



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

Date: Tuesday, July 16, 2024
Time: 4:30 P.M.
Location: Council Chamber, City Hall
Sub-committee Present: Councillor Hunter - Chair Presiding, Councillor McCabe - Vice Chair, Councillor Beatty, Councillor Burbach, Councillor Nijjar
Staff Present: Karmen Krueger - Director of Corporate Services, Tatiana Dafoe - City Clerk, Victoria Trotter - Council Committee Coordinator, Miranda Franken - Council Clerk Secretary, Joani Gerber - CEO, SEED Co., Zac Gribble - Executive Director, Destination Stratford

To watch the Sub-committee meeting live, please click the following link:

<https://video.isilive.ca/stratford/live.html>

A video recording of the meeting will also be available through a link on the City's website

<https://calendar.stratford.ca/meetings> following the meeting.

Pages

1. Call to Order

The Chair to call the meeting to Order.

Land Acknowledgment

Moment of Silent Reflection

Respectful Workplace Policy Statement

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence

from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

3. Delegations

3.1 Request for Delegation by Ellen Hurley, Chair, Board of Directors, Playmakers! Theatre School

Ellen Hurley will be speaking to Sub-committee to request an increase in the amount of the Community Grant awarded to Playmakers! Theatre School regarding the Stratford Lantern Parade 2024.

Motion by

THAT Ellen Hurley be heard.

4. Report of the Director of Corporate Services

4.1 SEEDCo/investStratford Update to March 31, 2024 (FIN24-020)

5 - 10

Joani Gerber, CEO of the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford), will be in attendance to present the update.

Motion by

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update for the period ending March 31, 2024, be received for information.

4.2 Destination Stratford Update (FIN24-024)

11 - 20

Zac Gribble, Executive Director of Destination Stratford, will be in attendance to present the report.

Motion by

Staff Recommendation: THAT the Destination Stratford Update (FIN24-024) dated July 16, 2024, be received for information.

4.3 2024 Community Grant Appeal Request (FIN24-023)

21 - 25

Motion by

Staff Recommendation: THAT the appeal of Council's decision regarding the 2024 community grant award to Playmakers! Theatre School be received and considered.

4.4 Property Tax Arrears and Tax Sales Update (FIN24-025)

26 - 28

Motion by

Staff Recommendation: THAT the report titled, "Property Tax Arrears and Tax Sales Update" (FIN24-025), be received for information.

5. Report of the Council Committee Coordinator

5.1 Stratfords of the World Advisory Committee Funding Request (FIN24-018) 29 - 31

Motion by

Staff Recommendation: THAT the request from the Stratfords of the World Advisory Committee for an additional \$500.00 to assist with expenses relating to hosting information sessions for the January 2025 New Zealand Stratfords of the World Reunion, funded from the Advisory Committee reserve be considered and direction be provided.

5.2 Communities in Bloom 2024 Additional Funding Request (FIN24-022) 32 - 34

Motion by

Staff Recommendation: THAT the request from the Communities in Bloom Advisory Committee for an additional amount of up to \$5,000.00 for expenses related to sending two members of the Committee to the 2024 Communities in Bloom Symposium in Charlottetown to be funded from the Council Committees Reserve, be considered.

5.3 Climate Conversations Steering Committee 2024 Request for Financial Assistance (FIN24-026) 35 - 38

Motion by

Staff Recommendation: THAT direction be provided on the options identified for the financial assistance request from the Climate Conversations Steering Committee for the eight (8) Climate Conversation events to be held from September 2024 to April 2025.

6. Advisory Committee/Outside Board Minutes 39 - 41

The following Advisory Committee minutes are provided for the information of Sub-Committee:

- Stratfords of the World Advisory Committee minutes of February 22, 2024

7. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is September 17, 2024 at 4:30 p.m. in the Council Chamber, City Hall.

8. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

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



MANAGEMENT REPORT

Date: June 18, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN24-020
Attachments: SEEDCo Update to March 31 2024

Title: SEEDCo/investStratford Update to March 31, 2024

Objective: To receive an update on SEEDCo.'s activities for the period ending March 31, 2024.

Background: SEEDCo. gives regular updates to Council through the Finance and Labour Relations Sub-committee.

Analysis: Joani Gerber from SEEDCo. has been invited to attend to present the attached report.

Financial Implications:

Financial impact to current year operating budget:

SEEDCo receives financial contributions from the City as approved through the annual budget process. The 2024 contribution is \$592,300 for general operations, \$129,842 for the Small Business Enterprise Centre plus an additional amount to fund the Housing Concierge position (total annualized cost of \$80,000).

Beyond this, there are no additional direct financial implications to the City's operating budget.

Alignment with Strategic Priorities:

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update for the period ending March 31, 2024, be received for information.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Joan Thomson, Chief Administrative Officer

May 31, 2024

Title: Report to Finance & Labour Relations Sub-Committee

Councillor Hunter, Chair & Sub-Committee Members

CC: Karmen Krueger, Director of Corporate Services & Joan Thomson, CAO

Activities of the Stratford Economic Enterprise Development Corporation

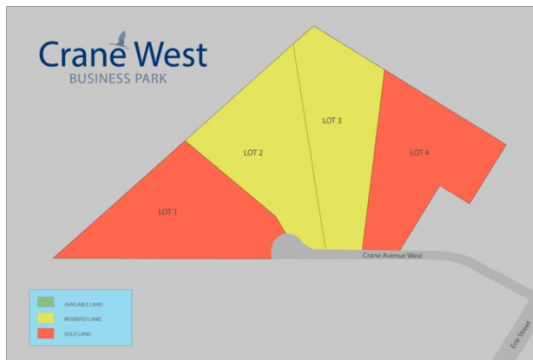
Aligning to the strategic priority of Council, **Widening our Economic Opportunities**, the following projects and activities are ongoing and underway.

Key Metrics (January 1 through March 31, 2024):

- Staff worked with 10 ongoing new investment opportunities for both City-owned and privately held industrial and commercial properties and responded to 12 inquiries.
- Staff are working with 9 existing companies supporting their retention and expansion plans.
- The Small Business Centre held 96+ consultations including 12 businesses started, 7 businesses sustained, 17 businesses expanded, and 1 business purchased.
- Staff hosted 1 large networking event for Women+ in Business with 100 attendees.
- 73 (new) Jobs were created by businesses supported by the Small Business Centre.
- The Starter Company Plus program had a 7-participant cohort this winter helping 7 new businesses to prepare to launch or expand.
- Staff participated in many Workforce Development activities (e.g., Stratford-Bruce Peninsula Employment Service System Manager (SMM) and Attainable Market Housing Project).
- With our SOMA Partners, Stratford had a presence at the Consumer Electronics Show from January 9-12 and attended the Annual Economic Developers' Council of Ontario Conference from Feb. 6-9.
- investStratford CEO, Festival Hydro CEO and Mayor Ritsma attended the Intelligent Communities Forum (ICF) Taipei World Forum from March 17-23.

