



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

**Date:** Tuesday, March 21, 2023  
**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, Jodi Akins - Council Clerk Secretary, Chris Bantock - Deputy Clerk

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.

**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 the Stratford Economic Enterprise Development Corporation

#### 4.1 SEEDCo Update July to Dec 2022 (FIN23-023)

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

Motion by

**Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) Update dated March 21, 2023, be received for information.**

### 5. Report of the Deputy Clerk

#### 5.1 2022 Lottery Licence Activity Update (FIN23-012)

15 - 20

Motion by

**Staff Recommendation: THAT the report entitled, "2022 Lottery Licence Activity Update" (FIN23-012), be received for information.**

### 6. Advisory Committee/Outside Board Minutes

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

### 7. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is April 18, 2023 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.**




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## MANAGEMENT REPORT

**Date:** March 21, 2023  
**To:** Finance and Labour Relations Sub-committee  
**From:** Karmen Krueger, Director of Corporate Services  
**Report #:** FIN23-013  
**Attachments:** 1. SEEDCo Update – Letter; 2. SEEDCo Update - Report

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**Title:** Stratford Economic Enterprise Development Corporation (SEEDCo./investStratford) – Update for July to December 2022

**Objective:** To receive an update on SEEDCo.'s activities for the period from July to December 2022, and to review 2023 activities ongoing and underway.

**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 2022 contribution was \$514,000 for general operations, \$108,202 for the Small Business Enterprise Centre plus an additional amount of \$35,000 from the Infrastructure and Development Services (IDS) budget to support the Attainable Housing /Community Improvement Plan project. These funds were leveraged to support the Rural Economic Development (RED) grant application that will be concluding shortly. The total City contribution for that project was \$68,750, spread between 2022 and the proposed 2023 budget (\$33,750 in 2023). 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 dated March 21, 2023, be received for information.**

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



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 Stratford | Ontario | Canada | N5A 2M4  
 Toll free 1.844.812.5055 | 519.305.5055  
 investStratford.com

March 21, 2023

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.

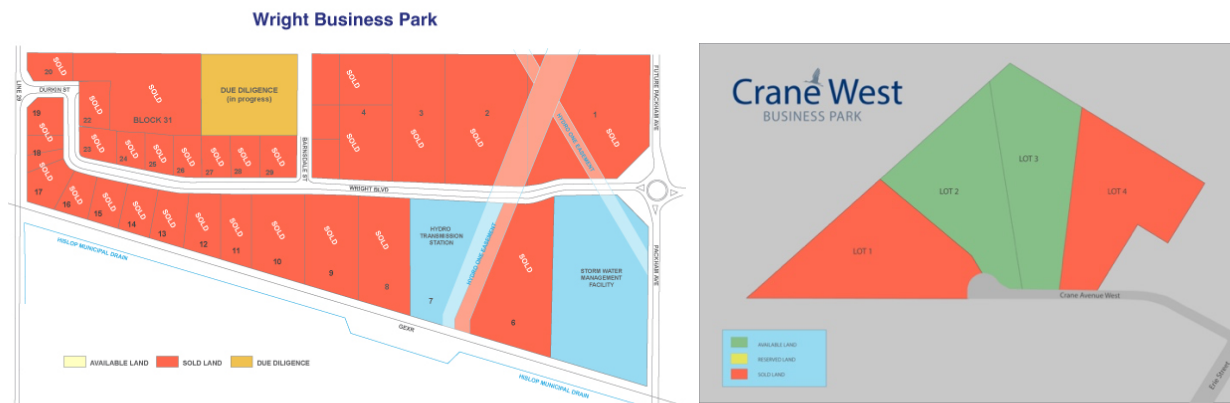
(Please note that because of the City of Stratford elections a report was not provided in the Fall of 2022. The following information encompasses July through December 2022 with some highlights for January, February, and March of 2023).

