292,051
Investments (Note 4)	26,394,975	24,945,091
Investment in government business enterprises (Note 5)	47,484,869	45,070,404
Land held for resale	347,651	347,651
	<b>131,612,921</b>	<b>121,395,786</b>
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	21,452,173	16,126,935
Deferred revenue (Note 7)	26,726,239	23,435,706
Solid waste landfill closure and post closure liability (Note 8)	3,620,000	3,336,907
Employee benefits payable (Note 10)	15,234,090	14,011,993
Long-term debt (Note 11)	49,775,859	56,029,731
	<b>116,808,361</b>	<b>112,941,272</b>
<b>Net Financial Assets</b>	<b>14,804,560</b>	<b>8,454,514</b>
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 20)	317,863,185	301,452,985
Inventory	317,629	331,867
Prepaid expenses	715,791	1,534,482
Other non-financial assets (Spruce Lodge)	46,119	148,238
	<b>318,942,724</b>	<b>303,467,572</b>
<b>Total Net Assets</b>	<b>333,747,284</b>	<b>311,922,086</b>
<b>Accumulated Surplus (Note 13)</b>	<b>333,747,284</b>	<b>311,922,086</b>

Contractual Obligations (Note 9)

Contingencies (Note 14)

The accompanying notes are an integral part of these consolidated financial statements.

# THE CORPORATION OF THE CITY OF STRATFORD

## CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended December 31	2021 Budget (Note 21)	2021	2020
<b>Revenue</b>			
Net municipal taxation	64,003,089	63,776,067	61,486,067
Payments-in-lieu of taxation	-	492,423	475,316
Conditional grants	27,461,845	38,518,425	35,566,834
Revenue from other municipalities	7,101,237	11,759,586	10,338,095
User fees and service charges	24,842,952	24,384,711	23,528,677
Licenses, permits and rents	4,785,569	4,507,268	6,195,157
Fines and penalties	594,000	489,345	568,801
Other revenue	2,590,715	4,268,903	8,225,131
Income from government business enterprises	-	2,414,465	1,358,200
	131,379,407	150,611,193	147,742,278
<b>Expenses</b>			
General government	9,558,107	8,874,662	8,515,785
Protection services	22,853,614	23,143,078	22,425,611
Transportation services	12,656,265	14,429,286	15,633,552
Environmental services	9,324,317	12,604,808	14,060,395
Health services	8,207,272	10,085,063	8,687,353
Social and family services	26,178,778	28,410,278	24,414,561
Social housing	9,930,760	13,780,260	17,372,158
Recreation and cultural services	11,598,583	11,367,789	11,616,670
Planning and development	5,701,723	6,090,771	7,436,319
	116,009,419	128,785,995	130,162,404
<b>Annual Surplus</b>	15,369,988	21,825,198	17,579,874
Net effect of restructuring transaction (Note 16)	-	-	931,034
<b>Increase (decrease) in Net Municipal Position</b>	15,369,988	21,825,198	18,510,908
Change in proportionate consolidation (Note 18)	-	(229,968)	(423,299)
<b>Opening Accumulated Surplus</b>	293,834,477	311,922,086	293,834,477
<b>Ending Accumulated Surplus (Note 13)</b>	309,204,465	333,747,284	311,922,086

The accompanying notes are an integral part of these consolidated financial statements.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**

<b>For the year ended December 31</b>	<b>2021 Budget (Note 21)</b>	<b>2021</b>	<b>2020</b>
<b>Annual Surplus</b>	15,369,988	21,825,198	18,510,908
Acquisition of tangible capital assets	(65,424,500)	(23,924,812)	(13,426,535)
Acquisition of tangible capital assets - WIP	-	(2,743,865)	(1,088,106)
Amortization of tangible capital assets	9,879,261	9,879,261	9,342,038
(Gain)/loss on disposal of tangible capital assets	-	191,319	(9,063)
Proceeds from sale of tangible capital assets	-	37,618	45,904
Net effect of restructuring transaction	-	-	814,940
	(40,175,251)	5,264,719	14,190,086
Change in inventory	-	14,238	(4,149)
Change in other non-financial assets	-	102,119	(15,231)
Change in prepaid expenses	-	818,691	(656,442)
<b>Change in Net Financial Assets (Debt)</b>	(40,175,251)	6,199,767	13,514,264
<b>Net Financial Assets (Debt), Beginning of the Year</b>	8,454,514	8,454,514	(5,034,939)
Change in proportional consolidation (Note 18)		150,279	(24,811)
<b>Net Financial Assets (Debt), End of the Year</b>	(31,720,737)	14,804,560	8,454,514

The accompanying notes are an integral part of these consolidated financial statements.

# THE CORPORATION OF THE CITY OF STRATFORD

## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31	2021	2020
<b>Cash Provided By (Used In)</b>		
<b>Operating Activities</b>		
Annual Surplus	21,825,198	18,510,908
Items not involving cash:		
Amortization of tangible capital assets	9,879,261	9,342,038
Loss/(Gain) on disposal of tangible capital assets	191,319	(9,063)
Government business enterprise net earnings	(3,305,351)	(1,358,200)
Net effect of restructuring transaction (Note 16)	-	814,940
Changes in non-cash operating working capital:		
Trade and other receivables	(4,005,562)	(1,060,907)
Taxes receivable	160,563	279,884
Inventory	14,238	(4,149)
Prepaid expenses	818,691	(656,442)
Other non-financial assets	102,119	(15,231)
Accounts payable and accrued liabilities	5,325,238	1,394,401
Deferred revenue	3,290,533	3,385,091
Employee benefits payable	1,222,097	2,086,993
Land held for resale	-	697,899
Solid waste landfill closure and post closure liability	283,093	1,242,610
	35,801,437	34,650,772
<b>Financing Activities</b>		
Repayment of long-term debt	(6,253,872)	(6,298,403)
	(6,253,872)	(6,298,403)
<b>Investing Activities</b>		
Dividends from Government business enterprises	890,886	505,582
Net increase in investments	(1,449,884)	(239,024)
Net (increase)/decrease in loans receivable	191,043	216,962
	(367,955)	483,520
<b>Capital transactions</b>		
Purchase of tangible capital assets	(26,668,677)	(14,514,641)
Proceeds from the sale of tangible capital assets	37,618	45,904
	(26,631,059)	(14,468,737)
<b>Change in Cash and Cash Equivalents</b>	2,548,551	14,367,152
<b>Cash and Cash Equivalents, Beginning of Year</b>	40,503,113	26,160,772
<b>Change in proportionate consolidation (Note 18)</b>	150,279	(24,811)
<b>Cash and Cash Equivalents, End of Year</b>	43,201,943	40,503,113

The accompanying notes are an integral part of these consolidated financial statements.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

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The consolidated financial statements of the Corporation of the City of Stratford (the "Corporation") are prepared by management in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board ("PSAB") of Chartered Professional Accountants Canada. Significant aspects of accounting policies are as follows:

**(a) Reporting entities**

These consolidated financial statements reflect the assets, liabilities, revenues and expenditures of the Corporation and include the activities of all committees of Council and the following local boards, municipal enterprises and utilities which are accountable to the Corporation for the administration of their financial affairs and resources and are owned or controlled by the Corporation.

**(i) Consolidated entities:**

- Stratford Public Library
- Police Services Board
- Board of Parks
- Downtown Stratford BIA
- Perth & Stratford Housing Corporation
- SEED Co.

**(ii) Proportionally consolidated entities:**

The following entities are proportionally consolidated with the financial statements of the Corporation based on an approved funding agreement effective January 1, 2021.

	2021	2020
Perth District Health Unit	23.40%	23.58%
Spruce Lodge Home for the Aged	41.13%	41.59%
Spruce Lodge Home Assistance Corporation	41.13%	41.59%
Spruce Lodge Foundation	41.13%	41.59%

The method of consolidation is based on notional weighted assessment as stated in the new shared services costing agreement.

**(iii) Equity accounting:**

Government business enterprises are accounted for by the modified equity method. Under the modified equity method, the accounting principles of government business enterprises are not adjusted to conform to the Corporation's accounting principles and inter-organizational transactions and balances are not eliminated. However, inter-organizational gains and losses are eliminated on assets remaining with the government reporting entities at the reporting date.