City-Owned Industrial Land Activity (January 1 through March 31, 2024):

- All lots in the Wright Business Park are sold, apart from one parcel in a due diligence/feasibility review and one sale set to close in December 2024.
- Two of the four lots in the Crane West Business Park are sold and the remaining two 5.5. acre lots are in reserve status for a pending sale.



2022/23 Attainable Housing Special Project – Key Performance Indicators
(January 1 through March 31, 2024)

- Project implementation recommendations from the Attainable Market Housing Project Final report were referred to and approved as part of the 2024 City Budget process, including a Housing Specialist.
- An internal Working Group continues to meet to discuss next steps and project implementation.
- A Community Awareness Campaign continues through investStratford, City and various partners' social media channels.

Budget Variance Analysis (January 1 through March 31, 2024), Attached.

- Note 1 – First installment of Provincial Funding not yet received.
- Note 2 – Majority of all annual memberships are paid in January (first quarter).
- All SBEC related expenses (rent, grants, events) are reported on a fiscal year end (April-March).

Looking Ahead to Q1 (April-June 2024)

- The Summer Company program is in the process of reviewing and accepting applications for its grant and education program running from May through August. Staff will work with up to 8 students to help launch their own businesses and explore entrepreneurship.
- The small business team (SBEC) continues to meet with the Stratford City Centre, Destination Stratford, and the Perth Community Futures Development Corp to review opportunities and challenges facing downtown business owners.
- A Housing Specialist will be engaged, and the internal Attainable Market Housing Project Team will continue to meet to prioritize the next steps and set goals and timelines.
- We will have representation at the following trade shows and events with SOMA Partners: Annual Site Selectors Guild Conference from April 3-5, the Annual NPE Plastics Show from May 6-10 and the annual Japan Society of Automotive Engineering Show (May 22-24).



82 Erie Street | 3rd Floor
Stratford | Ontario | Canada | N5A 2M4
Toll free 1.844.812.5055 | 519.305.5055
investStratford.com

Respectfully Submitted,

Joani Gerber
CEO, investStratford
jgerber@investstratford.com

Attachments:

SEEDCo. Budget Variance Analysis Jan-March 31, 2024

2024 Budget to Actual for SEED Co.**OPERATIONS**

as of March 31, 2024

| | Budget | (unadjusted) | |
|--|---------------------|---------------------|---|
| | 2024 | Year to Date | |
| | 2024 | 2024 | |
| REVENUE | | | |
| City of Stratford - InvestStratford | 592,300 | 592,300 | |
| City of Stratford - SBEC | 129,842 | 129,842 | |
| City of Stratford - Housing Special Project | 80,000 | 40,000 | |
| Province Funding- SBEC | 217,806 | - | 1 |
| Recoverable Expenses and Charges | 8,250 | 4,796 | |
| Events and User Fees | - | | |
| | \$ 1,028,198 | \$ 766,938 | |
| EXPENSES | | | |
| Salaries, Benefits and Contract Labour | 712,140 | 103,691 | |
| Training and Professional Development | 7,500 | 3,445 | |
| Insurance and Custodial | 6,400 | | |
| Equipment, Capital and Software | 5,000 | | |
| Support Services and Fees | 30,000 | 6,908 | |
| Office Supplies and Operations | 46,300 | 1,613 | |
| Consultants and Mentorship | 5,000 | | |
| Legal and Audit | 5,000 | | |
| Meals and Meetings | 6,800 | 448 | |
| Contingency/Reserve Transfer | 10,000 | - | |
| Conferences, Trade Shows, Travel and Mileage | 46,000 | 21,758 | |
| Promotion, Marketing, and Materials | 30,000 | 10,988 | |
| Memberships | 39,750 | 33,502 | 2 |
| Rent and common area maintenance | 22,308 | | 3 |
| Events | 10,000 | | |
| Grants | 86,000 | | |
| | \$ 1,068,198 | \$ 182,353 | |
| Projected Ending Surplus (Deficit) | \$ (40,000) | \$ 584,585 | |
| Contribution from SEEDCo. Reserve/Carryforward | 40,000 | 40,000 | |
| | \$ - | \$ 624,585 | |

Projected Ending Surplus (Deficit) from all Sources

1 Contract Year End, March 31, 2025 payment deposit not yet received

2 Majority of annual memberships paid in quarter 1

3 All SBEC related expenses recorded on fiscal, March 31 year end

NB: City operations are a calendar year end, December 31, 2024, SBEC operations are reported on a March 31, 2025 fiscal



MANAGEMENT REPORT

Date: July 16, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN24-024
Attachments: Destination Stratford Q2 Council Finance Update v3

Title: Destination Stratford Update

Objective: To receive an update on 2024 activities and financial information to date for Destination Stratford.

Background: Destination Stratford gives regular updates to Council through the Finance and Labour Relations Sub-committee.

Analysis: Zac Gribble from Destination Stratford has been invited to attend to present the attached reports for Destination Stratford.

Financial Implications:

Financial impact to current year operating budget:

In 2024, the City contribution is \$618,800 plus \$150,000 toward the Lights On Stratford program, for a total City contribution of \$768,800 (\$75,000 coming from the City's portion of 2023 Municipal Accommodation Tax revenues and \$693,800 via the 2024 tax levy). Destination Stratford has a total operating budget of \$1,420,321.

The statements produced by the Executive Director of Destination Stratford appear to be tracking consistent with the mid-year mark.

Beyond the financial contributions from the City, the in-kind contributions remain estimated at approximately \$90,150, consisting of custodial costs, heat, hydro, water, and other general maintenance.

Financial impact on future year operating budget:

It is anticipated that the City will continue to support Destination Stratford through annual operating contributions.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Widening our Economic Opportunities

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

Alignment with One Planet Principles:

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT the Destination Stratford Update (FIN24-024) dated July 16, 2024, be received for information.

