



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

Date: August 17, 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: Spencer Steckley - Manager of Financial Services, Jodi Akins - Council Clerk Secretary

To watch the Sub-committee meeting live, click the following link: <https://stratford-ca.zoom.us/j/88954461099?pwd=NFhSSkNVTDVlRFUwKzVLZVJDNHpUdz09>
A video recording of the meeting will also be available through a link on the City's website at <https://calendar.stratford.ca/meetings> following the meeting.

Pages

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

3. Delegations

None scheduled.

4. Report of Destination Stratford

4.1. Destination Stratford Q2 Update (FIN21-020)

4 - 21

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

Motion by _____

THAT the presentation by Zac Gribble, Executive Director of Destination Stratford, be heard.

Motion by _____

Staff Recommendation: THAT the Destination Stratford report dated August 17, 2021 be received for information.

5. Report of the Stratford Economic Enterprise Development Corporation

5.1. Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) – Update to July 2021 (FIN21-021)

22 - 45

Joani Gerber, CEO of investStratford will be in attendance at the meeting to present the report.

Motion by _____

THAT the presentation by Joani Gerber, CEO of investStratford, be heard.

Motion by _____

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Summary & Report: Activities of investStratford, May 2021 to July 2021, dated August 3, 2021 be received for information;

AND THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) 2020 Annual Report be received for information.

6. Report of the Manager of Financial Services

6.1. Q2 Operating Budget Variance Report as at June 30, 2021 (FIN21-022)

46 - 51

Motion by _____

Staff Recommendation: THAT the Q2 Operating Budget Variance Report

as at June 30, 2021 be received for information.

7. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is September 21, 2021 at 3:30 p.m.

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: August 17, 2021
To: Finance and Labour Relations Sub-committee
From: Spencer Steckley, Manager of Financial Services
Report#: FIN21-020
Attachments: Destination Stratford Q2 Presentation

Title: Destination Stratford Q2 Update

Objective: To receive an update on Destination Stratford's year-to-date activities for 2021.

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

Analysis: Representatives from Destination Stratford have been invited to attend to present the attached report.

Financial Impact: Not applicable.

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.

Staff Recommendation: THAT the Destination Stratford report dated August 17, 2021 be received for information.

A handwritten signature in black ink, appearing to read "Spencer Steckley".

Spencer Steckley, Manager of Financial Services

A handwritten signature in black ink, appearing to read "Joan Thomson".

Joan Thomson, Chief Administrative Officer



Destination Stratford

Q2 UPDATE

2021 Q1 & Q2

FINANCIAL SNAPSHOT

As of June 30th, 2021:

74% budgeted revenues

38% budgeted expenses

Continue to pursue additional grants to offset Al Fresco operational expenses

2021 Q1 & Q2 DESTINATION MARKETING

Launched **16 campaigns**

Total engagement **140,766**

Total reach **505,185**

Total video/reel views **53,760**

Total contest entries **2,745**

Total website page views **24,166**

Total investment **\$47,309.50**



2021 Q1 & Q2 DESTINATION DEVELOPMENT

AL FRESCO

- Al Fresco team comprised of Project Manager and 6 staff
- Increasingly busy at all 3 locations
- Market Square is busiest during the day
- Tom Patterson Island is busiest in the evening
- Important tourism ambassador role
- No issues around alcohol-with-food program