The government business enterprises include:

- Festival Hydro Inc.
- Festival Hydro Services Inc.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(b) Basis of accounting:**

Revenues and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable. Expenditures are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

**(c) Cash and cash equivalents:**

Cash and cash equivalents are comprised of cash on hand, cash held in financial institutions and temporary investments with maturities of 60 days or less.

**(d) Bank indebtedness:**

Bank indebtedness is a fluctuating short term line of credit held in a financial institution.

**(e) Tangible capital assets:**

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset, and include interest charges when these charges are directly attributable to the capital project. Donated or contributed assets are capitalized and recorded at their estimated fair value upon acquisition. Leased capital assets are valued at the present value of the future minimum lease payments. Certain tangible capital assets for which historical cost information is not available have been recorded at current replacement cost deflated by a relevant inflation factor.

Works of art and other historical treasures are accounted for in the same method as the other tangible capital assets, with the exception that they are not amortized.

Work in progress identified in this and subsequent notes relates to assets under construction. The costs, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	20 to 30 years
Buildings and building equipment	15 to 50 years
Computer equipment	5 years
Furniture and fixtures	15 to 30 years
Vehicles	2 to 25 years
Machinery and equipment	5 to 25 years
Linear assets	20 to 40 years
Other capital assets	50 years
Roads	15 to 60 years
Bridges	60 to 75 years
Water and wastewater facilities	35 to 100 years
Underground and other networks	100 years

**(f) Land held for resale:**

The land held for resale is recorded at the lower of cost and net realizable value.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(g) Tax revenues:**

In 2021, the Corporation billed over \$63.5 million in property tax revenue for municipal purposes. A further \$11.3 million in provincial education taxes were collected on behalf of the Province of Ontario for education purposes and remitted to the Province during the year, and do not form part of these financial statements. The authority to levy and collect property taxes is established under the Municipal Act, 2001, the Assessment Act, the Education Act and other legislation.

The amount of the total annual property tax levy is determined each year through Council's approval of the annual operating budget. Municipal tax rates are set annually by Council for each class or type of property, in accordance with provincial legislation and Council approved policies, in order to raise the revenues required to meet operating and capital budget requirements. Education tax rates are established by the Province of Ontario each year in order to fund the costs of education on a Province-wide basis.

Taxation revenues are recorded at the time tax billings are issued. Additional property tax revenue can be added throughout the year, related to new properties that become occupied, or that become subject to property tax, after the return of the annual assessment roll used for billing purposes. The Corporation may receive supplementary assessment information over the course of the year from MPAC that identify new or previously omitted assessments. Property taxes for these supplemental/omitted amounts are then billed according to the approved tax rate for the applicable property class.

Taxation revenues in any given year may also be reduced as a result of reductions in assessment values rising from assessment appeals. Each year, an amount is identified in the budget to cover the estimated amount of revenue loss attributable to assessment appeals, tax appeals, or other deficiencies in tax revenue.

**(h) Deferred revenue:**

The recreational land (Planning Act), development charges fund, and sub divider contributions are prescribed by legislation, or agreement and are reported as deferred revenue on the consolidated statement of financial position. Grants that are received in the year, but are subject to external restrictions that have not been fulfilled, are recorded in deferred revenue until those obligations are met. In addition, certain user charges and fees are collected for which the related services have yet to be performed. These amounts are recognized as revenue in the fiscal year the related expenditures are incurred or services performed.

**(i) Long-term investments:**

Long-term investments are recorded at cost less any amounts written-off to reflect a permanent decline in market value below cost. Investments consist of authorized investments pursuant to provisions of the Municipal Act and comprise government and corporate bonds, debentures, pooled investment funds and short-term instruments of various financial institutions.

Investment income earned is reported as revenue in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of the respective deferred revenue balances.

**(j) Inventory:**

Inventory is valued at the lower of cost and net realizable value on a first-in, first-out basis.

**(k) Employee benefits payable:**

The Corporation provides post-retirement health care, life insurance and unused sick leave benefits to eligible retired employees. The benefits earned by employees are actuarially determined using management's best estimate of salary escalation, retirement ages of employees and expected benefit costs.



**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(k) Employee benefits payable (Continued):**

Past service costs from plan amendments related to prior period employee services are accounted for in the period of the plan amendment. The effects of a gain or loss from settlements or curtailments are expensed in the period they occur. Net actuarial gains and losses related to the employee benefits are amortized over the average remaining service life of the related employee group. Employee future benefit liabilities are discounted at the Corporation's cost of borrowing using estimated rates for debt with maturities similar to expected benefit payments in the future. The costs of workplace safety and insurance obligations are actuarially determined and are expensed.

**(l) Use of estimates:**

The preparation of the consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting periods. The amounts subject to such estimates include employee benefits payable, assessment appeals, claims provisions, and solid waste landfill closure and post-closure liability. Actual results could differ significantly from those estimates.

**(m) Transactions on behalf of others:**

Trust funds operated by the Corporation amounting to \$2,884,171 (2020 - \$2,791,870) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations, as they are reported on separately. The Trust funds held by the Corporation consist primarily of funds related to legislated perpetual care amounts and prepaids relating to cemetery activity.

**(n) Government transfer revenue**

Government transfer revenue is recorded once it is authorized by the transferring government and the Corporation is eligible to receive the transfer. Any amount received but restricted is recorded as deferred revenue in accordance with Section 3410 of the Public Sector Accounting Handbook and recognized as revenue in the period in which the resources are used for the purpose specified.

Government transfers include social assistance program funding representing 80-100% of certain social services programs, social service administration funding covering 50% of certain administration costs and transfers for social housing totaling approximately 20% of costs of the program.

In addition, the Corporation periodically receives senior government capital funding in the form of infrastructure grants and receives ongoing funding from both senior levels of government as a result of an allocation of gas tax funds.

**(o) Contaminated sites:**

Public Sector Accounting Handbook section 3260 - Liability for Contaminated Sites, requires that the Corporation recognize a liability for remediation of contaminated sites when contamination of a site, for which the Corporation is directly responsible or accepts responsibility, exceeds an existing environmental standard and a reasonable estimate of the remediation costs can be made. The Corporation has established an inventory of municipally owned sites and is in the process of evaluating if it will be required to recognize a liability for remediation of any of the sites.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**2. CASH AND CASH EQUIVALENTS**

The following is a breakdown of cash and cash equivalents and bank indebtedness:

	<b>2021</b>	<b>2020</b>
General bank accounts	8,523,874	12,423,311
General reserve bank accounts	34,674,432	28,076,166
Petty cash	3,637	3,636
	<b>43,201,943</b>	<b>40,503,113</b>

**3. LOANS RECEIVABLE**

The following loans are outstanding at December 31:

	<b>2021</b>	<b>2020</b>
Stratford Perth Museum	269,966	283,202
Heritage Conservation District Loans	49,002	65,398
Stratford Soccer Association	60,000	70,000
Stratford Perth Museum (2)	124,721	131,955
Stratford Chef School	145,754	248,880
Stratford Soccer Association Turf Field	451,565	492,616
	<b>1,101,008</b>	<b>1,292,051</b>

The Stratford Perth Museum loan matures in 2037, has an interest rate of 3% with repayments of \$1,791 being made monthly.

The Heritage Conservative District loans are interest-free 10 year loans with maturity dates between April 2022 and July 2027.

The Stratford Perth Museum (2) matures in 2038, has an interest rate of 0.5% with repayments of \$656 being made monthly.

The Stratford Soccer Association loan is a 15 year interest-free loan maturing September 2028 with an yearly payment of \$10,000.

The Stratford Chef School loan is a 6 year loan at an interest rate of 5%.