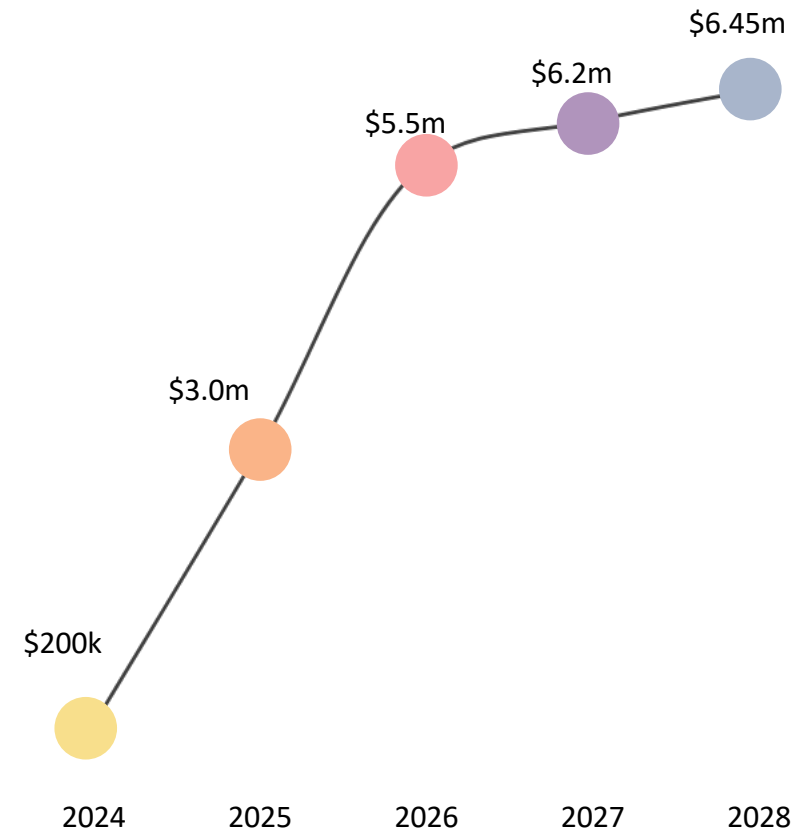
| | |
|------------------------|---|
| Prepared by: | Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer |
| Recommended by: | Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer Joan Thomson, Chief Administrative Officer |

| Destination Stratford 2024 Budget | 2024 Adjusted | Actuals | Notes | | | | | |
|--|---------------|------------------|--|--|----|--|--|--|
| | | as of 2024-06-16 | | | 13 | | | |
| REVENUE | | | | | | | | |
| 3999 · MAT DS PORTION | 225,000 | 29,593 | \$225k estimate of Q1+Q2+Q3 2024 MAT | | | | | |
| 4050 · MARKETING SALES | 138,500 | 36,382 | | | | | | |
| 4260 · PARTNERSHIPS | 722,800 | 643,050 | | | | | | |
| (4001 · City of Stratford Portion) | 618,800 | 618,800 | | | | | | |
| 4017 · CITY LOS CONTRIBUTION | 150,000 | 150,000 | | | | | | |
| 9999 · TRANSFER FROM RESERVES | 180,021 | 180,021 | \$180,021 MAT collected in 2023 will be used in 2024 | | | | | |
| 4280 · STRATFORD TOURISM SUPPLEMENT | 0 | 0.00 | NO LONGER ACTIVE | | | | | |
| TOTAL REVENUE | 1,416,321 | 1,039,049 | | | | | | |
| EXPENSE | | | | | | | | |
| 5100 · CONTRACT AND CONSULTING | 15,000 | 1,250 | Strategic Plan Community Engagement / Consulting | | | | | |
| DESTINATION DEVELOPMENT | | | | | | | | |
| 5992 · STRATFORD AL FRESCO (MAT) | 35,000 | 2,230 | | | | | | |
| 5997 · LIGHTS ON STRATFORD (MAT) | 300,000 | 300,000 | City + DS matched contribution | | | | | |
| 5999 · SPORT TOURISM OFFICE (MAT) | 75,000 | 24,950 | | | | | | |
| 6480D · PAYROLL · DEVELOPMENT | 161,741 | 74,162 | | | | | | |
| 5950 · SPECIAL PROJECTS | 35,000 | 5,266 | Destination Development Projects | | | | | |
| 5990 · PARTNERSHIPS | 31,000 | 19,250 | Destination Development Fund | | | | | |
| Total Development | 637,741 | 425,859 | | | | | | |
| DESTINATION MARKETING | | | | | | | | |
| 6480M · PAYROLL · MARKETING | 242,611 | 111,243 | | | | | | |
| 6000 · MARKETING - INTERNET | 19,475 | 8,574 | | | | | | |
| 6150 · MARKETING - MEDIA & PRINT | 109,490 | 47,362 | | | | | | |
| 6151 · MARKETING - RADIO | 2,500 | 0 | | | | | | |
| 6152 · MARKETING - TRAILS, INFLUENCERS | 130,971 | 36,862 | | | | | | |
| Total Marketing | 505,047 | 204,042 | Increased expenses with additional marketing projects | | | | | |
| ADMINISTRATION | | | | | | | | |
| 5637 · BANK CHARGES | 4,000 | 1,748 | | | | | | |
| 5645 · INSURANCE | 5,250 | 5,683 | | | | | | |
| 5660 · TRAVEL | 2,500 | 200 | | | | | | |
| 6153 · PROFESSIONAL FEES | 23,200 | 1,008 | | | | | | |
| 6155 · FACILITY MAINTENANCE | 2,000 | 1,237 | | | | | | |
| 6480A · PAYROLL · ADMIN | 134,784 | 61,802 | | | | | | |
| 6540 · OFFICE EXPENDITURES | 32,800 | 8,666 | | | | | | |
| 6550 · EVENT EXPENSES | 2,000 | 1,322 | | | | | | |
| 7000 · TELEPHONE/COMMUNICATIONS | 17,000 | 8,541 | | | | | | |
| Total Administration | 223,534 | 90,207 | | | | | | |
| TOTAL EXPENSE | 1,381,321 | 721,358 | | | | | | |
| 5154 Transfer to Reserve | 35,000 | 0.00 | Catching up with 60k missed pandemic years contributions | | | | | |
| NET REVENUE | 0 | 317,691 | | | | | | |

STRATFORD SPORT TOURISM

GRANTS & FUNDING

- May 2024: Inclusive Communities Grant
- Summer 2024: Community Sport and Recreation Infrastructure Fund
- Fall 2024: Canadian Tire Jumpstart Community Development Grant
- Fall 2024: Federal EnAbling Accessibility Grant
- January 2025: Canadian Paralympic Committee Paralympic Sport Development Fund
- March 2025: Ontario Trillium Foundation Youth Opportunities Fund: System Innovations Grant



Projected Total Grant Funding Timeline
(as of 06/2024)

CULINARY TRAIL SALES

2024 vs 2019

CHOCOLATE TRAIL

68% increase

BACON & ALE TRAIL

130% increase

“Poppin Kettle Corn is thrilled to be part of the culinary trails in Stratford. From visitors to locals exploring the offerings available it is a great opportunity to have the trail participants visit our retail store. Our experience has been very positive with customer feedback, and interaction with Destination Stratford for the trails.”