**THE ARTS
ARE WHAT
WE ARE**

**STRATFORD
ARTS**

**DO YOU KNOW AL FRESCO?
LET US INTRODUCE YOU!**

#StratfordAlFresco #LoveStratford

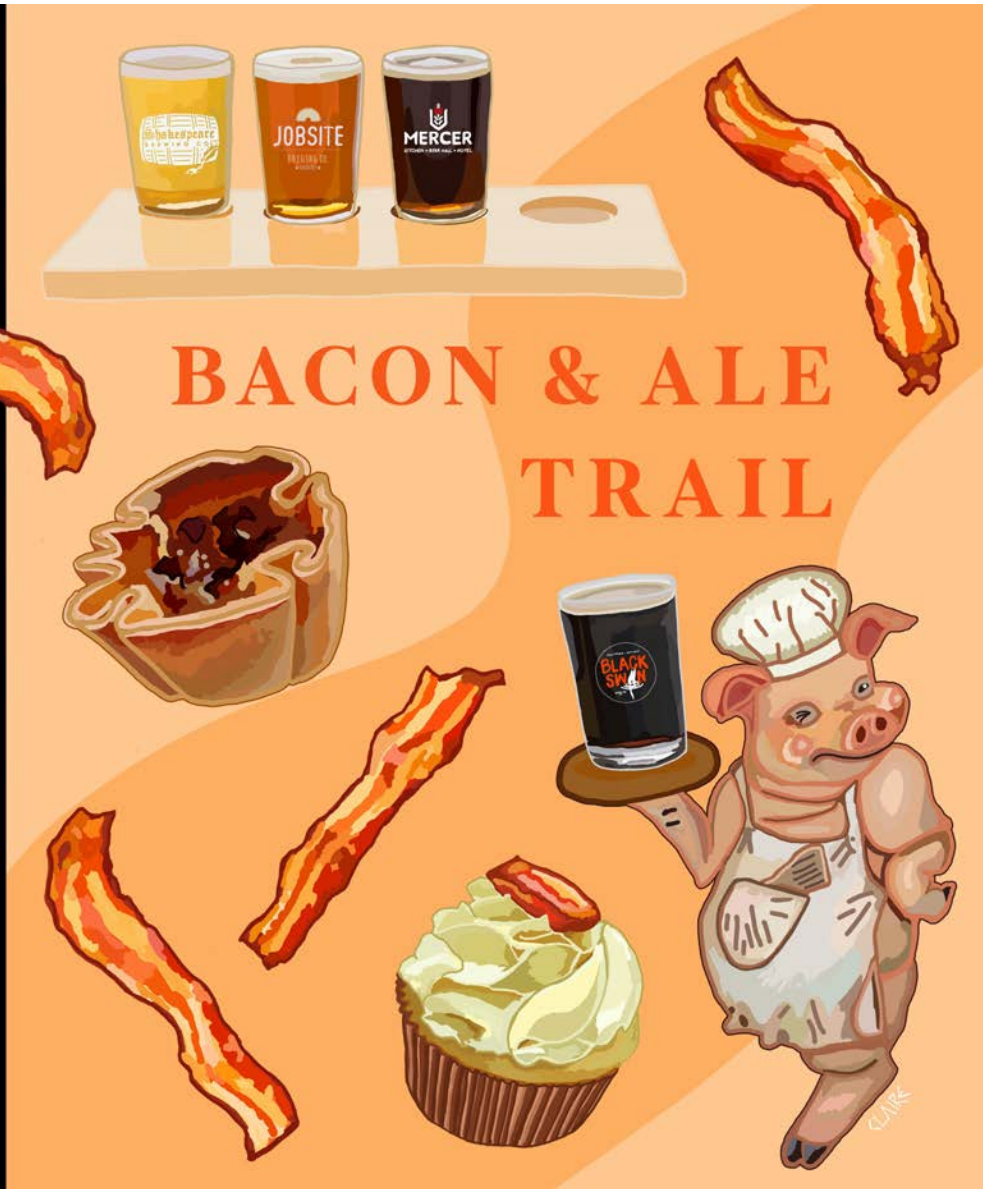
visitstratford.ca/alfresco



Lights On Stratford

Summer Pop-Ups

Culinary Trails












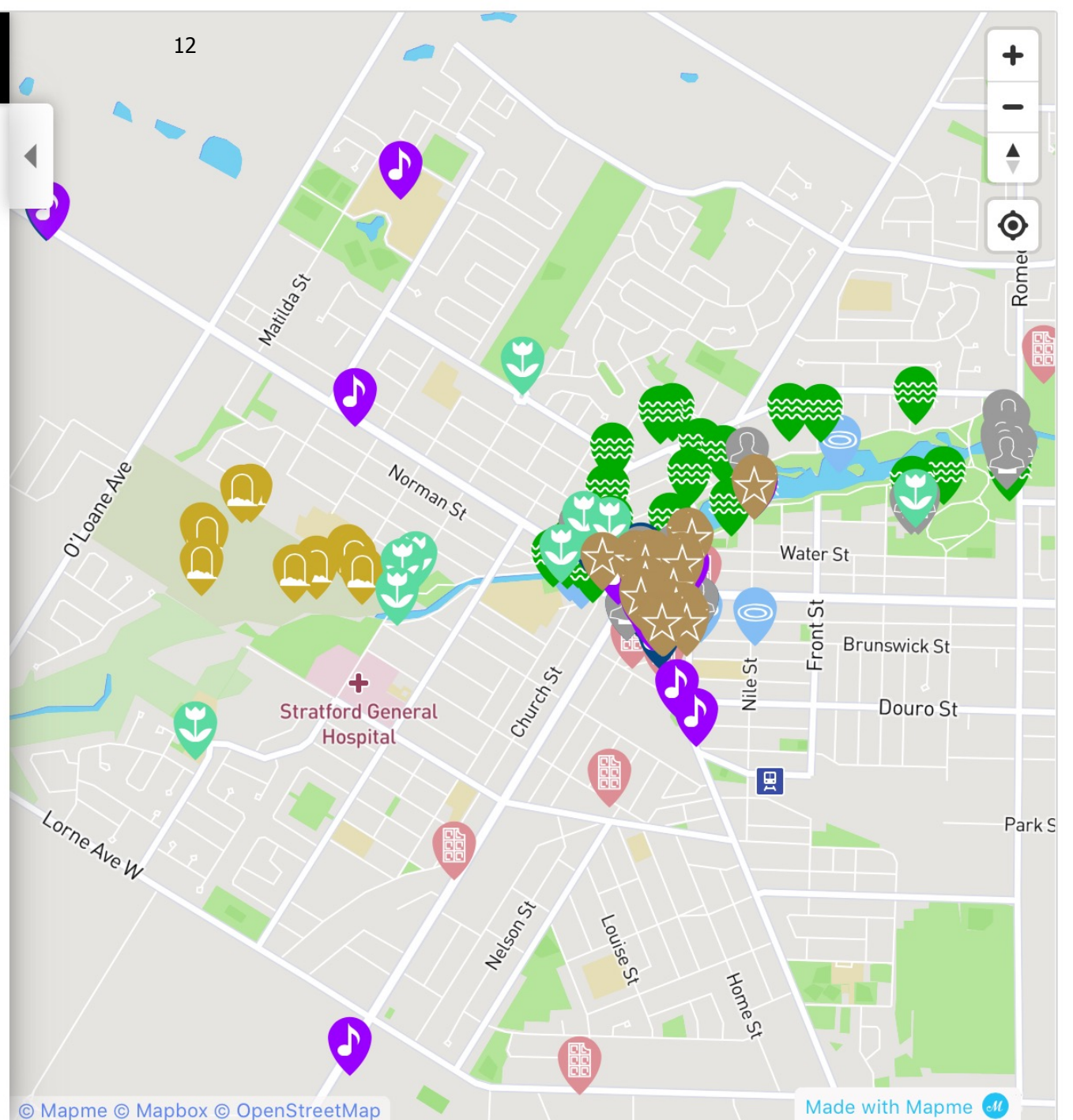
visitstratford.ca/BaconTrail



visitstratford.ca/ChocolateTrail

Self-Guided Audio Walking Tours

	Bronze Stars of Stratford	61
	Justin Bieber Tour	13
	Stratford Garden Tour	10
	Art Walk	22
	Top Insta-Worthy Spots	15
	Riverwalk Personalities Tour	36
	Epitaphs & Headstones Tours	23
	Saints & Sinners Tour	15
	Chocolate Trail - Passes for Sale	20



Cycle Tourism



Tourism Grants

- Over \$1,000,000 in requested 2021 grant applications to date
- Partnered with City for \$250,000 Boathouse Public Washroom Expansion grant application
- Awarded \$197,500 for 2021 Lights On Stratford from provincial Reconnect grant
- Awarded 2 summer (and fall/winter) student grants

2021 Q1 & Q2 DESTINATION MANAGEMENT



StaySafe™ COVID-19 Rapid Screening pilot project

- over 35,000 total tests distributed via Destination Stratford
- Program expanded to include small-medium businesses in St. Marys and Perth County



Tourism Infrastructure

SAVOUR SUMMER IN STRATFORD

ALL FESTIVALS SAVOUR CREATIVE EXPLORE



CREATIVE, EXPLORE, FESTIVALS, SAVOUR

⚡ WHERE TO SHOP, DINE & STAY

🔗 53 shares • ⌚ 2 minute read

EXPLORE, SAVOUR

THE BACON & ALE TRAIL
IS A WELL-ROUNDED MEAL
IF YOU COUNT BARLEY AS A
VEGETABLE

🔗 33 shares • ⌚ 1 minute read

EXPLORE, SAVOUR

THE CHOCOLATE TRAIL
BURNS CALORIES.
GOOD THING.








🔗 61 shares • ⌚ 1 minute read

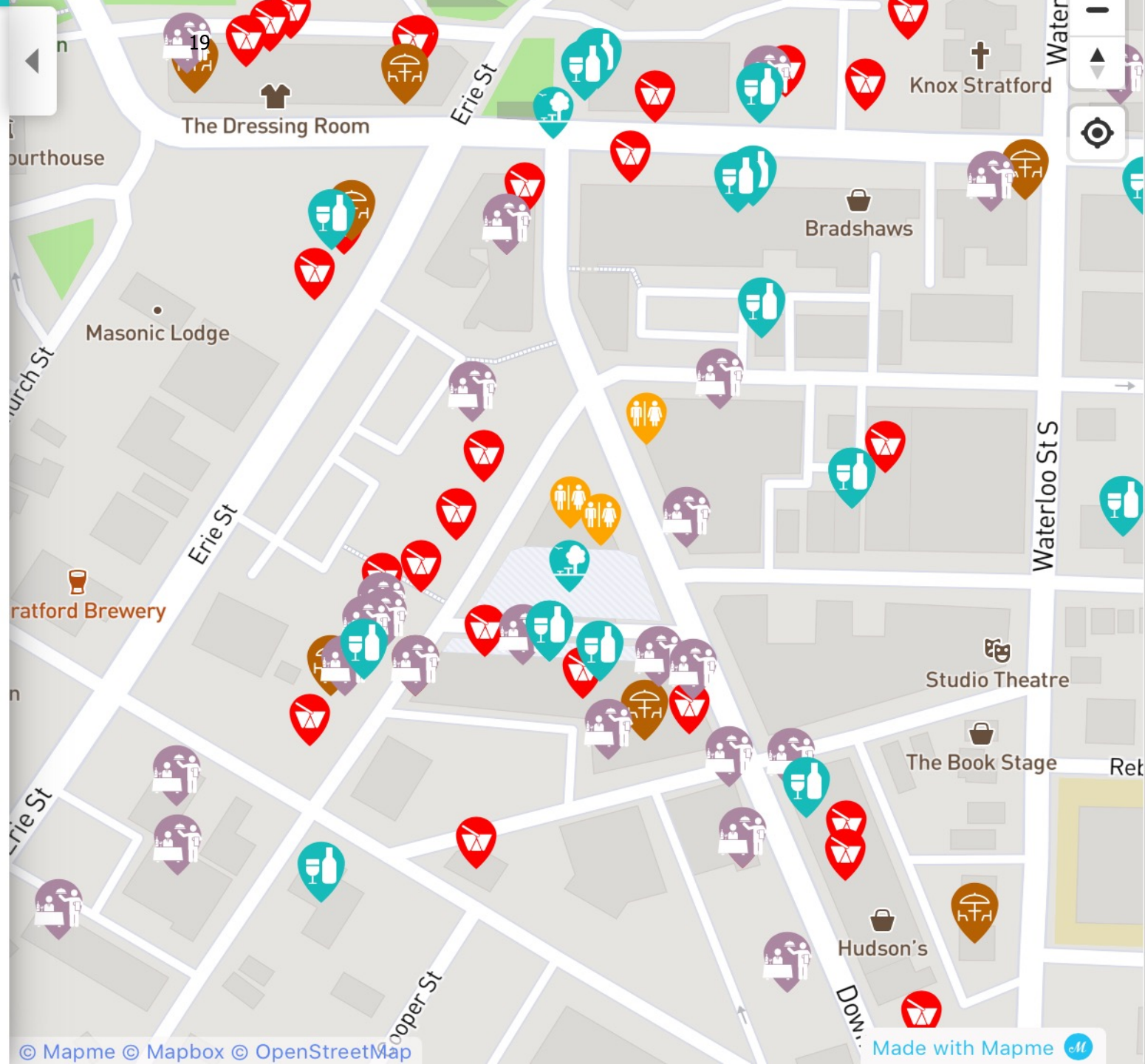
✉ Contact

2021 Dining Options

How does Al Fresco (alcohol + food purchase) work? Details: visitstratford.ca/alfresco.

We make every effort to keep information up-to-date, but contact the business to confirm.

	Al Fresco (alcohol + food purch...	26
	Dine In	75
	Patio dining	58
	Takeout	144
	Al Fresco dining locations	3
	Delivery	53
	Public Washrooms	9



THE ARTS
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STRATFORD
ARTS

2021 Accommodation Options

While we make every effort to make sure information is up to date on the map, please contact the business directly to confirm.