### Key Metrics (July 1, 2022, through Dec. 31, 2022):

- Staff worked with 13 ongoing new investment opportunities for both City-owned and privately held industrial and commercial properties and responded to 43 inquiries.
- Staff are working with 10 existing companies supporting their retention and expansion plans.
- 33 start-up small businesses were supported by the Small Business Centre.
- Staff hosted 2 workshops and events for Small Businesses and Entrepreneurs.
- 44 (new) Jobs were created by businesses supported by the Small Business Centre.
- Staff participated in 111 Workforce Development activities (includes Stratford-Bruce Peninsula Employment Service System Manager (SMM) and the Attainable Market Housing Project).
- Staff attended the CleanFix Anniversary in Germany and the SOMA led foreign direct investment (FDI) mission to the United Kingdom. With our SOMA Partners, Stratford had a presence at 14 trade shows generating more than 60 foreign direct investment leads.

### City-Owned Industrial Land Activity (July 1, 2022, through Dec. 31, 2022):

- Two City-owned 5.5 acre industrial lots came back into the available inventory in October. Inquiries continue to be received and staff are active with several interested parties.
- Two City-Owned parcels closed in 2022 generating \$1,642,125 in revenue.



### 2022/23 Attainable Housing Special Project – Key Performance Indicators (July 1, 2022 – Dec. 31, 2022)

- Continue interdepartmental Working Group/Project Team activities.
  - Ongoing.
- Leveraged external funding programs
  - \$80,000 received from the Rural Economic Development Program of the Ontario Ministry of Agriculture, Food and Rural Affairs. (Matches \$80,000 in special project funding from both Infrastructure & Development Service and investStratford as approved by Council for 2022). The funding portion of this project closes on March 31, 2023, but it is expected that work will continue internally through 2023.
- Secure project management resource(s)
  - Baker Planning Group and Stantec Inc. have been engaged since July 2022. Services will end March 31, 2023, but work will continue with internal resources.
- Implementation work plan
  - Draft policy direction, incentive programs (Community Incentives Toolkit)
  - Public and stakeholder consultations, online and in person – completed though the fall of 2022 and winter 2023.
  - Additional time has been taken to review changes to the scope of the project and incorporate Bill 23 impacts.
- Budget and financial modelling of Community Incentives Toolkit
  - In progress.
- Development of pilot project concepts
  - In progress.
- Development of Community Marketing Campaign
  - In progress.

An interim update was provided to Council in January 2023, and it is anticipated that a meeting of Council to review the report and recommendations will be held in the Spring of 2023.

Stratford Sport Tourism Strategy (July 1, 2022 – Dec. 31, 2022)

(Council Strategic Priority – Strengthening our Plans, Strategies, and Partnerships)

- All activities including background research, public engagement and report compilation were completed in the Fall of 2022 by Destinate Group. The final report was presented to Council in January 2023.

Budget Variance Analysis (Year to Date, effective Dec 31, 2022), Attached.

- Note 1 – Consulting in 2022 includes all expenses related to the RED Attainable Housing Project and the Sport Tourism Project.
- Note 2 – “My Main Street” project salaries are reflected and are offset by project funding of 100%. This project had no additional impact on City budgets.
- All SBEC related expenses (rent, grants, events) are reported on a fiscal year end (April-March)

Looking Ahead to Quarter One & Two (January-June 2023)

- The Small Business Centre hosted an online webinar on sustainability for small businesses. Cohosted by FedDev Ontario and Festival Hydro and supported by the Stratford Energy & Environment Manager.
- The next round of “Starter Company” (grant and education program for start-up companies) runs in February 2023.
- The Summer Company program (grant and education program for student run start-up companies) is accepting applications for the summer of 2023.
- Women’s Day Networking event will be held March 21, 2023.
- Staff will attend the following Foreign Direct Investment trade shows with SOMA Partners:
  - Gulfood Food Exhibition, Dubai
  - Site Selectors Guild, San Antonio
  - Smart City Expo, Denver
  - Japan Society of Automotive Engineers, Tokyo

Respectfully Submitted,



Joani Gerber  
 CEO, investStratford  
[jgerber@investstratford.com](mailto:jgerber@investstratford.com)

Attachments:

SEEDCo. July-December 2022 Finance Subcommittee Variance Report

**2022 Budget for SEED Co.****OPERATIONS**

as of Dec 31, 2022

	<b>Budget</b>	<b>(unadjusted)</b>	
	<b>2022</b>	<b>Year to Date</b>	
	<b>2022</b>	<b>2022</b>	
<b>REVENUE</b>			
City of Stratford - InvestStratford	514,000	514,000	
City of Stratford - SBEC	108,202	108,202	
City of Stratford - Housing Special Project	35,000	43,292	
Province Funding- SBEC	217,806	130,684	
Recoverable Expenses and Charges	8,000	214,633	3
Events and User Fees	-	-	
	<b><u>\$ 883,008</u></b>	<b><u>\$1,010,811</u></b>	
<b>EXPENSES</b>			
Salaries, Benefits and Contract Labour	518,045	560,227	2
Training and Professional Development	7,500	5,081	
Insurance and Custodial	6,000	457	
Equipment, Capital and Software	5,000	1,908	
Support Services and Fees	28,200	30,859	
Office Supplies and Operations	29,176	24,403	
Consultants and Mentorship	45,000	191,923	1
Legal and Audit	5,000	1,553	
Meals and Meetings	6,000	6,662	
Contingency/Reserve Transfer	10,000	-	
Conferences, Trade Shows, Travel and Mileage	40,000	45,225	
Promotion, Marketing, and Materials	30,000	19,549	
Memberships	35,000	36,373	
Rent and common area maintenance	21,781	20,917	
Events	10,306	-	
Grants	86,000	51,000	
	<b><u>\$ 883,008</u></b>	<b><u>\$ 996,137</u></b>	
<b>Projected Ending Surplus (Deficit)</b>	<b><u>\$ -</u></b>	<b><u>\$ 14,674</u></b>	

1 includes expenses for RED Housing Project and Sport Tourism Project

2 includes additional 2FTE for My Main Street Program

3 includes funds for My Main Street Program and Sport Tourism Project

NB: City operations are a calendar year end, December 31, 2022, SBEC operations are reported on a March 31, 2023 fiscal





# Finance & Labour Relations Sub-committee March 21, 2023

(Jul 1, 2022-December 31, 2022)

## Widening Our Economic Opportunities

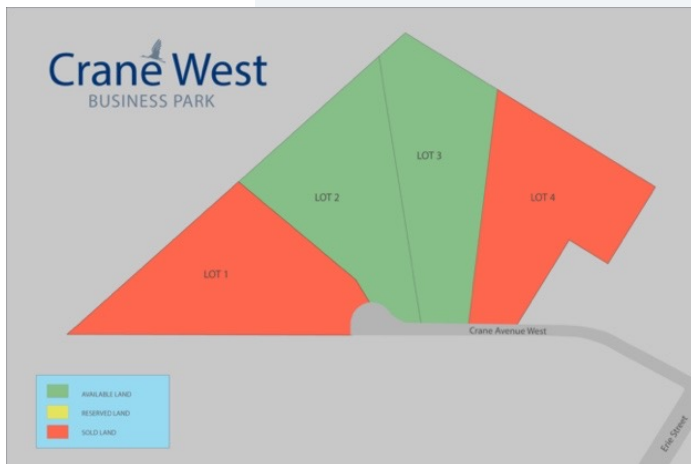


### KEY METRICS

- 13 ongoing new investment opportunities for both City-owned and privately held industrial and commercial properties. 33 start-up small businesses were supported by the Small Business Centre
- 10 existing companies, supporting their retention and expansion efforts
- Hosted 2 workshops and events for Small Businesses and Entrepreneurs
- Significant focus on workforce development activities specifically the Attainable Housing Project
- Trade Shows and Missions with our Southwestern Ontario Marketing Alliance Partners generated more than 60 foreign direct investment leads

### CITY-OWNED INDUSTRIAL LAND ACTIVITY

- Two parcels (5.5 acres each) came back into available inventory in October
- Two parcels closed in 2022 generating \$1.6 million in revenue



## Widening Our Economic Opportunities



# Let's be neighbours

Our community needs attainable housing solutions.  
Together let's inform, engage, and act.