“We had an absolute blast on the Savour & Sip Trail. We met some wonderful owners and learned about their products. The food was amazing and we enjoyed a lovely picnic by the Avon River.”



LIGHTS ON
STRATFORD
WINTER FESTIVAL OF LIGHTS
DEC 13 2024 - JAN 19 2025
REIMAGINE

2024/25 GRANTS

Canada 

FedDev Tourism
Growth Program

\$200,000

Ontario



Experience Ontario

\$55,000





DESTINATION STRATFORD ARTS

THE ARTS ARE
WHAT WE ARE

Destination Stratford's 2030 Strategy

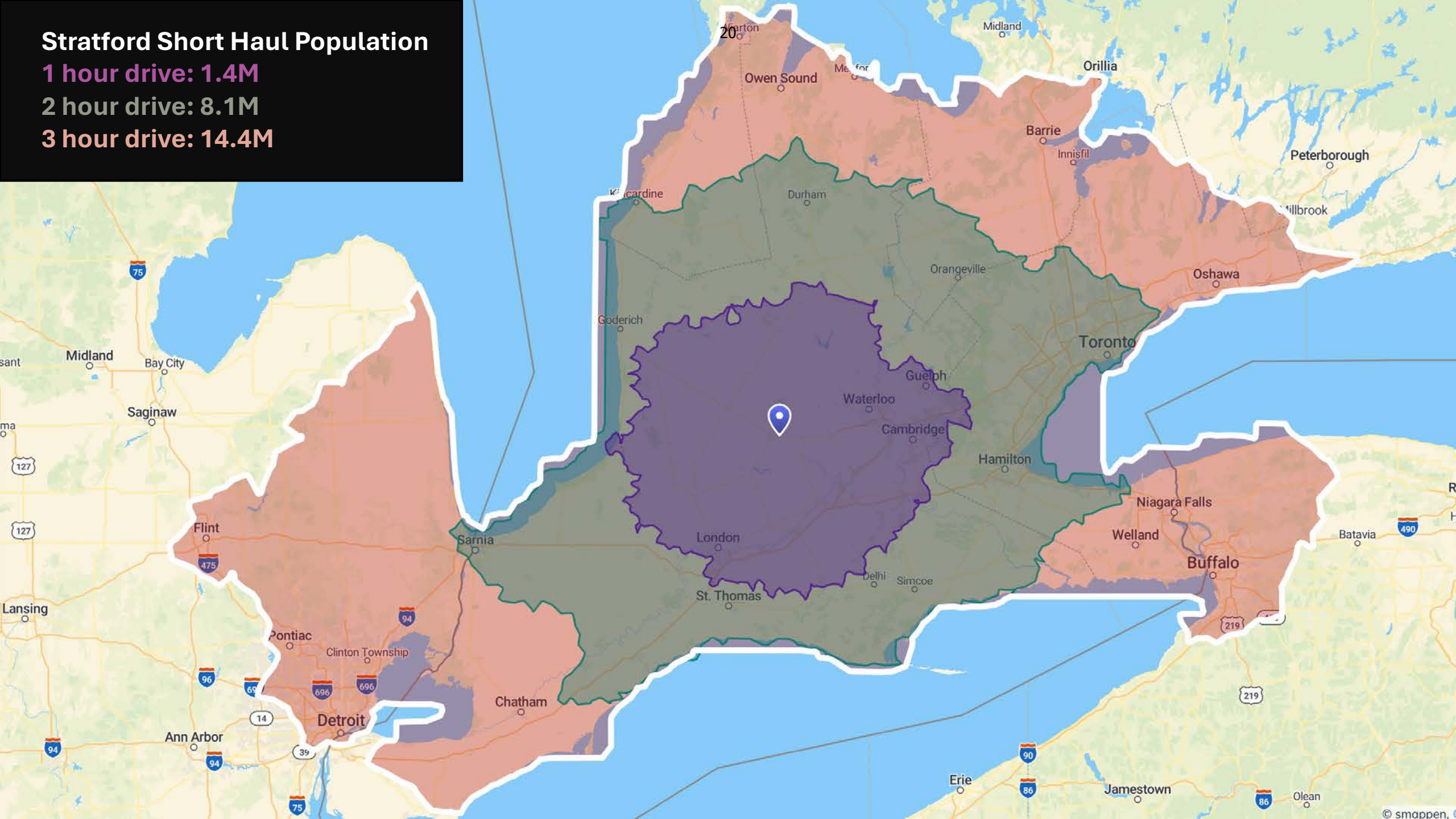
THE ART OF HOSTING

Stratford Short Haul Population

1 hour drive: 1.4M

2 hour drive: 8.1M

3 hour drive: 14.4M





MANAGEMENT REPORT

Date: July 16, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services
Report Number: FIN24-023
Attachments: Playmakers! Theatre School Appeal Request

Title: 2024 Community Grant Appeal Request

Objective: To consider an appeal of Council's decision regarding a 2024 community grant for Playmakers! Theatre School.

Background: Council approved 2024 community grant awards to various organizations on June 3, 2024. Payments have been issued to all recipients.

Each organization was advised of Council's decision and given the opportunity to have the decision reconsidered by submitting a formal written appeal to the Finance and Labour Relations Sub-committee. Each group was also given the option of participating in the meeting as a delegation.

Organizations were asked to provide additional or new information in their appeal request not previously provided or considered in their original application. They were also asked to clearly outline their justification for the increased request and explain how it fits within the City's Community Grants Policy.

Analysis: One organization, Playmakers! Theatre School, has submitted an appeal request and it is attached to this report.

| Organization | 2024 Request | 2024 Approved | 2024 Appeal | 2023 Request | 2023 Approved |
|----------------------------|--------------|---------------|--|--------------|---------------|
| Playmakers! Theatre School | \$15,000 | \$1,000 | Requesting 2024 grant be increased to \$8,000 and \$10,000 | \$5,000 | \$1,000 |

Through its deliberations, the Community Grants Evaluation Committee recommended maintaining Playmakers! at its 2023 grant level of \$1,000, and Council supported this recommendation.