The Stratford Soccer Association turf field loan is a 15 year interest-free loan maturing December 2032 with a yearly payment of \$41,051.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021

**4. INVESTMENTS**

	<b>2021 Cost</b>	<b>2021 Market Value</b>	<b>2020 Cost</b>	<b>2020 Market Value</b>
Restricted Deposit notes/GIC's	4,436,385	4,357,896	2,158,374	2,156,577
Restricted Fixed Income	13,587,732	15,309,350	14,598,616	15,541,348
<b>Total Restricted</b>	<b>18,024,117</b>	<b>19,667,246</b>	<b>16,756,990</b>	<b>17,697,925</b>
Unrestricted Deposit notes/GICs	1,656,960	1,656,960	1,332,296	1,332,296
Unrestricted Fixed Income	6,713,898	6,714,413	6,855,805	6,957,162
<b>Total Unrestricted</b>	<b>8,370,858</b>	<b>8,371,373</b>	<b>8,188,101</b>	<b>8,289,458</b>
<b>Total</b>	<b>26,394,975</b>	<b>28,038,619</b>	<b>24,945,091</b>	<b>25,987,383</b>

Investments include general funds and reserve funds. Long-term investments earn interest between 0.55% and 3.89% and have maturity dates between June 2022 and September 2029.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**5. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISES**

The Corporation holds a 100% interest in Festival Hydro Inc. and Festival Hydro Services Inc. as follows:

	<b>2021</b>	<b>2020</b>
Festival Hydro (a)	45,896,146	43,591,792
Festival Hydro Services Inc. (b)	1,588,723	1,478,612
	<b>47,484,869</b>	<b>45,070,404</b>
<b>(a) Festival Hydro Inc.:</b>	<b>2021</b>	<b>2020</b>
Financial position:		
Current assets	14,565,257	14,759,159
Capital assets	57,113,909	55,447,062
Other assets	1,734,841	1,955,244
Total assets	<b>73,414,007</b>	<b>72,161,465</b>
Regulatory balances	4,527,854	2,806,457
Current liabilities	13,115,959	12,163,083
Demand loan payable to the City of Stratford	15,600,000	15,600,000
Post-employment benefits	1,361,643	1,492,917
Other liabilities	15,836,536	15,929,661
Total liabilities	<b>45,914,138</b>	<b>45,185,661</b>
Regulatory balances	1,731,577	1,790,469
Equity	<b>30,296,146</b>	<b>27,991,792</b>
Financial activities:		
Revenues	72,338,384	84,687,188
Operating expenses	(69,125,670)	(81,221,772)
Finance costs (net)	(939,719)	(2,425,162)
Income tax	(917,289)	(403,821)
Net movement in regulatory balances	1,758,928	661,404
Other comprehensive income (loss)	80,606	(79,899)
Equity, beginning of year	27,991,792	27,279,435
Dividends paid or payable on common share	(890,886)	(505,581)
Equity, end of year	<b>30,296,146</b>	<b>27,991,792</b>
Investment in Festival Hydro Inc.:		
Equity, end of year	30,296,146	27,991,792
Demand loan payable to the City of Stratford	15,600,000	15,600,000
Net investment	<b>45,896,146</b>	<b>43,591,792</b>

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021

**5. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISES (Continued)**

(b) Festival Hydro Services Inc.:	2021	2020
Financial Position:		
Current assets	78,847	77,773
Capital assets	3,078,178	3,375,645
Other assets	29,990	16,401
Total assets	3,187,015	3,469,819
Current liabilities	33,211	33,015
Demand loan payable to the City of Stratford	372,000	372,000
Other liabilities	1,565,081	1,958,192
Total liabilities	1,970,292	2,363,207
Equity	1,216,723	1,106,612
Financial activities:		
Revenues	1,336,141	1,332,368
Operating expenses	(1,137,808)	(1,081,970)
Finance costs (net)	(49,222)	(58,655)
Income tax	(39,000)	(51,000)
Equity, beginning of year	1,106,612	965,869
Dividends on common shares	-	-
Equity, end of year	1,216,723	1,106,612
Investment in Festival Hydro Services Inc.:		
Equity, end of year	1,216,723	1,106,612
Demand loan payable to the City of Stratford	372,000	372,000
Net investment	1,588,723	1,478,612

During the year, and within the normal course of operations, the Corporation was provided water and sewer billing and collection services by Festival Hydro Inc. Amounts paid to Festival Hydro Inc. by the corporation were \$494,093 (2020 - \$490,245).

The Corporation also leases space from Festival Hydro Inc. for which it paid rent of \$27,638 (2020 - \$29,942) during the year.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**6. PENSION AGREEMENT**

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The Corporation makes contributions to the Ontario Municipal Employees Retirement System (OMERS), a multi-employer plan, on behalf of its employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The 2021 contribution rates are 9.0% for employee earnings below the year's maximum pensionable earnings and 14.6% thereafter for employees with a normal retirement age of 65. The 2020 contribution rates were 9.2% for employees earning below the year's maximum pensionable earnings and 15.8% thereafter for employees with a normal retirement age of 60. Employees and employers contribute jointly to the plan.

OMERS is a multi-employer plan, therefore any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Corporation does not recognize any share of the OMERS pension surplus or deficit. Contributions made by the Corporation to OMERS for 2021 were \$3,554,235 (2020 - \$3,466,796) and are matched by employee contributions in a similar manner. Employer contributions are recognized as an expenditure in the consolidated statement of financial activities in the year contributions are made.

The OMERS pension plan has a deficit. If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions would be required in the future from all OMERS participants. The latest available report for the OMERS plan was December 31, 2021. At that time, the Plan reported a \$3.1 billion actuarial deficit (2020 - \$3.2 billion actuarial deficit).

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**7. DEFERRED REVENUE**

	Balance at December 31 2020	Additions	Withdrawals	Balance at December 31 2021
Obligatory Reserve Funds:				
Development charges	12,595,538	2,538,275	602,692	14,531,121
Subdivider contributions	113,325	2,655	-	115,980
Recreational land (The Planning Act)	673,955	169,315	73,776	769,494
Federal gas tax	6,241,055	4,138,159	823,425	9,555,789
Provincial gas tax	612,878	491,933	680,075	424,736
Other current miscellaneous	2,792,081	586,891	2,650,372	728,600
Other consolidated entities:				
Other	406,874	775,046	581,401	600,519
	23,435,706	8,702,274	5,411,741	26,726,239
	Balance at December 31 2019	Additions	Withdrawals	Balance at December 31 2020
Obligatory Reserve Funds:				
Development charges	11,608,507	1,730,155	743,124	12,595,538
Subdivider contributions	111,954	1,371	-	113,325
Recreational land (The Planning Act)	507,945	166,010	-	673,955
Federal gas tax	6,993,594	2,006,875	2,759,414	6,241,055
Provincial gas tax	387,181	469,627	243,930	612,878
Other current miscellaneous	217,794	2,900,947	326,660	2,792,081
Other consolidated entities:				
Other	223,640	322,418	139,184	406,874
	20,050,615	7,597,403	4,212,312	23,435,706

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021

**8. SOLID WASTE LANDFILL CLOSURE AND POST-CLOSURE LIABILITY**

Solid waste landfill closure and post-closure liability accounts for anticipated closure and post-closure costs for the existing and closed landfill sites. This liability is the estimated cost to date, based on a volumetric basis, of the expenditures related to those activities required when the site or phase stops accepting waste.

Post-closure activities include all activities related to monitoring the site once it can no longer accept waste, including acquisition of any additional land for buffer zones, treatment and monitoring of leachate, monitoring ground water and surface water, gas monitoring and recovery, and ongoing maintenance of various control systems, drainage system and final cover.

The estimated liability for the care of landfill sites is the present value of future cash flows associated with closure and post-closure costs. The liability includes the portion of the landfill that was closed in 1995. This liability is partially funded by a reserve fund.

Key assumptions in arriving at the liability are:

	2021	2020
The landfill is expected to reach capacity in 2043		
Remaining capacity as at December 31	1.25 million tonnes	1.25 million tonnes
Expected closing cost in 2021 dollars	\$ 3,620,000	\$ 3,336,907
Costs still to be recognized	\$ 3,093,143	\$ 3,353,751
Expected inflation rate	2 %	2 %
Discount rate	3.90 %	3.90 %
Estimated time needed for post-closure care	50 Years	50 Years

The Corporation has established a reserve fund to assist with the post closure costs. The reserve fund has a balance of \$526,857 (2020 - \$514,804).



**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**9. CONTRACTUAL OBLIGATIONS**

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At December 31, the Corporation had a number of contracts and commitments that remained fully or partially outstanding as noted, representing future year commitments:

The Corporation has a contract with Ontario Clean Water Agency to operate the sewage system. The term of the agreement is 10 years for the period January 1, 2018 to December 31, 2027. The contract fees amounting to \$996,072 (2020 - \$996,075) are reported in the Consolidated Statement of Operations. The 2022 commitment is \$1,039,567.

The Corporation has entered into several agreements for the lease and supply of various equipment, vehicles and services with expected payments of approximately \$2,343,000 for 2022.