Bed & Breakfasts



Hotels and Inns



Motels and Resorts



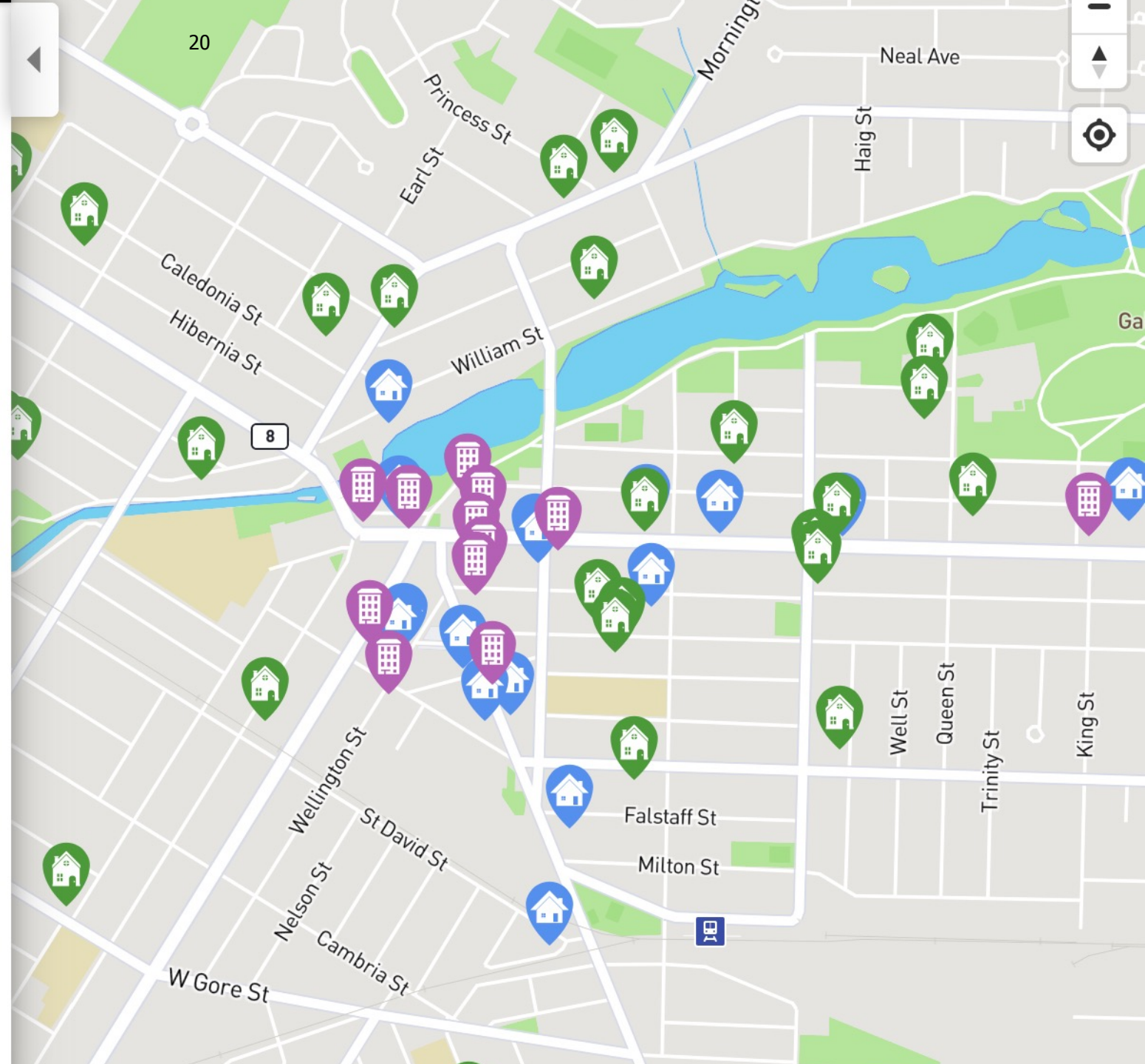
Suites, Apartments and Houses

31

17

3

20



AUGUST 2021

SU	MO	TU	WE	TH	FR	SA
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

EVENTS FOR AUGUST

21ST



🕒 All Day

SETTING THE SCENE

Stratford Off the Wall



🕒 7:00 am - 12:00 pm

STRATFORD FARMERS MARKET 2021

Stratford Agriplex



🕒 7:00 am - 8:30 pm

INFUSION BAROQUE "VIRTUOSA"

Avondale United Church



🕒 All Day

SELF-GUIDED AUDIO WALKING TOUR



MANAGEMENT REPORT

Date: August 17, 2021
To: Finance and Labour Relations Sub-committee
From: Spencer Steckley, Manager of Financial Services
Report#: FIN21-021
Attachments: investStratford Update to July 2021
 SEEDCo AGM Report 2020

Title: Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) – Update to July 2021

Objective: To receive an update on SEEDCo.'s year-to-date activities for 2021, and its annual report for 2020.

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

Analysis: Representatives from SEEDCo. have been invited to attend to present the attached report.

Financial Impact: Not applicable.

Alignment with Strategic Priorities:

Widening our Economic Opportunities

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

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Summary & Report: Activities of investStratford, May 2021 to July 2021, dated August 3, 2021 be received for information;

AND THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) 2020 Annual Report be received for information.



Spencer Steckley, Manager of Financial Services



Joan Thomson, Chief Administrative Officer

August 3, 2021

Title: Report to Finance & Labour Relations Sub-Committee

Councillor Gaffney, Chair & Sub-Committee Members

CC: Spencer Steckly, Manager, Corporate Services & Joan Thomson, CAO

Summary & Report: Activities of investStratford, May 2021 – July 2021

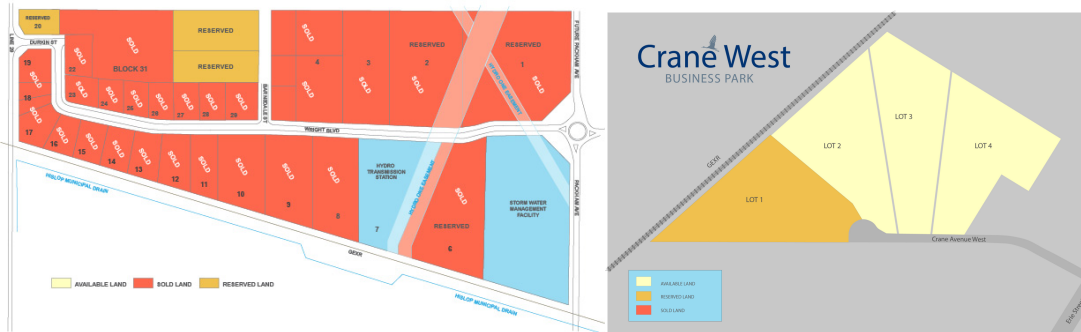
Aligning to the strategic priority of Council, **Widening our Economic Opportunities**, the following projects and activities are ongoing and underway. In some areas, delays and priority shifts have been experienced as a result of COVID-19.

SEEDCo. Annual Report

- New industrial developments and local expansions accounted for more than 300,000 square feet of new buildings.
- Task Force related activities (grants for tourism attractions & businesses) generated more than \$3million of direct economic impact
- 174 Entrepreneurs and Small Businesses in the community were supported via the work of the Stratford-Perth Centre for Business
- Budget Analysis
 - SEEDCo. reduced our budget by \$50,000 (or 9% of our approved contribution) when asked by City CAO to find savings to offset COVID revenue risks
 - Provincial funding fluctuates based on timing (Provincial year end is March 31)
 - Grants included Federal amounts for investment attraction & Provincial amounts for the Housing Project
 - Operational expenses were less than budget as a result of work from home/reduced office expenses
 - \$100,000 contribution to the City of Stratford Infrastructure & Development Department for leasehold improvements at 82 Erie St.
 - Small annual surplus of \$11,700
 - Ongoing reserve is a Board of Directors Restricted reserve

Business Retention; Expansion; Investment Attraction

- All lots in Wright Business are sold or reserved, including the 12-acre parcel in the first phase of the Park
- One (1) lot is in reserve and three (3) lots are available in the Crane West Business Park, with 4 active inquiries
- New Investment Attraction Advisory Committee started in May 2021



Entrepreneurship & Small Business

- Summer Company is now well underway – 7 young entrepreneurs working on their summer businesses.



- Starter Company hosted 9 new businesses last Winter.
- Virtual advisory programming (social media marketing, communications) continued through the Spring & Summer.
- Stratford-Perth Centre for Business activities support entrepreneurs in Stratford, St. Marys and Perth County, and are funded by the Province of Ontario and the City of Stratford. 36 Businesses have been started or expanded since April.

