



The Corporation of the City of Stratford Finance and Labour Relations Sub-committee MINUTES

Date: May 18, 2021
Time: 3:30 P.M.
Location: Electronic Meeting

Sub-committee Present: Councillor Gaffney - Chair Presiding, Councillor Clifford - Vice-Chair, Councillor Beatty, Councillor Bunting, Councillor Ritsma

Staff Present: Tatiana Dafoe - City Clerk, Jodi Akins - Council Clerk Secretary, Chris Bantock - Deputy Clerk, Spencer Steckley - Manager of Financial Services, Taylor Crinklaw – Director of Infrastructure and Development Services

Also present: Zac Gribble – Executive Director of Destination Stratford, Joani Gerber – CEO of investStratford, Ed Dujlovic – IDS Consultant

1. Call to Order

The Chair to call the meeting to Order.

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

No disclosures of pecuniary interest were made by a Member at the May 18, 2021 Finance and Labour Relations Sub-committee meeting.

3. Delegations

None scheduled.

4. Report of the Manager of Financial Services

4.1 Destination Stratford Report May 18 2021 (FIN21-010)

Staff Recommendation: THAT the Destination Stratford report dated May 18, 2021 (FIN21-010) be received for information.

Motion by Councillor Bunting

Sub-committee Decision: THAT the presentation by Zac Gribble be heard.

Carried

Sub-committee Discussion: The Executive Director of Destination Stratford, referring to a PowerPoint presentation, reviewed the 2020 year in review report. Their activities fall in the categories of destination marketing, destination development and destination management. The full 2020 Year in Review document is posted on their website.

With respect to destination marketing, numbers were reviewed, including 21 influencer campaigns, 60 unique articles, the success of tv marketing and significant growth in social media engagement.

Regarding destination development, a great success was the promotion and sales of the culinary trails. Records were set for the chocolate and Christmas trails in 2020. Lights On Stratford employed local arts professionals and was highly successful. Several communities have reached out to Stratford for assistance in recreating the program in their own areas. The Stratford Al Fresco project and patio extension boardwalk program created value in excess of \$500,000.

With respect to destination management, the website shifted from member-based pages to highlighting key destination stories. A new website was developed and launched in Fall of 2020 at a cost of \$5,000. Destination Stratford created several interactive maps so visitors knew which accommodators, restaurants and public washrooms were open. Stratford Downtown Dollars experienced a 900% increase in sales over 2019.

2021 highlights were shared, including:

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

- Hyper-local marketing during periods of provincial shut-downs.
- Expansion of liquor with food program to cover the whole south shore of the park, enhancing equipment at Memorial Gardens and staffing operations to fulfill health and safety protocols. Over 20 restaurants have already signed up.
- The Love Stratford retail market box sold out on both launches.
- Self-guided audio walking tours were created as a safe outdoor activity to highlight the best of Stratford.
- Working directly with the Stratford Museum and Stratford Festival on a Justin Bieber tour and a Tom Patterson tour to launch this summer.
- Partnering with investStratford on distribution of rapid screening tests to local businesses.
- Development of cycle tourism with partners, St. Marys and Perth County.
- Summer and fall pop-ups of Lights On Stratford. The main festival will run from December-January 2022.

Destination Stratford and Lights On Stratford have completed their 2020 audited financial statements and continue to remain in a healthy financial position. Several grants have been applied for regarding Lights On Stratford and improvements to the boathouse public washrooms. Destination Stratford has secured substantial partner funding from RT04 for a number of projects, including Al Fresco, Lights On, cycle tourism development, focused sport tourism consultation and continued diversity and inclusion training.

It was asked whether there were any grants for restaurants. The Director advised that investStratford could speak further to it, however, there are FedDev funds designed specifically to help local businesses.

In response to how they would attract tourism in 2022, the Director replied that he is anticipating an explosion of regional tourism and expecting substantial tourism numbers. They are working with Destination Ontario and Destination Canada to make sure that Stratford is well represented and creating top-of-mind activities such as the Love Stratford box.

Motion by Councillor Beatty

Sub-committee Recommendation: THAT the Destination Stratford report dated May 18, 2021 (FIN21-010) be received for information.