In March, 2020, the Corporation entered into a renewal agreement for purchase of service agreement with Family Services Perth-Huron to provide personal counselling to clients of the Social Services Department, for a two-year term to December 31, 2021 with a future year commitment of \$70,000. The agreement has an additional optional one-year renewal option that was exercised in 2021, making the future year commitment \$140,000.

In April, 2020, the Corporation entered into an agreement for purchase of service agreement with StormFisher Environmental Ltd. for the processing of source separated organics for \$100.01 per tonne, and expected tonnage of 1,000 annually to March 2022 with a future year commitment of \$200,000.

The Corporation has outstanding contractual obligations of approximately \$33,258,000 at December 31, 2021 for various capital works that were not completed in 2021.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021

**10. EMPLOYEE BENEFITS PAYABLE**

Employee future benefits are liabilities of the Corporation to its employees and early retirees for benefits earned but not taken. Details are as follows:

	<b>2021</b>	<b>2020</b>
Post-retirement benefits (a)	11,319,748	10,882,165
Workplace Safety and Insurance Board Obligation (b)	3,914,342	3,129,828
	<b>15,234,090</b>	<b>14,011,993</b>

The Corporation provides benefits to retirees until they reach 65 years of age, provides certain benefits to employees on long-term disability, allows certain employees to accumulate unused sick leave to be taken as a cash payment on termination. Above values are based on actuarial and management estimates as at December 31, 2021.

(a) The actuarial analysis is only for the City of Stratford, not including WSIB. Significant assumptions used in the actuarial valuation are as follows:

	<b>2021</b>	<b>2020</b>
Discount rate	2.60 %	2.60 %
Rate of compensation increase	1.50 %	1.50 %
Healthcare cost increase	8.00 %	8.00 %

The benefit obligation continuity is as follows:

	<b>2021</b>	<b>2020</b>
Accrued benefit obligation end of prior year	10,605,700	9,932,000
Adjustment to accrued benefit obligation at January 1	-	(442,400)
Current period benefit cost	635,300	517,000
Retirement interest expenditure	281,500	307,000
Benefits paid	(826,200)	(826,200)
Accrued Benefit Obligation as at December 31	<b>10,696,300</b>	<b>9,487,400</b>
Unamortized actuarial (gain) loss	-	1,118,300
Liability for post-retirement benefits	<b>10,696,300</b>	<b>10,605,700</b>

Post-retirement benefits expense is as follows:

	<b>2021</b>	<b>2020</b>
Current period benefit cost	635,300	517,000
Retirement interest expenditure	281,500	307,000
Amortization of actuarial (gain) loss	179,400	72,700
Total post-retirement benefits expense	<b>1,096,200</b>	<b>896,700</b>

Reserves have been established to partially provide for this past service liability. The balance at the end of the year is \$6,118,111 (2020 - \$5,944,090). An amount of \$nil (2020 - \$nil) was paid out of reserves to employees who left the Corporation's employment during the current year.

(b) The City of Stratford is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. The Corporation has recorded an accrual for the estimate of future benefit costs and administrative loading as calculated by actuaries. During the year, \$789,409 (2020 - \$295,878) was paid by the Corporation to the WSIB in relation to those benefits.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**11. LONG-TERM DEBT**

The balance of long-term debt reported on the consolidated statement of financial position consists of total long-term debt incurred by municipal enterprises. The amount at the end of the year is as follows:

	<b>2021</b>	<b>2020</b>
OSIFA debenture bearing interest at 2.57% due June 2032	14,068,377	15,408,224
OSIFA debenture bearing interest at 2.78% due September 2024	201,000	268,000
OSIFA debenture bearing interest at 2.74% due November 2028	2,024,409	2,313,610
OMEIFA debenture bearing interest at 4.96% due November 2034	8,744,512	9,417,166
OMEIFA debenture bearing interest at 2.70% due November 2034	780,666	830,189
OMEIFA debenture bearing interest at 4.28% due December 2024	1,100,000	1,466,667
OMEIFA debenture bearing interest at 3.21% due December 2026	7,014,212	8,417,054
OMEIFA debenture bearing interest at 3.42% due December 2023	4,890,400	5,297,933
Royal Bank loan payable, interest at 2.63% per annum, due February 2026	141,254	976,932
Royal Bank loan payable, interest at 2.42% per annum, due June 2024	684,669	872,650
Royal Bank loan payable, interest at 2.84% per annum, due April 2027	3,633,760	3,782,673
Royal Bank loan payable, interest at 2.88% per annum, due April 2028	3,597,657	3,744,475
Royal Bank loan payable, interest at 2.49% per annum, due April 2025	723,151	928,500
Royal Bank loan payable, interest at 2.51% per annum, due April 2023	1,081,559	1,148,924
Royal Bank loan payable, interest at 2.80% per annum, due April 2026	1,090,233	1,156,734
	<b>49,775,859</b>	<b>56,029,731</b>

Principal repayments are summarized as follows:

2022	5,581,798
2023	5,462,723
2024	5,485,578
2025	4,823,231
2026	4,662,658
Thereafter	23,759,871
	<b>49,775,859</b>

Long-term liabilities and commitments to be financed from reserves beyond the term of Council are covered by by-law. The principal and interest payments required to service existing and pending issues and commitments are within the debt repayment limit prescribed by the Ministry of Municipal Affairs.

Total interest on long-term debt was \$1,920,798 (2020 - \$2,142,985).

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021

**12. PUBLIC LIABILITY INSURANCE**

In recent years, there have been substantial increases in premiums charged by the insurance industry for public liability insurance. As a result, the Corporation has undertaken some portion of the risk, which would historically have been covered by outside insurers.

The Corporation is self-insured for public liability claims up to \$50,000 for any individual claim and \$50,000 for any number of claims arising out of a single occurrence. Outside coverage is in place for claims in excess of these limits.

As at December 31, 2021, there are legal claims commenced against the Corporation that remain outstanding. No provision has been made for any claims that are expected to be covered by insurance or where the consequences are undeterminable. Where the claims are not expected to be covered by insurance and where management has assessed the likelihood of exposure as being more likely than not and is able to reasonably assess the exposure, an amount is provided for in these consolidated financial statements.

**13. ACCUMULATED SURPLUS**

The accumulated surplus balance is comprised of balances in reserves and reserve funds, operating surplus, capital surplus, unfunded liabilities to be recovered in the future, investment in government business enterprises and investment in tangible capital assets.

	<b>2021</b>	<b>2020</b>
Reserves set aside for specific purposes by Council:	17,292,291	14,211,782
Reserve Funds set aside for specific purpose by Council:	45,254,869	37,642,841
Amounts to be recovered:		
Investment in Government Business Enterprise	(15,972,000)	(7,800,000)
Solid waste landfill closure and post closure liability	(3,620,000)	(3,336,907)
Employee benefits payable	(15,234,090)	(14,011,993)
Long-term debt	(49,775,859)	(56,029,731)
Interest accrual on debt	(112,992)	(127,504)
Total amounts to be recovered	(84,714,941)	(81,306,135)
Cumulative operating deficit	(9,780,640)	(5,497,442)
Investment in Government Business Enterprise	47,484,869	45,070,404
Land held for resale	347,651	347,651
Work in progress	15,803,877	13,772,470
Investment in tangible capital assets	302,059,308	287,680,515
Total accumulated surplus	333,747,284	311,922,086

The cumulative operating deficit reflects the Corporation's \$3,076,500 cash-basis operating surplus as well as PSAB and consolidated adjustments.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**14. CONTINGENCIES**

As of December 31, 2021, certain legal actions and other contingent liabilities are pending against the Corporation. Reference can be made to note 12 for details of the public liability insurance maintained by the Corporation. Not all contingencies can be estimated at year-end since the outcome of these matters is indeterminate at this time.

**15. FINANCIAL INFORMATION FOR THE LIBRARY BOARD**

The Ministry of Tourism, Culture and Sport provides operating grants to the Library. A condition of these grants is that the Library Board supply its financial information to the Ministry. This information may be included in the consolidated financial statements provided that the financial information of the library is identified either by a separate schedule or a note.