Respectfully Submitted,

Joani Gerber
CEO, investStratford
jgerber@investstratford.com

Attachments: 2020 SEEDCo. Final 2020 AGM Report

ANNUAL REPORT

2020

YEAR IN REVIEW



ADVANCING STRATFORD'S ECONOMIC FUTURE

STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)

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

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



Advancing Stratford's Economic Future

STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)

Annual General Meeting

Thursday, June 10, 2021 – via Zoom Meeting

investStratford

82 Erie Street, 3rd floor

Stratford, Ontario, N5A 2M4

8:00am-8:30am

2020
YEAR IN REVIEW

AGENDA

- | | |
|--------|--|
| 8:00am | Arrival of Board Members |
| 8:00am | Call to Order |
| 1.0 | Board Business Meeting Called to Order – 7th Annual General Meeting of the Stratford Economic Enterprise Development Corporation |
| 2.0 | Declarations of pecuniary interest and the general nature thereof |
| 3.0 | Adoption of the Minutes from Annual General Meeting – 2019 Year in Review (held June 18, 2020) |
| 4.0 | CEO Report on 2020 – Joani Gerber |
| 5.0 | Auditor’s Report and unaudited 2020 Financial Statements – Spencer Steckley |
| 6.0 | Confirmation and Appointment of Acts of Directors |
| 7.0 | Appointment of Auditors |
| 8.0 | Adjournment |

MINUTES from AGM: 2019 Year in Review (held June 18, 2020)

Directors Present: Jeff Orr; Brad Beatty; Kate Dekok; Franklin Famme; Dave Gaffney; Matt Johnson; Dan Mathieson; Trevor McNeil; Christine McWebb; Colin Schmidt; Shelley Stevenson; Joan Thomson

Retiring Directors Present: Stephen Cooper; Ginny Dybenko; Anne McDougall; Kevin Tuer

Staff Present: Joani Gerber; Mike Pullen; Elke Bidner; Janis Auster

Guests: Janice Beirness, Manager of Financial Services, City of Stratford

Regrets: None

1.0 Board Business Meeting Call to Order:

Annual General Meeting of the Stratford Economic Enterprise Development Corporation

J. Orr called the Annual General Meeting: 2019 Year in Review to order at 9:00 AM.

2.0 Declarations of pecuniary interest and the general nature thereof

None

3.0 Adoption of the Minutes from 2018 Annual General Meeting (held on June 14, 2019)

Moved by: D. Mathieson

Seconded by: K. Tuer

That the Minutes of the 2018 Stratford Economic Development Corporation Annual General Meeting dated June 14, 2019 be adopted.

Carried.

4.0 Chief Executive Officer Report – 2019 Year in Review

Joani Gerber, CEO provided an overview of the 2019 Year in Review Report.

Moved by: D. Gaffney

Seconded by: F. Famme

That the Chief Executive Officer Report be received as information.

Carried.

5.0 Auditor's Report and unaudited 2018 Financial Statement

Janice Beirness, Manager of Financial Services for the City of Stratford provided an overview of the 2019 Financial Statement.

Moved by: G. Dybenko

Seconded by: S. Stevenson

***That the unaudited 2019 Financial Statement be received as printed and presented.
Carried.***

6.0 Confirmation and Appointment of Board Directors

J. Orr provided the following background of appointments to the Board:

- Following the recommendation from the SEED Co. Board of Directors on March 5, 2020, at the May 11 & May 25, 2020 meeting, City Council appointed:
 - o Kate Dekok to the Stratford Economic Enterprise Development Corporation Board of Directors as the Small Business Sector representative for a 3-year term to June 2023
 - o Matt Johnson to the Stratford Economic Enterprise Development Corporation Board of Directors as the Manufacturing Sector representative for a 3-year term to June 2023
 - o Trevor McNeill to the Stratford Economic Enterprise Development Corporation Board of Directors as the Agricultural Sector representative for a 3-year term to June 2023
 - o Colin Schmidt to the Stratford Economic Enterprise Development Corporation Board of Directors as the Technology Sector representative for a 3-year term to June 2023
 - o Christine McWebb to the Stratford Economic Enterprise Development Corporation Board of Directors as the University of Waterloo, Stratford School of interaction, Design and Business representative for a 3-year term to June 2023

2020/2021 Term – New and Returning Slate of Directors are as follows:

- | | |
|---|---|
| • Brad Beatty | • Trevor McNeill |
| • Kate Dekok | • Christine McWebb |
| • Franklin Famme
(appointed Vice Chair, April 4, 2019) | • Jeff Orr (appointed Chair, April 4, 2019) |
| • Dave Gaffney | • Colin Schmidt |
| • Matt Johnson | • Shelley Stevenson |
| • Dan Mathieson (City Mayor - ex officio) | • Joan Thomson (City CAO - ex officio) |

Moved by: S. Cooper

Seconded by: A. McDougall

THAT the slate of SEED Co. Directors be approved as presented for the 2020/2021 term;

AND THAT Jeff Orr be confirmed as Board Chair for the 2020/2021 term;

AND THAT Franklin Famme be confirmed as Board Vice Chair for the 2020/2021 term.

Carried.

J. Orr formally thanked retiring and founding members S. Cooper, G. Dybenko, A. McDougall and K. Tuer for their leadership, many contributions and service since the inception of SEED Co.

7.0 Appointment of Auditors

Moved by: D. Gaffney

Seconded by: F. Famme

THAT the City of Stratford's auditor, be appointed as auditors for the Stratford Economic Enterprise Development Corporation for the fiscal year ending December 31, 2020.

Carried.

8.0 Adjournment – 9:14 AM

Moved by: G. Dybenko

Seconded by: K. Tuer

That the 2019 Annual General Meeting of the Stratford Economic Enterprise Development Corporation adjourn.

Carried.

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

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

Board of Directors 2020

Jeff Orr, Owner/Account Executive, Orr Insurance & Investment Group (Board Chair)

Franklin Famme, Partner, Famme and Co. (Board Vice Chair)

Brad Beatty, Councillor, City of Stratford (resigned September, 2020)

Tom Clifford, Councillor, City of Stratford (as of February 2021)

Kate Dekok, National Sales Director, Demant

Dave Gaffney, Councillor, City of Stratford

Matt Johnson, CEO, Straight Forward Sales Inc., President, Ten29 Group

Dan Mathieson, Mayor, City of Stratford

Trevor McNeil, Manager, OLS, MTE

Christine McWebb, Director, UW Stratford School of Interaction Design and Business

Colin Schmidt, VP Strategic Partnerships, TKG Partners, Toronto

Shelley Stevenson, Administrative Director, Stratford Festival

Joan Thomson, CAO, City of Stratford

investStratford Team

Joani Gerber, Chief Executive Officer

Mike Pullen, Managing Director

Elke Bidner, Marketing and Communications Lead

Janis Auster, Operations and Administration Lead

Holly Mortimer, Business Specialist, Stratford Perth Centre for Business

Trena Hough, Events and Admin Coordinator, Stratford Perth Centre for Business

MESSAGE FROM THE BOARD PRESIDENT:

On behalf of the Board of Directors, it is my pleasure to present the 2020 Annual Report for the Stratford Economic Enterprise Development Corporation. Now, in my second, and final year as President, I have the unique and unenviable experience of serving the majority of my term during a global pandemic. Yet despite the many challenges these uncertain times have posed, I'm honoured and proud of the work this organization has accomplished.

The attached report will show that despite economic uncertainties, many of our companies continue to thrive and interest in doing business with the City of Stratford, remains high.

In 2020 we welcomed a number of new Board Members that have made important contributions early in their tenure. While Councillor Beatty departed from his Stratford City Council position in September 2020, we are grateful for his service and look forward to working with his replacement, Councillor Tom Clifford (February, 2021).

In 2020, in response to the unbelievable toll COVID-19 was taking on our local businesses, investStratford and our community partners launched the Stratford Economic Response & Recovery Task Force. What started as a group of dedicated and driven organizations quickly blossomed into more than 50 volunteers supporting multiple special projects, including Stratford Summer Music, Al Fresco Outdoor Dining and Movies Under the Stars. The combined economic impact was over \$1.5M dollars and kept our visitors and locals alike enjoying all that is Stratford in a safe and responsible way.

Our recovery efforts were topped off by a \$750,000 grant from FedDev Ontario dedicated to assisting our tourism businesses as they adapted and transformed in response to COVID-19. More than 45 businesses were supported as they moved to digital platforms, increased their outdoor space and invested in upgraded HVAC systems.

It goes without saying, but I'll say it anyway, that none of this would have been possible without the leadership of Stratford City Council, the trust and investment from the Province of Ontario and the Government of Canada and the creativity and hussle of the SEEDCo. team.

On behalf of the Board of Directors, it is my pleasure to present the Stratford Economic Enterprise Economic Development Corporation (SEED Co./investStratford) 2020 Annual Report.

Sincerely,



Jeff Orr

Board President, SEED Co.



Jeff Orr

Board President, SEED Co.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It is with tremendous pride that I present SEED Co.'s "2020 Year in Review" Annual Report.

My 4th year as CEO of investStratford was not what I expected. As I write this, in our 3rd Province-wide lockdown I am reminded that "To whom much is given, much is expected". This City has given us so much and while the expectations are high, we have risen to the challenge, and will see it through to the recovery we know is possible.