Carried

5. Report of the Stratford Economic Enterprise Development Corporation

5.1 Stratford Economic Enterprise Development Corporation (SEED Co./investStratford) – Update as of April 30, 2021 (FIN21-008)

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEED Co./investStratford) Summary & Report: Activities of investStratford, Oct 2020 – April 2021, dated May 18, 2021 be received for information.

Sub-committee Discussion: The CEO of investStratford highlighted a number of items as follows:

- All of the lots in the second iteration of the Wright Business Park are sold or reserved. A 12 acre portion in the first section of the Wright Business Park is also reserved. The success of local industry was noted.
- They are working with the Infrastructure and Development Services team to identify infill properties and have identified 100 acres so far. They will be reaching out to those owners to determine whether they are interested in severing or leasing those lands.
- 30 virtual lead generation meetings are planned in the next few months with foreign investment.
- At the end of their fiscal year on March 31, 2021, the Small Business Centre supported more than 150 small businesses and created 97 jobs in Stratford, St. Marys and Perth County.
- 47 businesses were supported, 370 permanent jobs created or maintained and 565 temporary jobs were created or maintained by the \$750,000 STAT grant from FedDev.

In response to whether there were any 2021 FedDev grants, the CEO advised that they did receive millions in grants and meetings have taken place to determine what is needed by businesses. The local partners are meeting soon to discuss proposals.

It was suggested that expansion is a good indicator of success and asked how many businesses have expanded in 2020. The CEO advised it was approximately 100,000 square feet in expansion in 2020. Final numbers would be provided after their annual general meeting in June.

Discussion was held regarding available land inventory, timelines from first contact to building and how the process works with interested companies.

Motion by Councillor Clifford

Sub-committee Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEED Co./investStratford) Summary & Report: Activities of investStratford, Oct 2020 – April 2021, dated May 18, 2021 be received for information.

Carried

6. Report of the IDS Consultant

6.1 City of Stratford Waste Management Rate Study (FIN21-007)

Staff Recommendation: THAT the information in the Waste Management Rate Study be received;

AND THAT the rates proposed be considered during the formation of the 2022 Budget.

Sub-committee Discussion: Ed Dujlovic, IDS Consultant, advised this study sets the stage for future waste management rates. It also reviews a number of items, including yearly operating costs, the capital program for future cell expansion and future closing costs for the landfill. Post-closure testing and maintenance can go on for decades after closure. The study looked at ensuring that all of these costs are accounted for.

The closure of the current landfill is projected for 2046. It was noted that it is very difficult to establish a new landfill in Ontario and the process can take up to ten years. The possibility of taking the current landfill higher was suggested.

Based on the rate options the consultant came up with, staff are recommending Option 2. Tipping fees, bag tag prices and tax subsidy amounts are all suggested. It was noted in 2025, there is a reduction in increases, as well as the tax subsidy, which ties to the transfer of recycling to producer responsibility which is scheduled to occur in 2024 in

Stratford. It was suggested that fees be reviewed in 2025/2026 following that transfer.

It was questioned why the tipping fees are not proposed to be raised by 5-10%. Mr. Dujlovic responded that revenue is needed to operate the landfill and a significant increase in fees could result in haulers utilizing private landfills. There are other ways of extending the life of the landfill, such as waste diversion projects and improved compaction.

It was suggested that more creative possibilities for financing could also be considered.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the information in the Waste Management Rate Study be received;

AND THAT the rates proposed be considered during the formation of the 2022 Budget.

Carried

7. Report of the Deputy Clerk

7.1 Proxy Voting for Council and Committee meetings (FIN21-012)

Staff Recommendation: THAT the report entitled "Proxy Voting for Council and Committee meetings" (FIN21-012) be received;

AND THAT no further action be taken at this time with respect to proxy voting for members at meetings of Council or Committees of Council.

Sub-committee Discussion: The Deputy Clerk advised this report is following up on direction from Council to investigate proxy voting for Council and Committee meetings. Staff completed an environmental scan of other municipalities and found that the most common responses were further investigation was required or that it was not needed due to the availability of electronic meetings.

Considerations such as not being privy to discussion and new information that comes up at meetings and the related impact on voting was noted. Staff recommended that no further action be taken with respect to proxy voting.