The Committee considered various factors when evaluating the Playmakers! application, such as its ability to increase its revenue by fundraising, charging admission fees and applying for government grants. The committee felt that the large increase being requested was not justified within the application, and the expansion of this worthwhile program would be better accomplished through the various sources of revenue that the organization has available to them, rather than City taxpayers.

Playmakers! has indicated that they would like the City to reconsider its decision and increase their 2024 community grant. They are requesting an amount they feel is comparable to other community celebrations, being \$8,000 to \$10,000 per year.

A representative from Playmakers! will be present at the meeting to review the request.

Financial Implications:

Financial impact to current year operating budget:

Should the appeal be granted, funding for any additional amounts awarded to Playmakers! would come from the Community Grant reserve, which currently has a sufficient unassigned balance that could accommodate the request. Approving this request would not have an impact on the 2024 approved budget.

Financial impact on future year operating budget:

Funding for Community Grants is awarded as part of the City's annual budget process. There is no budget impact for future years related to this appeal request, as it only impacts the 2024 budget year.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT the appeal of Council's decision regarding the 2024 community grant award to Playmakers! Theatre School be received and considered.

| | |
|------------------------|---|
| Prepared by: | Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer |
| Recommended by: | Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer Joan Thomson, Chief Administrative Officer |



Request for Appeal re. Community Grant for 2024



PLAYMAKERS! THEATRE SCHOOL

Playmakers! Theatre School has been running programs and events in Stratford since 1993, including the Ghosts of Stratford Theatrical Walking Tours, the Stratford Children's Shakespeare Festival and the Stratford Lantern Parade.

All of these programs and events were severely impacted by the pandemic in 2020-2022. Nevertheless, since the summer of 2023 Playmakers! Theatre School has experienced a significant increase in interest in our programs and events. Classes and workshops have been well-enrolled and attendance at the annual Lantern Parade has grown to nearly 3000. During our 2023-24 season we were proud to have been supported by more than 60 volunteers who shared approximately 2700 hours of their time and talents with us.

Participation in communal celebrations – especially celebrations that are both physically and financially accessible – is known to enhance the wellbeing of individuals and communities. Arts and culture activities have a demonstrated connection with overall health and well-being. Community cultural experiences provide a positive focus, bonding everyone in the present moment and building a sense of shared identity.



Since its founding in 2017 a primary goal of the Stratford Lantern Parade has been physical and financial accessibility for participants. Although we request Pay-What-You-Can donations for some activities (lantern-building/decorating) and some experiences (the Labyrinth of Light), most of the installations and entertainment can be enjoyed free of charge. Sites along Stratford's beautiful riverside parkland are wheelchair accessible. Children and pets are welcome and participate safely.



All of this has resulted in a "shoulder season" event that is anticipated and attended by thousands of people each year, including visitors from beyond our region who patronize local shops and restaurants during their visit and may stay in local accommodation overnight. There is no comparable event closer than Toronto.

We believe this event has great potential for growth. Comparable events have many thousands of participants: the lantern parade in Lismore, Australia (population 45,000), which began in 1994 and was produced by a handful of local artists and performers, now attracts approximately 30,000 people each year and is estimated to contribute \$3.4 million to the local economy.

Since the first lantern event in 2017, we have partnered with many local artists, businesses and non-profit groups, including Off the Wall Artists Alliance, Gallery Stratford and the Stratford Perth Museum. Funding has been received from the Destination Development Fund, Regional Tourism Ontario (4), Stratford Perth Community Foundation and the City of Stratford. The





event has been featured in promotional material for RTO4 and Ontario Culture Days. In 2023 we launched a sponsorship program which we plan to expand again this year; however, we are aware that local businesses are still feeling the pinch of the pandemic so we do not (yet) view sponsorship as the main financial pillar of the event.

The theme for this year's Lantern Parade is "Light up the Future: Illuminating Youth Arts in Stratford" and we have a long list of local organizations, schools and businesses to approach as event partners. We will be asking partners to contribute volunteer support in return for an opportunity to showcase and promote their programs and activities. This will undoubtedly have the effect of bringing more participants to the event; however, it will

contribute nothing toward fair compensation for the professional artists and entertainers we hope to involve in creating the Lantern Parade experience in 2024.

We fear that support from the City of Stratford in the amount of only \$1000 for an event that will be offered for the sixth time (in 8 years) and now brings out 2500-3000 participants each year does not represent a major vote of confidence from our home town and may seem underwhelming to other funding bodies we approach for support. This amount also comes nowhere near providing any significant support for attracting and retaining the local artists and artisans we would like to involve creatively in the event – which was the purpose of our application for a Community Grant this year.



We were very grateful to receive our first Community Grant of \$1,000 in 2016. This grant generously funded tuition assistance for 5 students in our theatre education programs that season. Support in the amount of \$1,000/year for the Stratford Lantern Parade – an event which attracts 2500-3000 participants (and likely more in 2024) – seems disappointing by comparison.

We hope Council will increase this year's Community Grant for the sixth annual Stratford Lantern Parade. We cannot express how strongly we believe in the potential of this event to grow over the coming years, providing a unique opportunity for our community to come together in celebration as well as a point of destination attraction for visitors to Stratford. We look forward to receiving support from the City in an amount comparable to other community

celebrations, that is \$8000-\$10000 per year.

Thank you in advance for your consideration!

Best regards,

Susan J. Kennedy

Susan J. Kennedy
Artistic Director

Playmakers! Theatre School
The Stratford Lantern Parade
Ghosts of Stratford Theatrical Walking Tours

Playmakers! Theatre School
438 Downie St., Stratford ON N5A 1X7
info@play.makers.ca
www.makers.ca





MANAGEMENT REPORT

Date: July 16, 2024
To: Finance and Labour Relations Sub-committee
From: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Report Number: FIN24-025
Attachments: None

Title: Property Tax Arrears and Tax Sales Update

Objective: To provide Sub-committee, Committee and Council with an update as to the City's tax account collection status and arrears management.

Background: In 2022, Council adopted the Property Tax Billing and Collection policy. The intent of the policy was to outline the processes that were already in place and enhance the descriptions of steps taken to manage the billing and collection of property taxes, the City's largest revenue stream. This was necessary to assist staff with implementing consistent practices but has also been a helpful resource for ratepayers to understand the process.

This report is to provide Council an update and comparison of where we were, and where we are now with outstanding tax collection.