In 2020 there was some "Business as Usual". Our team managed over 50 active investment, retention and expansion files with new industrial and commercial buildings accounting for more than 300,000 square feet. Land sales continued and we supported the expansion efforts of a local company in the Wright Business Park in their new 15 acre parcel. Construction was completed on the City's newest industrial development - the 23 Acre Crane West Business Park - where leads and interest in those parcels is high.

The pandemic hit our Entrepreneurs especially hard, and the services of the Stratford Perth Centre for Business were critical. Provincially funded and Municipally supported, our Small Business team provided mentorship, coaching and created programs dedicated to pandemic response. From the Digital Accelerator (funding & support for digital revenue building) to the Mental Wellness for Entrepreneur Program, our team identified the needs and met them, every step of the way.

The Stratford Economic Response & Recovery Task Force: we asked, they answered! With a combined investment from FedDev Ontario of \$1.15 million, 50 volunteers, contract staff and more than 10 community organizations, we built tables, were entertained by local musicians on barges and pick-up trucks and insisted that the pandemic would not take away the experience that is "Stratford". Industry stepped up and shopped local, buying more than \$120,000 in BIA Downtown Bucks to ensure dollars were spent where they were needed most. The longevity of the partnerships formed and strengthened will reach much further than COVID-19. To each organization and individual: you have my deepest gratitude.

In 2020, we became acutely aware of how much people and relationships mattered. Our team moved to remote work overnight which, as for many, included caring for young children and elderly parents and while simultaneously creating office space on the kitchen counter. We asked a lot of our Board of Directors, City staff and City Council. No one waived or complained. Your ongoing trust & investment in us never goes unnoticed. It is my privilege to live and work in the City of Stratford and represent our Business Community in what will be our finest hour.

Sincerely,



Joani Gerber

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



Joani Gerber
CEO, SEED Co./investStratford

June 2021

2020, was a year unlike any in history and certainly unlike anything investStratford, the City's Economic Development Corporation has faced. The Corporation took an "all hands-on deck" approach to support all businesses through the economic uncertainties of COVID-19, while maintaining its commitment to business attraction, and strengthening community partnerships.

MAJOR HIGHLIGHTS FOR THE 2020 OPERATIONAL YEAR INCLUDE:

In April 2020, the City announced the formation of a special Stratford Economic Response and Recovery Task Force (SERRTF). Under the leadership of investStratford, the Task Force brought together several community partners, including the Stratford & District Chamber of Commerce, Destination Stratford, the Stratford City Centre Business Improvement Area, local employers and businesses, Employment Ontario, and others. Organization and communication quickly became top priorities, and involved the sharing of information online via website, news releases, social channels, and of course, zoom calls. "Response and Recovery" became the focus and the team remained firm in its commitment to pursuing new investment, supporting business growth, providing guidance to businesses of all sizes, and bringing economic opportunity to the City of Stratford.

LAND SALES AND EXPANSIONS

In 2020, investment attraction, job creation and supporting expansion of existing companies continued to be a priority of focus. Despite the pandemic, there was strong activity in sales and expansion with City-owned industrial land sales totalling **over \$1.1M** and construction beginning on **56,000 sq. ft** of new industrial buildings in the Wright Business Park.

- Several industrial and commercial businesses throughout the City also commenced large expansions totaling **over 250,000 sq. ft.** for a City total of over **300,000 sq. ft.**
- 2020 Expansions of note included: DYNA-MIG, Contract Framing Group, Home Hardware, Ed's Concrete Products and Industrial Contracting Solutions (ICS)
- CRANE WEST BUSINESS PARK: 23 acres of serviced industrial lands were brought into the City's inventory. Real-estate and wayfinding signs were designed and installed to feature new properties. Additional work was focused on website enhancements which feature 360-degree Virtual Reality visuals and drone footage of available lots for prospective businesses and site selectors.

2021 Projections (to-date):

- New investment inquiries, company expansions and construction activity remain steady in the first quarter of 2021. Industrial and commercial investments are projected to be on pace with 2020, with significant new residential development also planned for 2021-22.
- Currently, all lots in Phase 1 and 2 of the Wright Business Park are either sold or in reserve.

COVID-19 AND RELATED INITIATIVES

2020 HIGHLIGHTS: THE TASK FORCE

In a year like no other, partnerships were key to maintaining and rebuilding the economic foundation of our community. Early on in 2020 it became obvious that a uniting entity was necessary to provide the most effective communication and support to the business community.

In April, 2020, the City announced plans to form a Task Force dedicated to the economic recovery of the City. investStratford took the lead to create a group of determined and devoted organizations and individuals dedicated to the support and recovery of the City of Stratford. Thanks to the countless volunteer hours from founding groups which included Destination Stratford, Stratford City Centre BIA, Stratford and District Chamber of Commerce, a wide range of initiatives and supports were leveraged for community businesses and owners.

Under the leadership of investStratford, the Task Force's efforts were organized, communicated, and branded. Committees held regular meetings, formed subcommittees, and organized numerous initiatives that had to be adapted as stay-at home orders were applied, lifted, and reapplied. The investStratford website was adapted to hold minutes, information about programs and function as a community resource to unite efforts across the board.

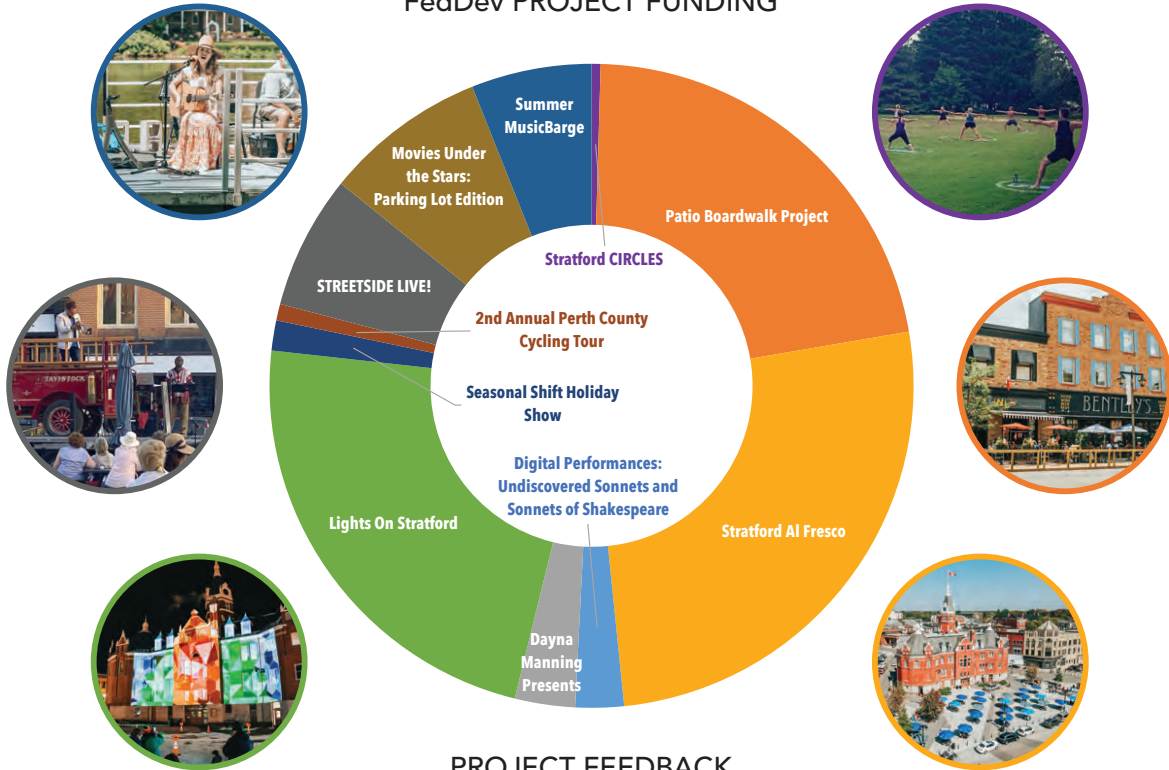
STRATFORD ECONOMIC RESPONSE AND RECOVERY TASK FORCE (SERRT) & 2020 PROJECTS

Coordinated by investStratford, the Stratford Economic Response & Recovery Task Force partnered with the Stratford & District Chamber of Commerce, Destination Stratford, the Business Improvement Area (City Centre Committee), local employers and businesses, Employment Ontario and other associations to fulfill its mandate, which was to incorporate immediate and long-term actions to support local industry, small business and the workforce across all sectors during the COVID-19 pandemic response and eventual recovery.

11 PROJECTS | **\$400,000** 2020 FedDev FUNDING + **\$829,074** COMMUNITY & IN-KIND + **\$500,000** ~AL FRESCO REVENUES = **\$1,729,074** DIRECT ECONOMIC IMPACT

CREATED **34** PERMANENT & **258** TEMPORARY JOBS • MAINTAINED **90** PERMANENT & **45** TEMPORARY JOBS

2020 TASK FORCE FedDev PROJECT FUNDING



PROJECT FEEDBACK

"This sort of support for locally produced content that in turn helps to support local businesses is so critical as we continue to try and navigate our way through the pandemic."