	<b>2021</b>	<b>2020</b>
Revenue		
Other grant revenue	8,074	-
Public library operating grant	57,275	56,853
Fees and charges	458,958	380,153
Donations	5,560	5,920
Total revenue	529,867	442,926
Expenses		
Wages	2,258,504	1,970,145
Materials	104,395	22,256
Services	381,795	366,282
Other	94,296	95,107
Total Expenses	2,838,990	2,453,790
Deficiency of revenue over expenses	2,309,123	2,010,864
Deficiency was funded as follows:		
Transfer from (to) reserves and reserve funds	(227,853)	(256,273)
Contribution from the Corporation	2,536,976	2,267,137
	2,309,123	2,010,864

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**16. GOVERNMENT PARTNERSHIP - HURON PERTH PUBLIC HEALTH**

The Corporation of the City of Stratford is a partner in Huron Perth Public Health. The Corporation provides 23.40% (2020 - 23.58%) of the municipal funding for the Cost Shared Mandatory related programs. The Corporation's share of results of Huron Perth Public Health's financial results from operations for the year and its financial position at year-end have been consolidated within these financial statements. At December 31, 2021 Huron Perth Public Health's financial results and financial performance are as follows:

	<b>2021</b>	<b>2020</b>
Financial assets	2,711,957	2,756,590
Liabilities	3,731,424	2,233,731
Non-financial assets	5,572,695	5,706,203
Accumulated surplus	4,553,228	6,229,062
Revenues	23,077,870	18,770,997
Expenses	24,424,804	18,372,070
Annual surplus/(deficit) before restructuring adjustments	(1,346,934)	398,927
Restructuring gains	-	3,948,406

The Corporation's share of Huron Perth Public Health's assets, liabilities and accumulated surplus at December 31, 2021 are as follows:

Financial assets	634,598	650,004
Liabilities	873,153	526,714
Non-financial assets	1,304,011	1,345,523
Accumulated surplus	1,065,456	1,468,813

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

**17. GOVERNMENT PARTNERSHIP - SPRUCE LODGE**

The Corporation of the City of Stratford is a partner in Spruce Lodge Home for the Aged and its related entities. The Corporation provides 41.13% (2020 - 41.59%) of the municipal funding for the Costs Shared Mandatory related programs. The Corporation's share of results of Spruce Lodge Home for the Aged and its related entities' financial results from operations for the year and its financial position at year-end have been consolidated within these financial statements. At December 31, 2021, Spruce Lodge Home for the Aged and its related entities' financial results and financial performance are as follows:

	<b>2021</b>	<b>2020</b>
Financial assets	6,067,494	5,308,545
Liabilities	3,052,823	2,149,878
Non-financial assets	7,118,708	6,901,768
Accumulated surplus	10,133,379	10,060,435
Revenues	14,042,219	13,622,579
Expenses	14,135,155	13,678,698
Annual deficit	(92,936)	(56,119)

The Corporation's share of Spruce Lodge Home for the Aged and its related entities' assets, liabilities and accumulated surplus at December 31, 2021 are as follows:

Financial assets	2,495,560	2,207,824
Liabilities	1,255,626	894,134
Non-financial assets	2,927,925	2,870,445
Accumulated surplus	4,167,859	4,184,135

**18. CHANGE IN PROPORTIONATE CONSOLIDATION**

The change in proportionate consolidation of joint local boards is the result of new funding agreements effective January 1, 2021. The resulting changes in funding percentages and their effects are as follows:

	<b>2021</b>	<b>2020</b>	<b>Change</b>
Funding percentage			
Huron Perth Public Health	23.40 %	23.58 %	-0.18 %
Spruce Lodge	41.13 %	41.59 %	-0.46 %
<b>January 1, 2021</b>			
Effect of Change in Funding Percentages			
Tangible capital assets			
Cost			(95,737)
Accumulated amortization			54,540
Net book value			(41,197)
Net financial assets			(188,255)
Other non-financial assets			(516)
Change in Net Municipal Position			(229,968)

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**19. SEGMENTED INFORMATION**

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The Corporation of the City of Stratford is a diversified municipal government institution that provides a wide range of services to its citizens. For reporting purposes, the Corporation's operations and activities are organized in segments. The services and activities of each segment are as follows:

**General government**

This item is related to the revenues and expenses of the operations of the Corporation itself and cannot be directly attributed to a specific segment.

**Protection services**

Protection is comprised of police services, fire department and building department. The police services department is to ensure the safety and protection of the citizens and their property, preserve peace and good order, detect offenders and enforce the law. The fire department provides fire suppression service, fire prevention programs, training and education related to prevention and detection of fires. The building department enforces the building and construction codes and municipal by-laws.

**Transportation services**

Transportation services include public works services related to planning, development and maintenance of the roadway systems, street lighting, transit and parallel transit, parking administration and control and the operations of the Stratford Municipal Airport.

**Environmental services**

Environmental services include providing sanitary and storm sewer, water, waste collection and disposal and recycling services.

**Health services**

Health services are comprised of public health services which works to improve the overall health of the population and overcome health inequalities by providing services to individuals and communities. This segment also includes ambulance services and cemetery operations.

**Social and Family services**

Social Services provide services that are meant to help the less fortunate in society through Ontario Works assistance, child care subsidy program and best start and special needs programs. This segment also includes the operations of a municipal day care.

**Social housing**

Housing services are meant to help the less fortunate through social housing, affordable housing and public housing programs.

**Recreation and Cultural services**

Recreation and cultural services are meant to improve the health and development of the citizens. Programs such as swimming, skating, day camps, festivals and library services are provided at locations such as parks, libraries, art gallery, recreation complexes, arenas, sports field and other municipal buildings. This segment also includes grants to numerous community organizations providing recreation and cultural activities.

**Planning and Development**

Planning and development services manages urban development for business interests, environmental concerns, heritage matters, local neighbourhoods and the city centre. This segment also includes economic development and tourism.

For each reported segment, revenues and expenses represent the amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are used in preparation of segmented financial information. The revenue fund reports on municipal services that are funding primarily by property taxation revenues. Taxation and payments-in-lieu of taxes are apportioned based on the segment's net surplus. The segmented information follows the same accounting policies as disclosed in Note 1.



# THE CORPORATION OF THE CITY OF STRATFORD

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2021

### 19. SEGMENTED INFORMATION (Continued)

For the year ended December 31	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Social Housing	Recreation and Cultural Services	Planning & Development	Total 2021
<b>Revenue</b>										
Taxation	4,428,751	11,549,165	7,200,693	6,290,218	5,032,781	14,177,673	6,876,808	5,672,904	3,039,497	64,268,490
Grants	7,336,606	508,731	1,966,559	370,498	4,714,410	21,718,425	1,490,229	178,039	234,928	38,518,425
Other municipalities	104,211	1,620,078	-	-	645,507	1,654,708	7,693,639	41,443	-	11,759,586
Fees and user charges	209,060	327,122	1,164,458	15,667,131	72,760	3,383,965	2,505,457	662,327	392,430	24,384,710
Licences and permits	252,763	253,861	459,888	-	481,470	-	858,697	1,181,865	1,018,725	4,507,269
Rents, fines, penalties	370,561	-	-	116,731	-	-	-	2,053	-	489,345
Other	5,401,955	3,758	19,814	13,414	1,024,707	10,413	-	100,545	108,762	6,683,368
	18,103,907	14,262,715	10,811,412	22,457,992	11,971,635	40,945,184	19,424,830	7,839,176	4,794,342	150,611,193
<b>Expenses</b>										
Salaries and benefits	4,332,738	20,488,212	6,626,077	3,338,625	494,799	5,181,784	1,057,435	5,502,468	1,057,478	48,079,616
Materials	421,887	789,631	2,316,551	1,373,289	89,520	927,547	2,734,663	1,195,215	115,420	9,963,723
Contracted Services	2,505,744	1,010,757	2,010,195	4,637,960	43,625	1,614,521	1,390,814	1,591,946	608,387	15,413,949
External Transfers	413,029	-	-	-	3,600,988	14,722,442	7,072,746	970,830	3,913,889	30,693,924
Amortization	685,996	723,494	3,341,886	2,479,431	80,015	11,874	15,282	1,545,113	10,258	8,893,349
Other	515,268	130,984	134,577	775,503	5,776,116	5,952,110	1,509,320	562,217	385,339	15,741,434
	8,874,662	23,143,078	14,429,286	12,604,808	10,085,063	28,410,278	13,780,260	11,367,789	6,090,771	128,785,995
<b>Net Revenue (expenditure)</b>	9,229,245	(8,880,363)	(3,617,874)	9,853,184	1,886,572	12,534,906	5,644,570	(3,528,613)	(1,296,429)	21,825,198