Analysis: Accounting regulations require that tax revenues are recognized at the time they are billed. More accurately, at the time they are due and payable, but typically these annual periods are the same. Taxes billed, but not paid reflect on the City's audited financial records as 'taxes receivable'. The City's annual budget is prepared on the basis that all revenues are received in the year. So, one very real effect of taxes billed but not paid is an impact to cash flows. If the expenditures still occur, but the cash is not received, this can create cash flow pressures. These are not considered uncollectible due to the priority lien status that taxes have, however, the timing of these revenues can distort the City's actual available cash.

Fortunately, the City has historically not had a significant gap between what is billed and what is collected. There have been instances where some property owners have fallen into arrears and repayment agreements are entered into, and, if an agreement cannot be worked out, the City has the legislative authority to undertake collection activities and sell the property to recover taxes owing.

This does not happen too often relative to the number of properties in the City nor relative to other municipalities.

Since implementing the policy, this systematic and organized approach to collection activities has resulted in entering into more formalized repayment agreements and ultimately collection of past due amounts.

In addition to total outstanding arrears, staff are interested in the age of these arrears. The Municipal Act, 2001 provides that properties that are more than two years in arrears are eligible for tax sale.

The tables below illustrates a snapshot of December 31, 2021 compared to December 31, 2023 using several data points.

| | 2021 | 2022 | 2023 | 2024 (to date) |
|---|---------------|---------------|---------------|----------------|
| Current Year Arrears | 1,104,945.16 | 1,352,881.92 | 1,692,874.85 | 1,482,216.12 |
| Prior Year Arrears | 559,261.78 | 518,952.84 | 584,389.91 | 1,069,244.79 |
| Previous Year Arrears | 558,022.61 | 656,369.86 | 374,923.77 | 460,644.01 |
| Total Arrears (including interest) | 2,222,229.55 | 2,528,204.62 | 2,652,188.53 | 3,012,104.92 |
| Total Regular Taxes Billed | 63,453,931.74 | 68,264,107.35 | 73,024,504.28 | 80,090,364.07 |
| Total Supps Billed | 1,595,324.44 | 1,369,872.66 | 966,321,.17 | 66,053.86 |
| Percentage of Total Taxes Billed in Arrears | 3.42% | 3.63% | 3.58% | 3.47% |
| Number of Properties with any Arrears | 816 | 1,155 | 1,159 | 1,259 |
| Number of Properties with Arrears > 3 years | Not Tracked | Not Tracked | 61 | 39 |
| Number of Properties that | Not Tracked | 2 | 6 | 9 |

| | 2021 | 2022 | 2023 | 2024 (to date) |
|--|-------------|------|------|----------------|
| have begun formal Tax Sale Process | | | | |
| Number of Properties with Arrears with Payment Arrangements | Not Tracked | 0 | 16 | 18 |
| Number of Properties paid in full (including sold, paid via third party financing, etc.) | Not Tracked | 0 | 10 | 13 |

The information just represents a snapshot, and any figures for 2024 are not necessarily reflective of the year, as these were at the mid-year mark. Many property owners who have missed a first instalment payment or have a timing issue with their own cash flows will resolve this by the end of the year.

Financial Implications:

There are no financial implications because of this informational report but it is noted that following consistent internal processes for collections ensures the arrears levels are maintained at a reasonable level.

Alignment with Strategic Priorities:

Developing our Resources

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

Alignment with One Planet Principles

Not applicable: There is no alignment with One Planet Principles for this administrative update report.

Staff Recommendation: THAT the report titled, "Property Tax Arrears and Tax Sales Update" (FIN24-025), be received for information.

Prepared by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer

Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: June 18, 2024
To: Finance and Labour Relations Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: FIN24-018
Attachments: None

Title: Stratfords of the World Advisory Committee Funding Request

Objective: To consider a request from the Stratfords of the World Advisory Committee for \$500.00 for expenses to host information sessions for the January 2025 New Zealand Reunion.

Background: As part of the 2024 budget process, Stratfords of the World Advisory Committee (Committee) was approved funding for general materials and expenses of \$800.00. To date a total of \$112.73 has been spent for refreshments related to an information session hosted by the Committee. The Committee has also decided to spend up to \$150.00 to purchase and ship a Canadian flag to New Zealand to be used at their hosted 2025 reunion.

At the April 25, 2024, advisory committee meeting the Committee expressed concern that the remaining funds would not be sufficient to cover expenses related to hosting information sessions for the New Zealand event. At that meeting, the following motion was made by the Committee:

THAT the Stratfords of the World Advisory Committee requests, in addition to their approved 2024 budget of \$800.00, an additional \$500.00 from Stratford Council, to assist with expenses relating to hosting information sessions for the January 2025 New Zealand Stratfords of the World Reunion.

Analysis: Information sessions are held by the Committee to provide information to members of the community interested in participating in the Stratfords of the World Reunions. Based on expenditures from previous information sessions, the cost for refreshments at two to three additional information sessions would be approximately \$230.00 to \$340.00.

The Chair of the Committee has advised also that historically they have made a charitable donation to the hosting Stratford each year and anticipates the New Zealand donation to be approximately \$300.00. In addition, they expect to pay a registration fee of \$100.00 that is transferred to the host City. When all current and planned expenditures are considered, there could be a shortfall of a few hundred dollars.

The Committee is requesting an additional \$500.00 to assist with expenses for hosting the information sessions for the January 2025 New Zealand Reunion. If the request is to be supported, the amount could be funded from the reserve account containing advisory committee funds or an alternate location as directed by Council.

Options for consideration:

1. Approve the request: THAT the request from the Committee for an additional \$500.00 to assist with expenses relating to hosting information sessions for the January 2025 New Zealand Reunion, be approved and funded from the advisory committee reserve.
2. File the request (meaning take no action): THAT the request from the Committee for an additional \$500.00 to assist with expenses relating to hosting information sessions for the January 2025 New Zealand Reunion, be filed.

The Advisory Committee Reserve supports all of the advisory committees, currently as follows:

- Active Transportation
- Heritage
- Accessibility
- Energy & Environment
- Town & Gown (currently inactive)
- Communities in Bloom
- Stratfords of the World

During the 2024 budget process, Council effectively reduced the tax levy by using these available funds from prior year surpluses of \$94,945. Therefore, the Advisory Committee reserve is expected to have a 2024 year-end balance of \$42,170 before consideration of this request.