"It is difficult for me to put into words what the Circles project has meant for me, for my business, and for our community this year."

"I would like to take this opportunity to thank all those involved in the patio extension and Stratford Alfresco project."

"It was a worthwhile and meaningful arts and culture endeavour which resonated with so many of our citizens, animated the town in the way it was promised, and provide both employment for its artists-but also served its primary purpose which was to engage tourists and to drive business into retail shops and restaurants."

"The speed and open-mindedness of the city and the Economic Development Task Force with these initiatives were game changers in our life."

"Not only did you save our business and our livelihood, you saved the livelihoods of almost 20 other Stratford residents."

"We went from the uncertainty of wondering if we could open at all to actually feeling like 'Yes! I think we can do this'."



We acknowledge the support of the Government of Canada through the Federal Economic Development Agency for Southern Ontario.

Nous remercions l'appui du gouvernement du Canada à travers l'Agence fédérale de développement économique pour le Sud de l'Ontario.

Canada

Other Corporation led and COVID-19 driven initiatives included:

- Mask Procurement and Distribution – Anonymous donation allowed over 15,000 masks to be distributed to local businesses early in the pandemic.
- Perth County partnership on CoVid Business Impacts Survey (April 8, 2020)
- Mental Wellness program for Business owners and Entrepreneurs
- JobsStratford Resource web page features aggregated multiple search engines to functions as a one-stop shop for both employers and job searchers.

STRATFORD TOURISM ALTERATION TRANSFORMATION PROJECT (STAT)

In the fall of 2020, a **\$750K grant** was received from the Government of Canada and the Federal Economic Development Agency for Southern Ontario in support of the recovery and growth of Stratford's tourism-based businesses.

Administered by investStratford for the Economic Response and the Recovery Task Force, the fund was delivered in partnership with the City of Stratford, Destination Stratford, Stratford City Centre Committee BIA and the Stratford and District Chamber of Commerce and designed to support tourism sector recovery from COVID-19 impacts with grants up to \$20K for eligible businesses.

- **47 local businesses received project funding** which resulted in an **additional \$572K** contributed by the businesses to complete their projects
- Projects included addition of plexiglass barriers, high-end air filtration, online ordering, new take-out kits, patio additions, renovations and even a UV sanitization robot
- The program helped to **maintain 317 full-time and 102 part-time jobs** while **creating 56 permanent jobs** and **463 temporary jobs** in the community
- In addition, **133 employees received training/mentorship** for technology implementation
- To view all 47 recipients and read more details about their specific STAT projects visit:
<https://www.investstratford.com/stat-recipients> <https://youtu.be/xjKtB3koHrA>
- STAT video: <https://youtu.be/GXXQbr-Qosc>

ENTREPRENEURSHIP

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

- The Stratford Perth Centre for Business assisted **174 small businesses** to start or expand and created **95 jobs** in the Stratford, Perth County and St. Marys' area
- The Stratford Perth Centre for Business provided essential learning to start-ups and entrepreneurs presenting **47 workshops** and additional learning opportunities. **Partnered with 20 regional** organizations to create **3 entrepreneurial events** with over **111 attendees**
- Granted **2 students** (enrolled in secondary and post-secondary education) a total of **\$6,000** in start-up funding for their Summer Businesses via the Summer Company program
- Granted **39** entrepreneurs a total of **\$80,100** in start-up funding, which in turn leveraged an additional **\$71,100 in economic growth** for our community.

Ontario Starter Company Plus Program: In response to COVID-19 restrictions on local small businesses, the Centre for Business executed a new version of the program to focus on helping existing business get online and set up a form of ecommerce. This new variation, called **The Digital Accelerator**, was a 4-week program including coaching sessions, one-on-one meetings and additional resources that have proven instrumental in running a business during a pandemic. All told, **30 grants totaling \$45,000** were awarded to assist existing organizations in building a more robust online presence. These businesses included *Resonance, Madelyn's Diner, Foster's, Bungalow, McIntosh Farms, The Rap Camp, Designs by Cate, Stratford Chef School, Hive Design* and many others.

Starter Company Plus Program: The Stratford Perth Centre for Business also ran a more regular version of the **Starter Company Plus program**, though due to COVID this year's program was delivered virtually over a period of 6 weeks. Participants completed weekly training sessions via Zoom along with guided tasks to move their businesses closer to opening or expanding. Participants had access to local mentors, networking opportunities and one-on-one training sessions. **Nine grants** were awarded, **totaling \$35,100** to local entrepreneurs within Stratford and Perth County. New businesses included a mobile foot care clinic, bakery, senior services, artisans and retail brick and mortar.

**The Starter Company Plus Program, is funded by the Province of Ontario, the Ministry of Economic Development, Job Creation and Trade, supported by the City of Stratford and managed by investStratford. In addition to the grant funding, participating entrepreneurs received 6 weeks of business education and mentorship on business ideation, development, marketing, financials, and brand before presenting their business plans to a panel of local community stakeholders, with the mentorship piece continuing for a maximum of three years.*

CONNECT2SKILLS, SKILLSADVANCE ONTARIO (SAO)

In 2020, employment training programs for Manufacturing and Hospitality & Tourism were delivered for another year. The Manufacturing Program was originally piloted in Stratford/Perth County and in 2020 the Four County Labour Market Planning Board expanded the training programs across the four County Region.

- In 2020/2021, 32 people completed the Manufacturing Program, and 43 people completed the Hospitality & Tourism Program across the four Counties
- On-going successes and partnership with Social Services and Partners in Employment for participant referrals to the Program

MARKETING, COMMUNICATION, BRAND BUILDING AND WEBSITE UX:

- Continued investment in content building from remaining RED grant funding resulted in delivery of a Smart City animation style video
- Additional creative content built in support of various Task Force activities and Government support program messaging
- Creation of brand for Task Force
- Designed and produced Information sheet for City Building and Development Services
- Completed design and installation for Crane West Business Park way-finding and major on-site billboard sign.

2020 MEDIA RELEASES

The following 2020 media releases were prepared by the Marketing and Communications Lead to communicate corporate initiatives, they include:

COVID-19 RESOURCES FOR BUSINESS DURING COVID-19 PANDEMIC: Business and Entrepreneur-focused listing of Stratford Resources, Provincial/Federal Government Support and Resources for Business guide – March 18, 2020

CITY OF STRATFORD ANNOUNCES COVID-19 ECONOMIC SUPPORT AND RECOVERY TASK FORCE: The City of Stratford developing immediate and long-term actions across all sectors - April 2, 2020

STRATFORD PERTH CENTRE FOR BUSINESS EMPOWERS LOCAL SMALL BUSINESS ECONOMY: Seven Starter company plus grants totalling \$35k presented to seven promising entrepreneurs – April 7, 2020

“DIGITAL ACCELERATOR” GRANTS \$45,000 TO SMALL BUSINESSES IN STRATFORD, PERTH AND ST. MARYS. “The Digital Accelerator”, by Starter Company Plus, which will deliver 30 grants totaling \$45,000 to local entrepreneurs within Stratford and Perth County – April 30, 2020

STRATFORD'S ECONOMIC RESPONSE AND RECOVERY TASK FORCE MEETS ON ECONOMIC GROWTH AND JOB CREATION PLAN: task force developing post-pandemic plan to support people and businesses – May 8, 2020

STRATFORD ECONOMIC RECOVERY TASK FORCE BEGINS DISTRIBUTION OF PPE MASKS FOR LOCAL SMALL BUSINESSES: Local Businesses Encouraged to Register Online to Receive Mask Allotment - May 15, 2020

CITY OF STRATFORD JOINS DIGITAL MAIN STREET'S SHOPHERE POWERED BY GOOGLE TO SUPPORT LOCAL BUSINESSES: Stratford's Economic Recovery Task Force Partners with Google's ShopHERE program - May 28, 2020

CITY OF STRATFORD APPROVES ECONOMIC RECOVERY TASK FORCE AL FRESCO PROJECT TO STIMULATE COVID-19 ECONOMY: New COVID-19 Recovery Project to Support Business – May 29, 2020

\$400K IN FEDERAL FUNDING AWARDED TO INVESTSTRATFORD TO SUPPORT PROJECTS SPECIFIC TO TOURISM RECOVERY: Economic Response and Recovery Task Force to Administer Funds Supporting Tourism - June 4, 2020

COVID-19 RECOVERY TASK FORCE PROVIDES UPDATE ON AL FRESCO PROJECT: Community Partners Provide \$70,000 commitment to Essential Product and Services – June 9, 2020

CITY OF STRATFORD'S BOARD OF PARK MANAGEMENT APPROVES OPEN AIR INITIATIVE: Stratford's Economic Response and Recovery Task Force Launches Unique CIRCLES Pilot Project – June 16, 2020