# THE CORPORATION OF THE CITY OF STRATFORD

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2021

### 19. SEGMENTED INFORMATION (Continued)

For the year ended December 31	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Social Housing	Recreation and Cultural Services	Planning & Development	Total 2020
<b>Revenue</b>										
Taxation	4,053,781	10,675,293	7,442,061	6,693,189	4,135,452	11,622,096	8,269,692	5,529,899	3,539,921	61,961,384
Grants	4,067,674	472,992	2,974,782	345,165	3,612,344	18,966,030	3,493,016	170,381	1,464,450	35,566,834
Other municipalities	97,460	1,566,193	-	-	-	895,710	7,738,102	40,630	-	10,338,095
Fees and user charges	812,353	251,113	744,163	15,059,981	75,931	3,341,741	2,559,981	485,034	192,420	23,522,717
Licences and permits	60,745	504,132	356,710	-	-	-	-	-	5,960	927,547
Rents, fines, penalties	493,844	255,574	181,498	-	364,720	-	3,382,527	1,164,208	-	5,842,371
Other	6,466,601	19,677	218,243	9,069	1,655,906	430,206	-	30,870	752,758	9,583,330
	16,052,458	13,744,974	11,917,457	22,107,404	9,844,353	35,255,783	25,443,318	7,421,022	5,955,509	147,742,278
<b>Expenses</b>										
Salaries and benefits	4,203,525	20,113,285	6,921,103	2,533,947	610,548	4,993,956	1,621,597	5,045,493	735,328	46,778,782
Materials	367,431	747,820	2,247,387	1,610,890	87,201	123,100	2,532,373	1,129,896	48,598	8,894,696
Contracted Services	2,374,026	917,176	3,182,062	5,444,573	374,767	1,381,968	4,022,624	2,206,454	583,096	20,486,746
External Transfers	411,531	-	-	-	3,132,047	12,157,704	5,803,869	1,070,403	5,508,149	28,083,703
Amortization	652,966	642,047	3,198,148	2,376,372	78,013	6,448	679,596	1,532,087	3,117	9,168,794
Other	506,306	5,283	84,852	2,094,613	4,404,777	5,751,385	2,712,099	632,337	558,031	16,749,683
	8,515,785	22,425,611	15,633,552	14,060,395	8,687,353	24,414,561	17,372,158	11,616,670	7,436,319	130,162,404
<b>Net Revenue (expenditures)</b>	7,536,673	(8,680,637)	(3,716,095)	8,047,009	1,157,000	10,841,222	8,071,160	(4,195,648)	1,480,810)	17,579,874

# THE CORPORATION OF THE CITY OF STRATFORD

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2021

### 20. TANGIBLE CAPITAL ASSETS

	General Land	Land Improvements	Building and Building Equipment	Computer Equipment	Furniture and Fixtures	Vehicles	Linear Assets	Machinery and Equipment	Other	Infrastructure Roads	Bridges	W/WW Facilities	Underground and Other Networks	Total	Work in Progress	Grand Total
<b>Cost</b>																
Balance, Dec 31, 2020	17,357,037	10,260,949	83,030,116	2,960,446	5,967,282	10,235,767	4,876,311	17,894,092	140,039	127,338,556	9,913,608	93,511,046	92,459,700	475,944,949	13,772,470	489,717,419
Additions	274,259	38,692	2,062,204	68,777	399,295	4,380,293	81,354	942,411	-	2,202,979	272,251	387,052	13,527,703	24,637,270	2,743,865	27,381,135
Adjustments	(828)	(354)	(75,435)	-	(725)	-	-	(18,050)	-	(345)	-	-	-	(95,737)	-	(95,737)
Disposals	-	-	24,344	-	396,001	272,521	834,938	341,994	-	-	15,893	-	-	1,885,691	712,458	2,598,149
Balance, Dec 31, 2021	17,630,468	10,299,287	84,992,541	3,029,223	5,969,851	14,343,539	4,122,727	18,476,459	140,039	129,541,190	10,169,966	93,898,098	105,987,403	498,600,791	15,803,877	514,404,668
<b>Accumulated Amortization</b>																
Balance, Dec 31, 2020	-	2,556,205	34,589,419	2,403,855	4,649,009	6,228,187	4,045,084	11,909,095	17,718	56,402,294	3,504,267	36,571,208	25,388,092	188,264,433	-	188,264,433
Amortization	-	322,381	2,294,493	195,653	322,887	1,053,126	77,688	1,120,146	-	2,194,627	146,375	1,294,744	857,141	9,879,261	-	9,879,261
Adjustments	-	(278)	(39,738)	-	(426)	-	-	(13,860)	-	(238)	-	-	-	(54,540)	-	(54,540)
Disposals	-	-	6,027	-	384,710	272,521	532,123	339,257	-	-	13,033	-	-	1,547,671	-	1,547,671
Balance, Dec 31, 2021	-	2,878,308	36,838,147	2,599,508	4,586,760	7,008,792	3,590,649	12,676,124	17,718	58,596,683	3,637,609	37,865,952	26,245,233	196,541,483	-	196,541,483
Net Book Value Dec 31, 2021	17,630,468	7,420,979	48,154,394	429,715	1,383,091	7,334,747	532,078	5,800,335	122,321	70,944,507	6,532,357	56,032,146	79,742,170	302,059,308	15,803,877	317,863,185
<b>Cost</b>																
Balance, Dec 31, 2019	17,074,363	10,092,801	80,974,298	2,688,729	5,805,372	9,874,327	5,998,517	17,027,312	109,738	124,039,828	9,886,634	90,725,810	91,384,442	465,682,171	12,684,364	478,366,535
Additions	291,085	168,671	2,488,576	271,717	230,461	696,107	-	1,177,301	30,301	3,215,870	75,019	2,785,236	1,098,392	12,528,736	1,202,697	13,731,433
Adjustments	(8,411)	(523)	(432,758)	-	(63,085)	-	-	(136,845)	-	82,858	-	-	-	(558,764)	-	(558,764)
Disposals	-	-	-	-	5,466	334,667	1,122,206	173,676	-	-	48,045	-	23,134	1,707,194	114,591	1,821,785
Balance, Dec 31, 2020	17,357,037	10,260,949	83,030,116	2,960,446	5,967,282	10,235,767	4,876,311	17,894,092	140,039	127,338,556	9,913,608	93,511,046	92,459,700	475,944,949	13,772,470	489,717,419
<b>Accumulated Amortization</b>																
Balance, Dec 31, 2019	-	2,297,697	32,621,266	2,211,992	4,374,008	5,658,516	5,012,685	10,870,853	15,517	54,466,005	3,426,343	34,628,502	25,252,500	180,835,884	-	180,835,884
Amortization	-	258,906	2,138,688	191,863	317,037	870,763	154,605	1,246,834	2,201	1,936,622	123,087	1,942,706	158,726	9,342,038	-	9,342,038
Adjustments	-	(398)	(170,535)	-	(36,570)	-	-	(35,299)	-	(333)	-	-	-	(243,135)	-	(243,135)
Disposals	-	-	-	-	5,466	301,092	1,122,206	173,293	-	-	45,162	-	23,134	1,670,353	-	1,670,353
Balance, Dec 31, 2020	-	2,556,205	34,589,419	2,403,855	4,649,009	6,228,187	4,045,084	11,909,095	17,718	56,402,294	3,504,268	36,571,208	25,388,092	188,264,434	-	188,264,434
Net Book Value Dec 31, 2020	17,357,037	7,704,744	48,440,697	556,591	1,318,273	4,007,580	831,227	5,984,997	122,321	70,936,262	6,409,340	56,939,838	67,071,608	287,680,515	13,772,470	301,452,985

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**

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**21. BUDGET**

The Financial Plan (budget) By-law adopted by Council on January 25, 2021 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Canadian Public Sector Accounting Standards now require reporting on a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$nil. In addition, the budget reflects expensing all tangible capital expenditures rather than including just amortization expense. As a result, the budget figures presented in the statement of operations represent the Financial Plan adopted by Council January 25, 2021 including a proportionate consolidated budgets of local boards with adjustments as follows:

	<b>2021</b>
Financial Plan (budget) Bylaw deficit for the year	-
Add:	
Budgeted principal repayment of debt	6,770,077
Budgeted transfer to accumulated surplus	11,237,369
Capital Expenditures	65,424,500
Less:	
Budgeted transfers from accumulated surplus	(44,661,588)
Unfinanced Capital	(13,521,109)
Amortization	(9,879,261)
<b>Budget surplus (deficit) per statement of operations</b>	<b>15,369,988</b>

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021

**22. FINANCIAL INFORMATION FOR STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)**

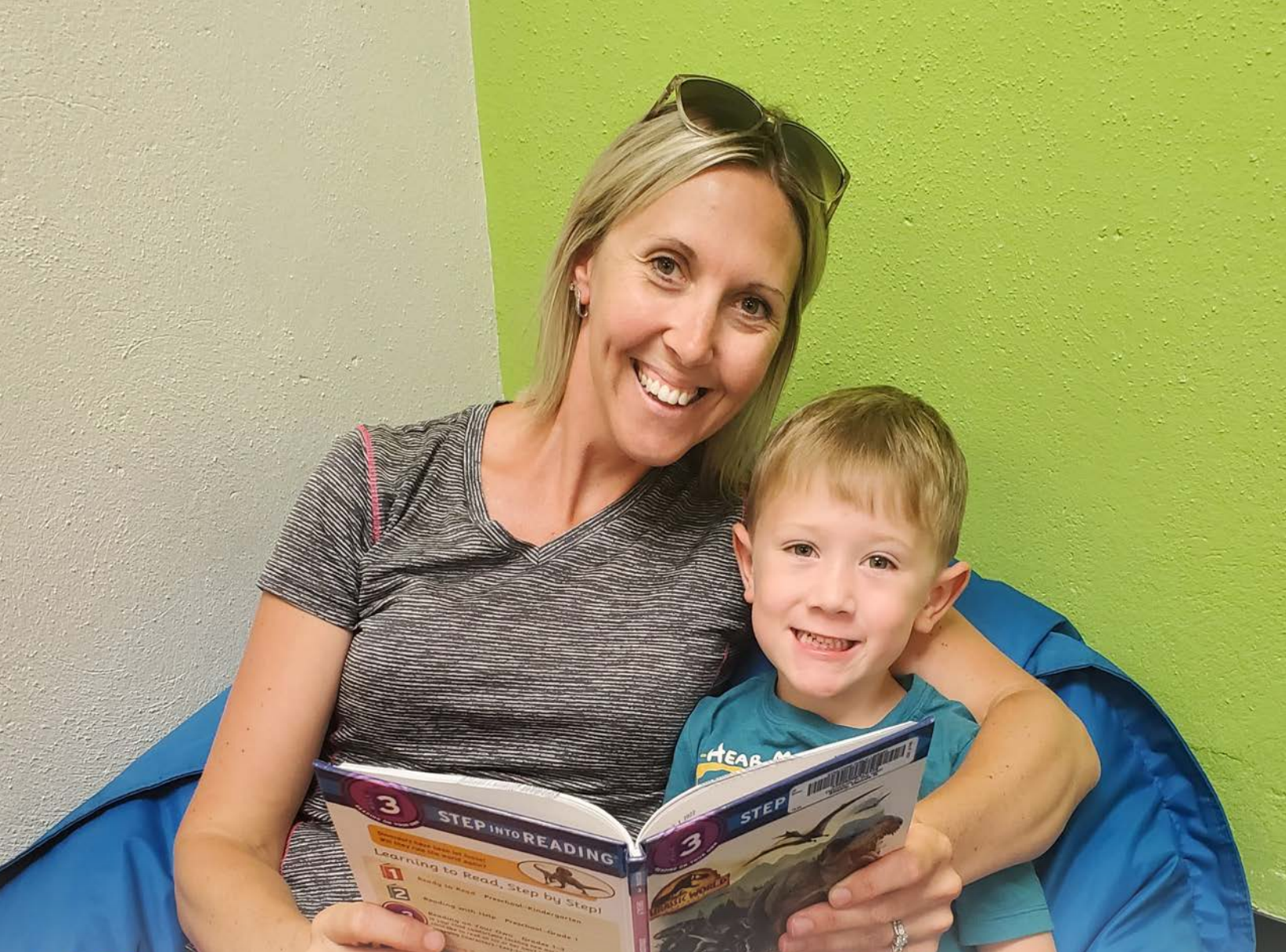
	2021	2020
Revenue		
Ontario grants	207,428	313,810
Federal grants	19,300	1,150,640
Other revenue	11,370	42,572
Total revenue	238,098	1,507,022
Expenses		
Wages	491,362	552,203
Materials	22,459	19,018
Services	203,919	125,789
Special project	1,231	12,351
Other	157,461	1,347,253
Total expenses	876,432	2,056,614
Deficiency of revenue over expenses	638,334	549,592
Deficiency was funded as follows:		
Contribution from the Corporation	599,092	573,201
Contribution (to) from reserve	39,242	(23,609)
	638,334	549,592

**23. COVID-19 PANDEMIC**

During and subsequent to year end, the Corporation has been impacted by the effects of the world-wide coronavirus pandemic. The Corporation is closely monitoring its operations and is actively working to minimize the current and future impact of this unprecedented situation. Measures in place to combat the health threat of the virus have caused material disruption to Corporation services. The duration and impact of the outbreak is unknown at this time, as are the efficacy of the government and central bank interventions. Library, Recreation centres and other Corporation facilities have been closed to the public on and off throughout the pandemic. Council has approved COVID-19 Tax Relief application programs for 2022 tax instalments to provide relief to taxpayers. At the time of financial statement preparation, it is not possible to reliably estimate the length and severity of the measures nor their impact on the future financial results of the Municipality.

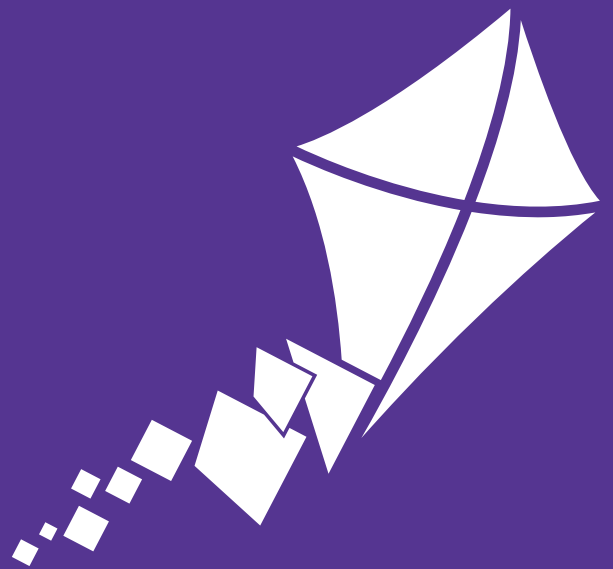
**24. COMPARATIVE AMOUNTS**

The comparative amounts presented in the consolidated financial statements have been reclassified to conform to the current year's presentation.



STRATFORD PUBLIC LIBRARY

# 2023 ANNUAL REPORT





# Our Mission

We are an equitable, safe and welcoming community where everyone can explore, learn, create and be inspired.

# Our Vision

We are a place where hope and wonder fly.

We envision a Library which connects people, inspires learning, literacy and curiosity; and sparks change for a better community.

## 2023 - 2026 Library Board

Michael Corbett - Chair  
Mackenzie Kipfer - Vice Chair  
Jo-Dee Burbach - City Council  
Laurie Brown  
Philip Connolly  
Kaitlyn Kochany  
Patricia Lewis  
David Mackey  
Emma Perrin  
Arnab Quadry  
Chris Zonneville

# Dear Friends

2023 marked a significant period of growth and positivity for the Stratford Public Library. Throughout the year, we embodied the true essence of a library: resilience, adaptability, and the pursuit of ambitious goals, all while nurturing meaningful interactions.

We embarked on the year with renewed vigor and enthusiasm, welcoming a new CEO, a fresh Library Board, and an invigorating Strategic Plan. Looking ahead, our commitment remains steadfast to addressing our library's spatial challenges, exploring innovative avenues to engage with our community, championing equity, fostering valuable partnerships, and above all, prioritizing the well-being and development of our exceptional team.

During this past year, our library solidified its role as a vibrant hub for diverse activities and interests, attracting visitors for a multitude of reasons: to expand their knowledge, forging community connections, seeking reading suggestions, honing skills, or simply finding solace within our welcoming spaces. Each day, over 1,200 individuals visited SPL or utilized our extensive online resources, underscoring the profound impact our library has on our community.