Financial Implications:

Financial impact to current year operating budget:

There is no anticipated effect on the operating budget or net surplus or deficit for the City, as any funding requirements or surpluses would flow through the reserve.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT the request from the Stratfords of the World Advisory Committee for an additional \$500.00 to assist with expenses relating to hosting information sessions for the January 2025 New Zealand Stratfords of the World Reunion, funded from the Advisory Committee reserve be considered and direction be provided.

Prepared by:

Vicky Trotter, Council Committee Coordinator

Recommended by:

Tatiana Dafoe, City Clerk

Karmen Krueger, Director of Corporate Services/Treasurer

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 16, 2024
To: Finance and Labour Relations Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: FIN24-022
Attachments: None

Title: Communities in Bloom 2024 Additional Funding Request

Objective: To consider a request from Communities in Bloom for \$5,000.00 to cover expenses to send two members to the 2024 Communities in Bloom Symposium in Charlottetown, Prince Edward Island.

Background: At the June 6, 2024 meeting, the Committee discussed the potential of two members attending the 2024 Communities in Bloom Symposium in Charlottetown, Prince Edward Island and whether the 2024 budget would allow for financial assistance. It was determined there are no additional funds in the current budget to support member travel expenses. At that meeting, the following motion was made by the Committee:

THAT the Communities in Bloom Advisory Committee requests an additional \$5,000.00 from Stratford City Council to assist with covering or reimbursing travel and registration costs for CIB members to attend the 2024 National Symposium in Charlottetown, PEI from October 17-20, 2024 in preparation for hosting the 2025 National Symposium in Stratford.

Over the past eighteen years financial assistance to members attending CIB events has ranged from full or partial coverage to no assistance dependent on budget funds available for the specific year.

Analysis: The 2024 Communities in Bloom Symposium is being held in Charlottetown, from October 17 to 20. During the 2024 event Stratford will be promoted as the host for the 2025 Symposium. Councillor Beatty will be attending as a Council representative in the event Stratford wins in their judging category as well as welcoming everyone to Stratford in 2025.

Committee members attending will be able to view and understand the event from a participant perspective and evaluate the requirements of volunteers to make the 2025 event successful.

The Committee is requesting an additional \$5,000.00 to assist two members with expenses related to travelling to Charlottetown for the 2024 Communities in Bloom Symposium. If the request is supported, the amount could be funded from the reserve account containing advisory committee funds or an alternate location as directed by Council.

Options for consideration:

1. Approve the request: THAT the request from Communities in Bloom for an additional amount of up to \$5,000.00 to assist two members with expenses related to travelling to Charlottetown for the 2024 Communities in Bloom Symposium, be approved and funded from the advisory committee reserve.
2. File the request (meaning take no action): THAT the request from Communities in Bloom for an additional amount of up to \$5,000.00 to assist with member expenses related to travelling to Charlottetown for the 2024 Communities in Bloom Symposium, be filed.

The Advisory Committee Reserve supports all of the advisory committees, currently as follows:

- Active Transportation
- Heritage
- Accessibility
- Energy & Environment
- Town & Gown (currently inactive)
- Communities in Bloom
- Stratfords of the World

During the 2024 budget process, Council effectively reduced the tax levy by using these available funds from prior year surpluses of \$94,945. Therefore, the Advisory reserve is expected to have a 2024 year-end balance of \$42,170 before consideration of this request.

Financial Implications

Financial impact to current year operating budget:

There is no anticipated effect on the net surplus or deficit for the City, as any funding requirements considered would flow through the reserve.

Alignment with Strategic Priorities:

Not Applicable: This report does not align with one of the Strategic Priorities as the request is to cover expenses for two advisory committee members to attend the upcoming CIB Symposium.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT the request from the Communities in Bloom Advisory Committee for an additional amount of up to \$5,000.00 for expenses related to sending two members of the Committee to the 2024 Communities in Bloom Symposium in Charlottetown to be funded from the Council Committees Reserve, be considered.

Prepared by:

Vicky Trotter, Council Committee Coordinator

Recommended by:

Tatiana Dafoe, City Clerk

Karmen Krueger, CPA, CA, Director of Corporate Services

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 16, 2024
To: Finance and Labour Relations Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: FIN24-026
Attachments: None

Title: Climate Conversations Steering Committee 2024 Request for Financial Assistance

Objective: To consider a request from the Climate Conversations Steering Committee for financial assistance related to providing climate conversations for the community.

Background: Sheila Clarke of Climate Momentum spoke to the Energy & Environment Advisory Committee (E & E Committee) on March 7, 2024, about a new project which would provide a series of workshops/meetings to build climate awareness and community, and provide tools for Stratford residents to curb greenhouse gas emissions. The intent would be to provide eight sessions from September 2024 to April 2025.

At the March 7, 2024 meeting the following motion was passed:

THAT the Energy & Environment Advisory Committee supports the series of community climate conversations proposed by Stratford Climate Momentum.

Ms. Clarke was asked to attend the June 6, 2024 E & E Committee meeting to provide further details on the type of support being requested from the Committee. The Climate Conversations Steering Committee requested a partnership with the Committee to support the costs for the event and provide a City facility to host the event, preferably the City Hall Auditorium.

At the June 6, 2024 meeting the following motion was passed:

THAT the Energy & Environment Advisory Committee partner with the Climate Conversation Steering Committee to hold a series of "Community Climate Conversations" including in-kind support for venues and staff assistance based on availability;

AND THAT any additional financial support will be pending a final budget decision determined at the next E&E meeting.

Analysis: Following the E & E meeting, the organizers of the Climate Conversations event reached out to staff to confirm they were requesting a co-sponsorship rather than a partnership. Staff met with the organizers to determine the scope of the request. The Steering Committee is requesting a co-sponsorship with the E & E Committee for the purposes of covering the costs of:

- the rental of the City Hall Auditorium,
- providing City IT support and assistance,
- speakers for the 8 events, and
- financial assistance with refreshments and speaker gratuities.

Providing financial support, i.e. sponsorship, to an event organizer is beyond the mandate of an Advisory Committee such as the E & E Committee and there are not funds included in the 2024 E & E Committee Budget to undertake co-sponsorship of this type of event.

Community groups requesting financial assistance from the City of Stratford are able to apply for a community grant through the City's community grant application program.

With respect to the request, information has been provided below to outline potential costs and options available for consideration.

Rental of the City Hall Auditorium and Technical Assistance:

The hourly rate for the auditorium is \$30.75 per hour plus HST and a non-refundable deposit of \$150.00 is required. The intent is for eight sessions to be held. If each event was booked for four hours which would include set-up and take-down, the total cost would be approximately \$1,134.00, plus HST [\$1,281.42 including HST].