MORE TASK FORCE INITIATIVES APPROVED AS STRATFORD PREPARES FOR ECONOMIC RECOVERY: City Council Greenlights Patio Ext., Boardwalks, Stratford Summer Music, MusicBarge & Streetside Live Projects - June 23, 2020

LOCAL BUSINESSES AND JOBSEEKERS ENCOURAGED TO VISIT JOBSSTRATFORD: Employment Resource Page Aggregates Resources for Employers and Jobseekers - June 24, 2020

GO CANADA UNITED: City of Stratford joins Canada United to support local businesses and accelerate small business recovery – July 22, 2020

CITY OF STRATFORD AMONG FIRST IN NORTH AMERICA TO INSTALL CITY-WIDE SMART INTERSECTIONS: Cutting Edge Smart Intersection Technology Further Facilitates Autonomous Vehicles Testing - July 30, 2020

SCHAEFFLER CANADA FACILITIES CELEBRATE EMPLOYEES & SUPPORTS STRATFORD DOWNTOWN BUSINESSES: Schaeffler Canada facilities contribute over \$110,000 to the local economy since crisis began – Aug 26, 2020

\$750,000 IN FEDERAL FUNDING AWARDED TO INVESTSTRATFORD FOR CITY OF STRATFORD TOURISM RECOVERY: investStratford to Administer Funds for new Stratford Tourism Alteration Transformation Project – Sept 18, 2020

INVESTSTRATFORD, Stratford's Economic Enterprise Development Corporation, MOVING TO NEW LOCATION: investStratford and Stratford Perth Centre for Business staff moving to 82 Erie St. - Oct 22, 2020

STRATFORD PERTH CENTRE FOR BUSINESS PRESENTS ANTI-RACISM & INCLUSION EVENT: Featuring speaker and Consultant Hawa Y. Mire - Oct 22, 2020

XINYI CANADA GLASS CONFIRMS CITY OF STRATFORD AS PREFERRED LOCATION: Stratford Plant will be its first Canadian Manufacturing Facility – October 29th, 2020

ONTARIO ANNOUNCES ENHANCED FUNDING FOR COVID-19 ECONOMIC RECOVERY NETWORK: Stratford Perth Centre for Business Centre part of new "Ontario Business Centres" Network - Nov 19, 2020

2020 ASSOCIATIONS AND MEMBERSHIPS:

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

- Economic Developers Council of Ontario (EDCO)
- Economic Development Association of Canada (EDAC)
- Stratford and District Chamber of Commerce
- Intelligent Communities Forum
- Stratford & Area Builders Association
- Meeting of the Minds
- Communitech
- Automotive Parts Manufacturers Association (APMA)
- United Way Perth Huron Social and Research Planning Council
- Southwestern Ontario Marketing Alliance (SOMA) including:
 - Ontario Clean Tech Alliance (OCTA)
 - Ontario Food Cluster Group (OFC)
 - Ontario Manufacturing Communities Alliance (OMCA)
 - Ontario Real Estate Alliance
 - South Central Ontario Region (SCOR)
 - Centre for Automotive Research (CAR)/ Automotive Communities Partnership (ACP)
 - Canadian German Chamber of Industry and Commerce (CGCIC)
 - Japan Society and Canadian Chamber of Commerce in Japan (CCCJ)
 - Western Ontario Warden's Caucus (WOWC)
 - Site Selectors Guild

ACTIVE PARTNERSHIPS:

- City of Stratford
- Perth County
- Town of St. Marys
- Province of Ontario (Various Ministries)
 - Stratford Perth Centre for Business
 - Ontario Investment Office (Invest in Ontario)
 - Rural Economic Development Program
- Government of Canada
 - Trade Commission Service
 - Invest Canada
 - National Research Council (NRC)
- Stratford Economic Response & Recovery Task Force
 - Stratford City Centre BIA
 - Destination Stratford
 - Federal Economic Development Agency for Southern Ontario (FedDev Ontario)
- Perth Community Futures Development Corporation
- Stratford-Perth Community Foundation
- Stratford Festival
- Autonomous Vehicle Innovation Network (AVIN)
 - Automotive Parts Manufacturers Association (APMA)
 - Ontario Centres of Excellence
 - University of Waterloo
 - UW Centre for Automotive Research
 - Festival Hydro/Rhizome Network
- Four County Labour Marketing Planning Board
- Connect2SKILLS Steering Committee
- Partners in Resources for Employment
- Newcomer Settlement Huron Perth
- Conestoga Career Centre



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

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

May 20, 2021

Joani Gerber, CEO
 Stratford Economic Enterprise
 Development Corporation (SEED Co.)
 82 Erie Street, 3rd floor
 Stratford, ON
 N5A 2M4

RE: 2020 Unaudited Income Statement

I have attached the unaudited income statement for SEED Co. operations for the year ended 2020.

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

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

Yours truly,

Spencer Steckley, CPA, CA
 Manager of Financial Services

STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED Co.)
2020 Income Statement
As at December 31, 2020

	2020 Budget (Revised)	2020 Unaudited
REVENUE		
City Funding - SEED CO	\$ 464,999	\$ 464,999
City Funding - SBEC	108,202	108,202
Provincial funding - SBEC	217,806	291,070
Recoverable Expenses	14,346	38,932
Starter & Summer Company	-	-
Rentals & Leases	-	3,640
Grants	-	30,881
TOTAL REVENUE	\$ 805,353	\$ 937,724
EXPENDITURES		
Operational		
Salaries & Benfits - SEED CO	460,024	467,870
Training/Professional development	5,000	5,996
Insurance & Custodial	13,954	4,059
Equipment & Capital	3,600	104,375
Support services & fees	26,200	35,274
Office Supplies, Telephone & Communications	25,773	19,706
Rent & Common Area Maintenance	72,527	58,615
Consultants	8,000	34,494
Legal & Audit	3,000	6,121
Meals & meeting expenses	5,769	6,062
Contingency	-	-
Total Operational Expenditures	\$ 623,847	\$ 742,570
Core Programs		
Conferences/trade shows/travel/mileage	15,000	16,871
Promotions/marketing/collateral materials	30,000	17,771
SBEC Grants	86,000	86,000
Memberships	40,200	39,458
Events	10,306	23,285
Total Core Programs Expenditures	\$ 181,506	\$ 183,384
TOTAL EXPENDITURES	\$ 805,353	\$ 925,954
SURPLUS (DEFICIT)	\$ -	\$ 11,770

SPECIAL PROJECTS	2020 Budget	2020 Unaudited
REVENUE		
Tourism/Task Force Recovery - FedDev		400,000
Tourism Operator relief Fund		742,500
TOTAL REVENUE	\$ -	\$ 1,142,500
EXPENDITURES		
Tourism/Task Force Recovery - Fed Dev		399,676
Tourism Operator Relief Fund		730,984
TOTAL EXPENDITURES	\$ -	\$ 1,130,661
SURPLUS(DEFICIT)	\$ -	\$ 11,839
BEGINNING SURPLUS (DEFICIT)		\$ 147,235
ENDING SURPLUS (DEFICIT)		\$ 170,844



MANAGEMENT REPORT

Date: August 17, 2021
To: Finance and Labour Relations Sub-committee
From: Spencer Steckley, Manager of Financial Services
Report#: FIN21-022
Attachments: Q2 Variance Report to June 30, 2021

Title: Q2 Operating Budget Variance Report as at June 30, 2021

Objective: To explain variances in the operating budget as at June 30, 2021.

Background: Regular monitoring of budgetary performance provides an early warning of potential problems and gives decision makers time to consider actions that may be needed if major deviations in budget to actual results become evident.

This is especially important during the COVID-19 pandemic as we try to mitigate revenue losses.

Analysis: The Q1 operating budget variance report was presented at the July 20, 2021 Finance and Labour Relations Sub-committee meeting. Given the short period of time between the Q1 variance report and this report, there have been few changes, if any, to the forecasted departmental variances. The updated totals will, however, provide Council with a better understanding of the City's financial performance at the midway point of 2021. An analysis of some department variances is as follows:

- In the CAO's office there is no forecasted variance at this time however there are some key items to note: Community Safety and Wellbeing Plan expenses still need to be allocated to the participating municipalities and, the Service Delivery Review expenses will be offset by grants, once received.

- In Corporate Services, there is a minor forecasted surplus of \$58,000 coming from the City Clerk, Crossing Guard and Advisory Committee departments. The surplus is a result of anticipated cost-savings from the COVID-19 pandemic. Provincial funding, not initially budgeted for, will flow to the City in 2021 to help alleviate COVID-19 pressures. The funding announced by the Province will total \$453,000. Parking revenue will be

significantly reduced by approximately \$1,000,000 from budget given the on-going Provincial lockdowns.

- Infrastructure & Development Services is forecasting a \$290,000 surplus to budget as a result of cost-savings in Engineering from vacant positions and increased revenue in Building & Planning as demand for services grows. The Ontario Clean Water Agency also completed their yearly reconciliation of hydro costs for 2019 and the City received a credit of \$129,685. This credit will be applied against the 2021 hydro expense in the Sanitary department.