Motion by Councillor Beatty

Sub-committee Recommendation: THAT the report entitled “Proxy Voting for Council and Committee meetings” (FIN21-012) be received;

AND THAT no further action be taken at this time with respect to proxy voting for members at meetings of Council or Committees of Council.

Carried

8. Report of the City Clerk

8.1 Bill 218, Supporting Ontario’s Recovery and Municipal Elections Act, 2020, Update (FIN21-006)

Staff Recommendation: THAT the report entitled “Bill 218, Supporting Ontario’s Recovery and Municipal Elections Act, 2020, Update” (FIN21-006), be received for information.

Sub-committee Discussion: The Clerk advised this report provides an update on changes made to the Municipal Elections Act through Bill 218. The amendments were reviewed, with the key changes being the revocation of ranked ballot elections, extension of the candidate nomination period and extension of the deadline to pass by-laws and establish related procedures and forms for municipal elections. Information on the expected impacts was provided in the report.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the report entitled “Bill 218, Supporting Ontario’s Recovery and Municipal Elections Act, 2020, Update” (FIN21-006), be received for information.

Carried

8.2 Composition and Size of Council – 2022 Pre-election Report (FIN21-009)

Staff Recommendation: THAT the report entitled “Composition and Size of Council – 2022 Pre-election Report” (FIN21-009) be received;

AND THAT direction be provided on initiating notice of intent to change the composition of City Council in time for the 2022 municipal election and that City Council identify the proposed change(s) to the composition and/or size of Council.

Sub-committee Discussion: The Clerk advised the purpose of the report was to provide information on the size and composition of Council and seek direction on any requested changes. The composition of Council and way they are elected has changed a number of times since Stratford was incorporated. The size has ranged from 15 members to the current 10 members, plus the Mayor. The Municipal Act provides the minimum size of Council is 5 members, one of whom is head of Council.

Should Council request changes for the 2022 election, the by-law must be adopted as soon as possible. If the by-law was adopted in 2022, it would not take effect until the 2026 election.

Discussion was held regarding the proposed size of Council. It was suggested the status quo could be retained or that the composition be reduced to 8 councillors, plus the Mayor.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the report entitled “Composition and Size of Council – 2022 Pre-election Report” (FIN21-009) be received;

AND THAT direction be provided by the Finance and Labour Relations Committee on initiating notice of intent to change the composition of City Council in time for the 2022 municipal election and that City Council identify the proposed change(s) to the composition and/or size of Council.

Carried

8.3 Deputy Mayor Position – 2022 Pre-election Report (FIN21-011)

Staff Recommendation: THAT the report entitled “Deputy Mayor Position – 2022 Pre-election Report” (FIN21-011) be received;

AND THAT direction be provided on whether City Council wishes to proceed with having a directly elected Deputy Mayor position for the 2022 election.

Sub-committee Discussion: The Clerk advised this report is to seek direction on any changes to how the Deputy Mayor is chosen. The current process is to appoint the Deputy Mayor from among the councillors elected following the election. Several options were listed for consideration, including the status quo, electors directly vote for the

position and increase the size of Council to 12 or electors directly vote for the position and the size of Council is decreased by 1.

Discussion took place about the current process. It was both stated that the status quo has been successful and suggested that voting for a Deputy Mayor from among elected councillors can be awkward. Having electors directly vote for the deputy mayor position allows them to have a larger voice in the process.

It was suggested that further discussion could be had on the matter by the Finance and Labour Relations Committee.

Motion by Councillor Clifford

Sub-committee Recommendation: THAT the report entitled “Deputy Mayor Position – 2022 Pre-election Report” (FIN21-011) be received;

AND THAT the status quo of appointing a Deputy Mayor from within the elected Council be maintained for the 2022 election.

Carried

9. Advisory Committee/Outside Board Minutes

The following Advisory Committee/Outside Board minutes were provided for the information of Sub-committee:

- Stratfords of the World Advisory Committee minutes of January 21, 2021

10. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is June 22, 2021 at 3:30 p.m.

11. Adjournment

Motion by Councillor Beatty

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

Carried

Meeting Start Time: 3:30 P.M.

Meeting End Time: 4:29 P.M.