



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

Date: February 21, 2023
Time: 4:30 P.M.
Location: Council Chamber, City Hall

Sub-committee Present: Councillor McCabe - Vice Chair Presiding, Councillor Beatty, Councillor Burbach, Councillor Nijjar

Regrets: Councillor Hunter - Chair

Staff Present: Karmen Krueger - Director of Corporate Services, Jodi Akins - Council Clerk Secretary, Tatiana Dafoe – Clerk, Spencer Steckley – Manager of Financial Services

Also present: Zac Gribble – Executive Director, Destination Stratford, Member of the Public, Media

1. Call to Order

The Vice Chair called the meeting to Order.

Councillor Hunter provided regrets for this meeting.

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 February 21, 2023, Finance and Labour Relations Sub-committee meeting.

3. Delegations

Delegations were listed under the relevant report in Section 4.

4. Report of the Director of Corporate Services

4.1 Destination Stratford 2022 Q4 Update (FIN23-011)

Staff Recommendation: THAT the Destination Stratford 2022 Q4 Update dated February 21, 2023, be received for information.

Motion by Councillor Beatty

Sub-committee Decision: THAT the presentation by Zac Gribble, Executive Director of Destination Stratford, of the 2022 Q4 update be heard.

Carried

Sub-committee Discussion: Zac Gribble, Executive Director of Destination Stratford, advised the presentation given at this meeting would be fairly minimal as he recently provided a comprehensive review at a budget meeting. The Executive Director also noted that the Year in Review report was also recently released and shared with Council.

Referring to a PowerPoint presentation, the Executive Director noted the reference to "variances" in the report is not the correct term. Because there are so many variables, the budget is adjusted at least quarterly. Future budgets will use the word "adjusted".

An overview of the adjustments in the budget was provided as follows:

- it was noted that with marketing and sales, it is difficult to know ahead of time what the numbers will be;
- an example was provided of the continuously record breaking culinary trail sales, noting the expenses increase in turn;
- media and print are \$25,000 lower than budgeted as they were able to piggyback on LightsOn Stratford marketing;
- marketing has increased largely due to culinary trail sales, but also items such as influencers;

- detail on marketing increases is provided in the Year End Revenue report;
- a significant number of grants were applied for related to destination development projects such as the Boathouse renovation, LightsOn and AI Fresco;
- fully audited financial statements are being completed as they are every year and will be shared with this Sub-committee; and,
- Lights On and AI Fresco are not included in this budget update but will be included in the audited statements.

With respect to 2023 updates, the following overview was provided:

- tracking on budget so far, although it is early in the year;
- they have done their best to estimate marketing sales based on the last few years;
- partnership contributions are not known until March or April as some partnerships are with the Province and their year end is April;
- Line 6000, Marketing Internet, was originally \$90,000 in 2021 and is down to \$23,000 in the 2023 budget strictly due to efficiencies and more work being done in-house;
- there being a \$30,000 surplus from 2022 but that these statements have not been audited and it being likely that these number will shift a little bit;
- surpluses being placed in their reserve as per their By-laws;
- the transfer to reserve of any surplus being lessened or removed over the past few years due to the pandemic; and
- the Municipal Accommodation Tax (MAT) being implemented in July, which will result in a reduction in revenue in 2023 as they previously received the tourism supplement but will not see MAT revenues until 2024.

A question and answer period took place between the Executive Director and Sub-committee as follows:

- an explanation on the term Destination Marketing fund being requested;

- the Destination Marketing fund referring to the Stratford tourism supplement that was collected voluntarily by accommodators and paid optionally by visitors;
- the tourism supplement being precluded by the MAT as of July 1, 2023;
- shortfalls being made up by efficiencies and expanding partnerships;
- turning one marketing dollar into three by partnering when possible;
- culinary trails being very successful and increasing revenues;
- the Destination Marketing fund being much lower during the pandemic and there being a need to be creative to make up that shortfall;
- use of the reserves being decided by the Destination Stratford Board of Directors and the conservative approach to its use; and
- the Destination Development fund (previously the Animation fund) being a three-way split funded between the Downtown Stratford BIA, RT04, and Destination Stratford with Destination Stratford implementing and managing the project.

Motion by Councillor Beatty

Sub-committee Recommendation: THAT the Destination Stratford 2022 Q4 Update dated February 21, 2023, be received for information.

Carried

4.2 Advisory Committee 2022 Annual Reports (FIN23-010)

Staff Recommendation: THAT the following 2022 Advisory Committee Annual Reports be received for information:

- Accessibility Advisory Committee,
- Active Transportation Advisory Committee,
- Communities in Bloom Committee,
- Energy and Environment Committee,

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- Heritage Stratford Committee,
- Stratfords of the World (Ontario) Committee, and
- Town and Gown Advisory Committee.

Motion by Councillor Burbach

Sub-committee Recommendation: THAT the following 2022 Advisory Committee Annual Reports be received for information:

- **Accessibility Advisory Committee,**
- **Active Transportation Advisory Committee,**
- **Communities in Bloom Committee,**
- **Energy and Environment Committee,**
- **Heritage Stratford Committee,**
- **Stratfords of the World (Ontario) Committee, and**
- **Town and Gown Advisory Committee.**

Carried

5. Advisory Committee/Outside Board Minutes

There were no Advisory Committee/Outside Board minutes to be provided to Sub-committee.

6. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is March 21, 2023, at 4:30 p.m. in the Council Chamber, City Hall.

7. Adjournment

Motion by Councillor Beatty

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

Carried

Meeting Start Time: 4:30 P.M.

Meeting End Time: 4:43 P.M.