### Seven Strategic Priorities for Sport Tourism

- 1 Establish and staff Stratford Sport Tourism
- 2 Develop/Execute a funding plan
- 3 Create a sector-wide communication framework
- 4 Confirm strategic markets
- 5 Identify target events/meetings
- 6 Analyze facility needs and associated opportunities
- 7 Enhance Stratford's hosting policies and hosting framework

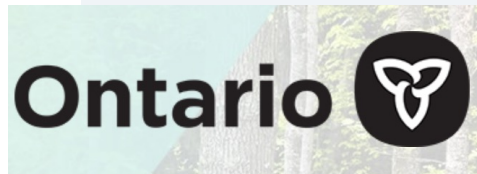
### STRATFORD ATTAINABLE HOUSING PROJECT

- Work began in August, 2022 and has been ongoing through 2022 and into 2023
- Interim report was brought to Council in January 2023
- Three components – pilot project, community incentive toolkit & "Lets be Neighbours" outreach series
- Funding ends March 31, 2023 but work will continue internally
- Final report scheduled to be presented to Council in Spring, 2023

### STRATFORD SPORT TOURISM PROJECT

- All activities, public consultation and research completed in 2022
- Council received the final strategy in January, 2023 and work continues led by Destination Stratford, the Community Services Department and InvestStratford

## Widening Our Economic Opportunities



Government  
of Canada

Gouvernement  
du Canada

### BUDGET VARIANCE ANALYSIS

- Leveraged funding in 2022 equalled \$432,000 to support the Centre for Business and other Special Projects
- Added 2 FTE Staff Positions in 2022 to implement the My Main Street program in Stratford and St. Marys (investing \$200,000 into businesses in both communities)
- Consulting expenses – higher than budget to support Attainable Housing and Sport Tourism Project

## Widening Our Economic Opportunities

### LOOKING AHEAD – 2023

- \$35,000 of Starter Company grants will be invested into 7 local start-up companies
- Young Entrepreneur Program, Summer Company, will kick off in May/June.
- Celebrate International Women’s Day with an Event, March 21 2023
- Staff will attend Gulfood (worlds largest food show); Smart Cities Connect and JSAE, EVTec 2023

invest STRATFORD Stratford Business Centre for Business

## Everything Is Awkward

A Women's Day Event

Join us **March 21** as we get excited about networking and communicating. It's an evening of improv and reconnecting with each other in a very, non-awkward way. We promise.

**MARCH 21, 2023**  
6:30 pm - 8:30 pm

**LIVE**

Location: Stratford Country Club

For more information and to register  
[www.stratfordperthbusiness.ca](http://www.stratfordperthbusiness.ca)

Supported by our partners at:

**Rebecca Northan**  
Co-Host

**Christy Bruce**  
Co-Host

**Gulfood** 19 - 23  
FEB 2024  
DUBAI WORLD TRADE CENTRE

THE 6TH INTERNATIONAL ELECTRIC VEHICLE TECHNOLOGY CONFERENCE

## EVTec 2023

MAY 22-24 2023  
PACIFICO YOKOHAMA, JAPAN  
Hybrid: In-Person and Virtual

**SMART CITIES CONNECT**  
SPRING CONFERENCE & EXPO

Thank you,




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## MANAGEMENT REPORT

**Date:** March 21, 2023  
**To:** Finance and Labour Relations Sub-committee  
**From:** Chris Bantock, Deputy Clerk  
**Report #:** FIN23-012  
**Attachments:** 2022 bingo averages and amounts

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**Title:** 2022 Lottery Licence Activity Update

**Objective:** To provide information on lottery licence activities in 2022.

**Background:** Through Order-in-Council 1413/08, municipalities have been given the authority to issue lottery licences to eligible local charitable or religious organizations. To be eligible, these organizations must have been operating for at least one year and the lottery event must have a prize that is less than \$50,000. For an event to be considered a lottery scheme three components must be present: a prize, a chance to win and a fee. Each year staff provides an update to Council on municipal lottery activity within the City and the revenue received as a result. Lottery events licensed by the City include:

- Bingo;
- Nevada (Break Open Ticket);
- Raffle/Bazaar lotteries with prize boards of \$50,000 and under; and
- Catch the Ace

**Analysis:** The table below outlines the number of lottery licences issued per year by category:

	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Bingo*</b>	36	35	36
<b>Nevada</b>	2	2	1
<b>Raffle</b>	9	8	12
<b>Catch the Ace</b>	0	0	0
<b>TOTAL</b>	47	45	49

\* Bingo licences issued for a particular group may be for multiple events.