Event organizers typically arrange for technical assistance as part of their event preparations. A grant could be provided by the City to the Event Organizer to obtain technical assistance, estimated at \$2,000.

Refreshment and Gratuities:

At this time, no cost for refreshments and gratuities has been provided by the Event Organizer. A per meeting estimate of \$100.00 to a maximum of \$800.00, providing all events proceed, could be considered.

The total expenses for the 8 events at this time are estimated to be:

| | |
|-------------------------------------|----------------------------|
| Auditorium Rental Fee | \$1,281.42 [including HST] |
| Technical Support | \$2,000.00 |
| Refreshments and Speaker Gratuities | \$800.00 |
| Total | \$4,081.42 |

There are no in-kind contributions from the City, included in the above amounts.

Options for consideration:

1. File the request (meaning take no action): THAT the request from the Climate Conversations Steering Committee for the City of Stratford to provide financial assistance for the eight (8) Climate Conversation events, be filed.
2. Provide a community grant to cover the Auditorium Rental: THAT a Community Grant in the amount of \$1,281.42 be provided to the Climate Conversations Steering Committee for their Climate Conversations to be held in 2024 and 2025.

With this option, an Auditorium rental agreement would be required to be submitted by the event organizers.

3. Approve the financial request up to a maximum of \$4,100.00: THAT a Community Grant in the amount of \$4,081.42 be provided to the Climate Conversations Steering Committee for their Climate Conversations to be held in 2024 and 2025 to fund the following:
 - Auditorium Rental Fee - \$1,281.42 [including HST]
 - Technical Support - \$2,000.00
 - Refreshments and Speaker Gratuities - \$800.00

With this option, an Auditorium rental agreement would be required to be submitted by the event organizers.

Financial Implications:

Financial impact to current year operating budget:

Subject to the direction given by Council, there may be cost implications for the 2024 budget.

Financial impact on future year operating budget:

None.

Insurance considerations:

Insurance will be required in accordance with the rental agreement for the Auditorium.

Alignment with Strategic Priorities:

Not Applicable: This report does not align with one of the Strategic Priorities as the request is for fee waivers and financial support.

Alignment with One Planet Principles:

Not Applicable: This report does not align with one of the One Planet Principles as the request is for fee waivers and financial support.

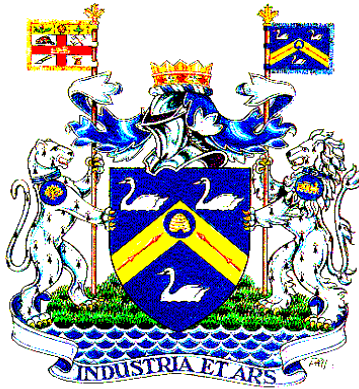
Staff Recommendation: THAT direction be provided on the options identified for the financial assistance request from the Climate Conversations Steering Committee for the eight (8) Climate Conversation events to be held from September 2024 to April 2025.

Prepared by: Vicky Trotter, Council Committee Coordinator

Recommended by: Tatiana Dafoe, City Clerk

Karmen Krueger, CPA, CA, Director of Corporate Services

Joan Thomson, Chief Administrative Officer



Stratfords of the World (Ontario) Advisory Committee

MINUTES

A meeting of the Stratfords of the World (SOTW) Advisory Committee was held on Thursday, February 22, 2024, at 2:00 p.m., in the Mansbridge Room at the Stratford Rotary Complex.

Committee Members Present: Joan Ayton – Chair Presiding, June Wells, Ken Clarke, Wayne Whitehorn, Joyce Mohr, Barbara Finkelstein, Linda Hawken, Susan Kummer, Councillor Geza Wordofa

Staff Present: Casey Riehl – Recording Secretary

Absent: Kathy Hill

1. Call to Order

Joan Ayton, Chair presiding, called the meeting to order at 2:03 p.m.

Land Acknowledgment

Moment of Silent Reflection

2. Declarations of Pecuniary Interest and the General Nature Thereof

None declared.

3. Adoption of the Previous Minutes – August 31, 2023

Motion by Linda Hawken

Seconded by Wayne Whitehorn

THAT the minutes from the Stratfords of the World Advisory Committee meeting dated August 31, 2023, be adopted as printed. Carried

4. Business Arising from Previous Minutes

Joan Ayton provided the following updates regarding outstanding items from hosting the reunion last year.

- The Army, Navy & Air Force Veterans have now been paid for the rental of their flag stands.
- All registrants that required refunds have now received their money back.

5. New Business

5.1 2025 Reunion – New Zealand (January 8-15, 2025)

Joan Ayton provided the following updates on the 2025 Reunion:

- Registration fees for the reunion will be \$570.00 (NZ\$) (\$475.00 Canadian)
- The deadline for registration is September 30, 2024. However, will request Stratford ON registrations must be in by August 1, 2024 and send as one payment to New Zealand.
- She has received tour company information with a quote for an itinerary for a tour in New Zealand for anyone interested in participating. This information will be made available at the information session on February 24, 2024. Another possible option would be to join the Connecticut group for their tour. Wayne Whitehorn stated that he has also received information on the Around the World flights (approximately \$6,000.00 each), which may also be an option.
- The February 24, 2024 information session will be held at the Rotary Complex in the Tim Taylor Lounge. Please meet at 1:15 p.m. to get set up.
- There were approximately 30-35 people interested in attending the information session. Ms. Ayton has light refreshments for the session.
- Members will have the Taranaki video playing as people arrive at the information session. Joan Ayton will do an introduction and welcome, Linda Hawken will put on the slide show and then Ms. Ayton will open it up for questions followed by time to socialize with attendees and answer any further questions they may have.
- Joyce Mohr will record any questions that attendees have at the session for follow-up.
- Linda Hawken suggested a tea towel with photos of Stratford, Ontario on it would be a good idea to take as a host gift when they visit New Zealand.

Stratfords of the World Advisory Committee
February 22, 2024 – Minutes

Members like the idea and Ms. Hawken will find out the details and report back.

6. Date of Next Meeting

The next meeting of the SOTW Advisory Committee will be held on Thursday, April 25, 2024 at 2:00 p.m., in the Mansbridge Room at the Stratford Rotary Complex, 353 McCarthy Road, Stratford.

7. Adjournment

Motion by Wayne Whitehorn

Seconded by Ken Clarke

THAT the February 22, 2024 Stratfords of the World Advisory Committee meeting adjourn. Carried

Start Time: 2:03 P.M.

End Time: 3:07 P.M.