- Community Services, particularly the Parks and Recreation Divisions, continue to see material reductions in revenue related to the Provincial lockdowns. Rental and program revenue are forecasted to be \$600,000 under budget in 2021. This deficit is partially offset by the Transit Division which is expected to realize some cost-savings due to COVID-19 and a reduction in services. Transit will also be receiving additional Provincial funding to relieve lost revenue from COVID-19.

- The Police Services Board is forecasting a \$390,000 surplus however there is the potential for human resource matters to impact on this amount as we progress throughout the year.

The overall forecasted variance to budget across the City at this time is a deficit of \$49,000 versus \$36,000 previously reported in the Q1 variance report. It is expected that this amount will change as more information becomes available and the impacts of COVID-19 are better known.

The third quarter operating variance report will be presented at the October Sub-committee meeting.

Financial Impact: Year-end forecasts as noted in the attached. Currently forecasting an overall variance to budget deficit of \$49,000.

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.

Staff Recommendation: THAT the Q2 Operating Budget Variance Report as at June 30, 2021 be received for information.

A handwritten signature in black ink, appearing to read "Spencer Steckley".

Spencer Steckley, Manager of Financial Services

A handwritten signature in black ink, appearing to read "Joan Thomson".

Joan Thomson, Chief Administrative Officer

City of Stratford

Q2 Operating Variance Report as at 30th June 2021

Department	2021 Net Budget	Q2 YTD June 30/21	% of Budget Spent	Surplus / (Deficit) FORECASTED Variance At 31 Dec 2021	Explanation
<u>Mayor/Council/CAO Office</u>					
101 - Mayor's Office	106,025	47,216	44.5	0	No variance anticipated
102 - Council Services	379,802	181,361	47.8	0	No variance anticipated
111 - CAO's Office	705,590	392,647	55.6	0	No variance anticipated - Community Safety and Wellbeing Plan allocation amongst participating municipalities still to be completed; Service Delivery Review expenses to be offset by grant
<u>Human Resources</u>					
112 - Human Resources	646,540	344,157	53.2	0	No variance anticipated
<u>Corporate Services</u>					
100 - Taxation	(63,457,399)	(32,253,559)	50.8	0	No variance anticipated
100 - General Revenues	(1,909,390)	(642,765)	33.7	0	Hydro dividend will be received as declared and budgeted
121 - City Clerk	535,930	259,793	48.5	10,000	Part time payroll wages and benefits will be allocated to Advisory Committees at the end of the year; marriage license, civil ceremony and commissioning is lower due to service disruptions as a result of COVID-19 pandemic; legal fees may exceed budget due to unexpected items; additional expenses related to temporary patio boardwalks (repair/maintenance) have reduced forecast to \$10,000 from \$15,000 reported in Q1 report; other expenses to come under budget as a result of COVID-19
131 - Financial Services	1,227,950	634,045	51.6	0	No variance anticipated at this time
134 - Information Technology	1,656,030	440,894	26.6	0	No variance anticipated at this time
135 - Parking	(575,000)	(38,324)	6.7	(1,000,000)	Budgeted projects are underway; significant anticipated loss of parking revenue as a result of the COVID-19 pandemic; contractor line item will be slightly under budget as a result of recruitment activities undertaken
136 - Crossing Guards	227,415	78,293	34.4	45,000	Contractor line item will be under budget as a result of the COVID-19 pandemic
139 - General Financial Services	1,980,650	2,417,819	122.1	453,000	Provincial funding received related to 2021 COVID-19 Recovery Funding for Municipalities - not budgeted
513 - Industrial Land Sales	0	13,742	0.0	0	Will clear at year end to R-R11-RPRO reserve fund; to be recovered from future land sales
810 - Requisitions from Others	8,985,512	4,932,658	54.9	0	No variance anticipated - all payments to external boards and agencies are on budget

City of Stratford

Q2 Operating Variance Report as at 30th June 2021

Department	2021 Net Budget	Q2 YTD June 30/21	% of Budget Spent	Surplus / (Deficit) FORECASTED Variance At 31 Dec 2021	Explanation
820 - Other Municipal Services	109,245	(8,138)	-7.4	3,000	Expected cost savings from meetings being held electronically; Stratfords of the World (SOTW) has delayed its reunion to 2022 and some conference participants have requested refunds on their registrations; all SOTW registration monies collected in 2020 have been forwarded into 2021 budget and any unused monies will be brought forward again for 2022 reunion
872 - Community Grants	769,050	276,452	35.9	0	No variance anticipated - approved grants are being advanced when requested by community groups; out of the 26 approved grants, funds have been released for 12 community groups; contingency remaining of \$16,000; fee waivers will be drawn down as needed during the course of 2021; this budget may be underspent at year end if grants or fee waivers are not required due to changes in community group activities due to COVID-19
<u>Infrastructure & Development Services</u>					
141 - City Building Maintenance	687,548	222,957	32.4	10,000	Expenses forecasted under budget by \$10,000
251 - Building & Planning	615,592	12,384	2.0	50,000	Revenue forecasted to be over budget by \$50,000 due to increased demand for services; revised surplus down from \$100,000 in Q1 variance report as Bed and Breakfast license revenue reduced per Council approved pandemic relief
310 - Engineering	1,233,785	701,014	56.8	110,000	Expenses forecasted to be under budget by \$110,000; Project Engineer and Engineering Technician positions remain vacant
315 - Fleet	1,589,340	990,421	62.3	0	No anticipated variance
320 - Roads	5,113,090	1,653,978	32.3	0	No anticipated variance
330 - Sanitary	0	(2,119,505)	0.0	120,000	2019 hydro reconciliation completed by Ontario Clean Water Agency - received credit of \$129,685.12 which has been applied against the 2021 hydro expense
340 - Storm	2,882,761	205,719	7.1	0	No anticipated variance
350 - Water	0	(472,788)	0.0	0	No anticipated variance
360 - Waste	1,356,190	(145,714)	-10.7	0	No anticipated variance
<u>Fire</u>					
211 - Fire	7,922,470	3,554,664	44.9	0	No anticipated variance - revenue and expenses tracking to budget
512 - Airport	195,050	57,541	29.5	0	No anticipated variance - revenue and expenses tracking to budget

City of Stratford

Q2 Operating Variance Report as at 30th June 2021

Department	2021 Net Budget	Q2 YTD June 30/21	% of Budget Spent	Surplus / (Deficit) FORECASTED Variance At 31 Dec 2021	Explanation
<u>Community Services</u>					
711 - Parks	1,736,886	800,760	46.1	(100,000)	Reduced user fee revenue and rental income as a result of COVID-19 lockdown
721 - Recreation	4,690,460	1,449,516	30.9	(500,000)	Reduced facility rentals and recreation programs as a result of COVID-19 lockdown; overall revenue loss has been revised down since Q1 forecast from \$600,000 to \$500,000 based on new information (i.e. lifting of COVID restrictions)
731 - Cemetery	385,790	(5,286)	-1.4	0	No anticipated variance
750 - Transit	2,332,154	215,581	9.2	300,000	Reduced expenses due to COVID-19 - school specials not operating and on-demand services being utilized on the weekend; Provincial funding received (i.e. Safe Restart) to help offset additional expenses and lost revenue
751 - Parallel Transit	479,710	143,004	29.8	60,000	Currently operating at 50% capacity which has resulted in reduced expenses due to COVID-19; Provincial funding received (i.e. Safe Restart) to help offset additional expenses and lost revenue
<u>Social Services</u>					
610 - Social Services Administration	0	684,114	0.0	0	Journal entries to reallocate amounts still need to be completed; all departments within Social Services are trending to a modest surplus however union negotiations, the housing moratorium ending and quarter 3 and 4 expenses can all impact upon this
611 - Ontario Works	619,180	1,978,998	319.6	0	See comments above in department 610
613 - Anne Hathaway Day Care Centre	48,350	121,774	251.9	0	See comments above in department 610
615 - Housing	2,130,050	450,020	21.1	0	See comments above in department 610
616 - Child Care	262,090	434,008	165.6	0	See comments above in department 610
617 - Early Learning & Child Development	109,880	2,351,547	2140.1	0	See comments above in department 610
618 - Britannia Street Apartments	0	(151,755)	0.0	0	See comments above in department 610
<u>Police</u>					
231 - Police	11,656,557	5,582,847	47.9	390,000	If current expenditures remain consistent throughout the year than there could be a forecasted surplus; unforeseen human resource matters (i.e. parental leave, WSIB, retirement, etc.) may impact upon this surplus; unexpected sick time payout has reduced forecasted surplus from \$448,000 to \$390,000 since last report
<u>Library</u>					
411 - Library	2,565,117	1,270,191	49.5	0	No anticipated variance - revenues and expenses tracking to budget
Total Net Expenses (Revenue)	\$ -	-\$ 2,937,719			