## **Bingo**

There were 377 bingo events that took place in 2022, hosted by 19 different charitable groups. Several licenses issued later in 2022 also include events scheduled for the beginning of 2023. The attached tables provide further information on bingos, including club's net revenue, total average share, average attendance, and average money spent per player. In comparison to pre-pandemic years, bingo licenses remained fairly consistent. However, in this lottery category it was the individual events that were impacted by Covid-19. 2022 bingo events saw a return to levels closer to that seen prior to the pandemic.

## **Nevada**

Nevada licences are generally issued for a period of six months to one year and the locations of ticket sales must be registered with the Alcohol and Gaming Commission of Ontario (AGCO). There is currently one organization that has an active Break Open Ticket licence. To date, Nevada lottery licenses have not yet returned to levels seen prior to the pandemic and have remained fairly consistent since 2020.

## **Raffle**

The raffle licence category generally includes groups selling tickets for specific merchandise prizes, however 50/50 draws remain popular as well. Generally, raffles coincide with special events already taking place in the City. There were 12 organizations with active raffle lottery licences in 2022. To date, raffle lottery licenses have not yet returned to levels seen prior to the pandemic but have increased slightly since 2020 and 2021.

## **Catch the Ace**

In 2022, there were no Catch the Ace licences issued. This type of license has not been issued by the City since 2019, at which point in time there was only one.

## **Financial Implications:**

### **Financial impact to current year operating budget:**

The revenue received from lottery licences in 2022 returned to levels comparable to pre-pandemic years. Revenue in 2022 totaled \$48,300.44, while revenue the year prior was \$26,241.55. For comparison, revenue in 2019 was \$53,309.

Summary of 2022 Revenue:

Raffle - \$1,361.24

Catch the Ace - \$0.00

Nevada - \$1,339.20

Bingo - \$45,600.00

## **Alignment with Strategic Priorities:**

**Not applicable:** The Alcohol and Gaming Commission of Ontario regulates charitable lottery licensing in Ontario and authorizes the City of Stratford to issue licences for



lottery events conducted in the City. While this service does not necessarily align with the strategic priorities, it is an essential service which assists groups run by charitable programs and services which benefit Ontario residents, specifically residents in this community.

**Alignment with One Planet Principles:**

**Not applicable:** The Alcohol and Gaming Commission of Ontario regulates charitable lottery licensing in Ontario and authorizes the City of Stratford to issue licences for lottery events conducted in the City. While this service does not necessarily align with the One Planet Principles, it is an essential service which assists groups run by charitable programs and services which benefit Ontario residents, specifically residents in this community.

**Staff Recommendation: THAT the report entitled, "2022 Lottery Licence Activity Update" (FIN23-012), be received for information.**

**Prepared by:** Chris Bantock, Deputy Clerk  
**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services  
Joan Thomson, Chief Administrative Officer

2022

**REGULAR BINGO AVERAGES**

<u>DATE</u>	<u>TOTAL CLUB'S NET REVENUE</u>	<u>NO.# OF EVENTS PER MONTH</u>	<u>TOTAL AVG. SHARE</u>	<u>AVG. ATTENDANCE</u>	<u>AVG. SPEND</u>
J-22	\$6,707.55	41	\$163.60	9.1 \$	111.40
F-22	\$6,194.45	36	\$172.07	36.6 \$	111.15
M-22	\$14,120.58	39	\$362.07	42.9 \$	110.14
A-22	\$10,766.71	38	\$283.33	44.7 \$	96.95
M-22	\$7,787.99	39	\$199.69	40.2 \$	103.47
J-22	\$2,021.91	38	\$53.21	36 \$	102.27
J-22	\$13,267.92	41	\$323.61	45.4 \$	104.51
A-22	\$10,953.89	39	\$280.87	41.8 \$	104.30
S-22	\$7,326.64	29	\$252.64	43.6 \$	102.80
O-22	\$12,175.12	40	\$304.38	44 \$	102.30
N-22	\$9,750.21	38	\$256.58	42.5 \$	110.55
D-22	\$7,425.79	36	\$206.27	39.3 \$	102.41
<b>MONTHLY AVG.'S:</b>	<b>\$9,041.56</b>		<b>\$238.19</b>	<b>38.84</b>	<b>\$105.19</b>