Engagement initiatives soared to unprecedented heights last year. The Summer Reading program witnessed record-breaking attendance, with an impressive one-third of Stratford's youth participating in the reading club. Overwhelming community support for events like Drag Storytime and eco-friendly programs such as Drop n' Swaps further underscored our commitment to inclusivity and environmental stewardship. To accommodate our burgeoning attendance, we extended our outreach efforts to venues such as the Stratford Mall, Stratford Perth Museum, and local parks, ensuring that everyone had the opportunity to participate.

Looking forward, we are eagerly anticipating the journey ahead, with the community at the heart of our endeavors. In the meantime, we invite you to savour this retrospective glimpse into another extraordinary year. We extend our heartfelt gratitude for your unwavering support, which fuels our passion and propels our mission forward.



Krista Robinson  
CEO / Library Director



Michael Corbett  
Board Chair

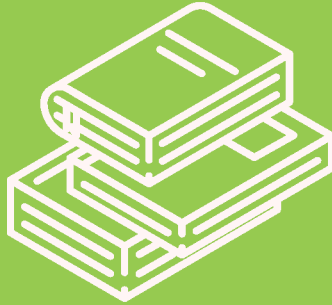
**"This is an amazing place to come after school. It's a super welcoming place. I can sit here for hours reading. Thank you for being here and thank you for being so close to Stratford Intermediate School!"**

# By the Numbers

Numbers are one way to reveal the incredible impact of the information gained and shared by library users. In 2023, useage soared with just under half a million physical and digital items used, which was a 9% increase over 2022.

**353,661**

physical items  
used



**134,884**

in person  
visits

**109,779**

digital materials  
borrowed



**46**

items borrowed  
per active  
member



**1,713**

new library cards  
issued



**11,342**

reference questions  
answered

**9,590**

public computer  
sessions  
and **12,288** wireless  
connections



**"I recently renewed my Library card after a long absence and I'm so glad I did. It is truly a wonderful place with great programs for everyone and friendly helpful staff... I LOVE THE LIBRARY!"**



Customers saved just under

**\$2 million**

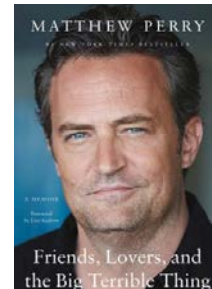
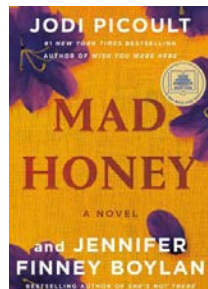
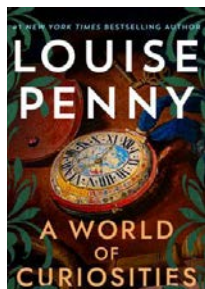
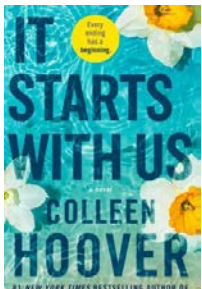
**by checking out physical  
library materials in 2023!**

Thank you for using  
Stratford Public Library

.....  
Check out how much you have saved  
at the bottom of your receipt.

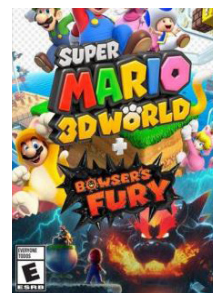
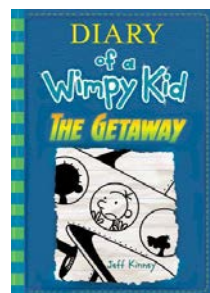
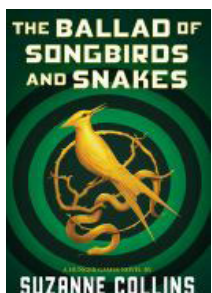
## Your Favourites

The community's love for bestsellers and blockbusters was evident in 2023  
Here are the most borrowed titles in various categories.



Fiction

Non-Fiction



Young Adult

Youth

Video Game

Youth & Adult DVDs

"Our library is phenomenal. Great programming, resources and staff. It's one of my family's favourite places in the city."

# Programs and Outreach

The library takes great pride in providing not just fun and entertaining programs and services, but also those which are impactful and educational. They support the community and change lives by providing community connections, engagement and inclusivity.



**21,937** people attended **676** programs

**2,255**

residents met  
with us at **15**  
community events

**840**

people attended  
**54** STEAM  
programs

**4,147**

students were  
visited in **132** class  
visits

**495**

deliveries made by  
volunteers to people  
who are unable to visit  
the library

**134**

people helped  
by our volunteer  
Tech Tutors

**153**

newcomers helped  
at SPL by the YMCA  
Settlement Services  
program

**"How has the library helped my family grow? Free access to books and entertainment has given us lots of close family time, and helped instill a love of reading. The MakerSpace has taught us how to print our own t-shirts!"**



# TD Summer Reading Club

**2023 was a record  
breaking year!**

**1,066** kids took part in SPL's  
TD Summer Reading program.

In total, **5,058** people participated  
in **144** summer programs!



**"The gift of summer library programs goes beyond the skill and exposure of literacy. Creating summer memories for me and my family is what I will always be thankful for."**



## MakerSpace

In 2023 **2,122** people visited the  
MakerSpace to learn and create.

Located on the main floor of the library, the  
MakerSpace is a space filled with technologies,  
tools, and toys, including 3D printers,  
vinyl cutting machines, button makers and  
digitization tools - all available for you to come  
and use.

**[splibrary.ca/makerspace](https://splibrary.ca/makerspace)**

**"No way! This is cool. Libraries \*really\* do have everything."**

# 2023 Highlights

We are always looking for new and exciting ways to meet our community's needs. Here are some of the many new ways we supported you in 2023.



## Wonder Passes

Passes to a Stratford Festival Set Changeover Experience and to the Stratford Perth Museum passes were added to our popular WonderPass collection.



## Time Capsule

While undergoing bathroom renovations, a small closet was discovered. Before it was enclosed again, a time capsule was left for future generations to discover.

## Artificial Intelligence

With a panel of community leaders, we explored the impact of AI on culture, health and agriculture in Stratford.

## Tales & Trails

In partnership with the Rotary Club of Stratford and the Stratford Perth Museum, a number of storywalks were installed at the Museum for all to enjoy.

## Drop n' Swaps

Community treasure exchanges, helped rehome books, garden supplies, home decor and games.

## Drag Storytimes

With the community, we celebrated inclusion, diversity and acceptance with Stratford Pride Community Centre and Fanfare Books.

## Puzzles & Games

Dozens of puzzles and games were added to our Library of Things collection.



## Snack Stop

Snack foods, nonperishables, and some fresh produce are freely available whenever the Library is open, to anyone in need.



## Garden Renewal

We celebrated the completion of the library garden renewal project. Thank you Garden Stratford!

"The length you all go to put a smile on the kiddo's faces is absolutely moving!  
Thank you for making this community a space of belonging for everyone!"



# A Special Thank you to our 2023 Community Partners

Alzheimer's Society of Huron Perth  
Avon Maitland District School Board  
Canadian National Institute for the Blind  
Chartwell Anne Hathaway Retirement Residence  
City of Stratford  
Conestoga College  
Connection Centre  
Destination Stratford / Lights On  
Family Services Perth-Huron  
Huron Perth Catholic District School Board  
Huron Perth Poverty Task Force  
Livery Yard  
Ontario Caregivers  
Ontario Parks Lending Program

Perth Community Futures Development Corporation  
Perth County Information Network  
Rotary Club of Stratford  
SpringWorks  
Stratford & District Horticultural Society  
Stratford Business Improvement Area  
Stratford Mall  
Stratford Festival  
Stratford Perth Centre for Business  
Stratford Perth Museum  
Stratford Pride Community Centre  
Stratford Reads  
Upper Thames Conservation Authority  
YMCA of Three Rivers

**"The library builds real community! So appreciate you guys!"**



**Libraries are important  
community hubs.  
Please support yours!**  
[splibrary.ca/donate](https://splibrary.ca/donate)

**splibrary.ca**  
19 St. Andrew St, Stratford  
519-271-0220 | [askspl@splibrary.ca](mailto:askspl@splibrary.ca)