



**The Corporation of the City of Stratford
Finance and Labour Relations Committee
Open Session
AGENDA**

Date: Monday, August 26, 2019
Time: 6:15 P.M.
Location: Council Chamber, City Hall
Committee Present: Councillor Clifford - Chair Presiding, Councillor Gaffney - Vice Chair, Mayor Mathieson, Councillor Beatty, Councillor Bunting, Councillor Burbach, Councillor Henderson, Councillor Ingram, Councillor Ritsma, Councillor Sebben, Councillor Vassilakos

Staff Present: Joan Thomson - Acting Chief Administrative Officer, Tatiana Dafoe - Acting Clerk, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Jacqueline Mockler - Director of Human Resources, David St. Louis - Director of Community Services, John Paradis - Fire Chief, Jodi Akins - Council Clerk Secretary, Eden Grodzinski - Manager of Housing

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. Sub-committee Minutes

6 - 16

Sub-committee minutes are attached for background regarding the discussion held at the August 12, 2019 Sub-committee meeting.

4. Delegations

None scheduled.

5. Report of the Stratford Economic Enterprise Development Corporation (SEED Co.)

5.1 Stratford Economic Enterprise Development Corporation (investStratford) – 2019 Quarterly Report 2 (FIN19-029)

17 - 38

Staff Recommendation: That the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

Motion by _____

Sub-committee Recommendation: THAT the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

6. Report of the Director of Corporate Services

6.1 Presentation by Stratford Festival Guthrie Awards Committee

39 - 46

Motion by _____

Sub-committee Recommendation: THAT a community grant in the sum of \$500 be given to the Guthrie Awards Committee, to be funded from the 2019 contingency fund.

6.2 Preliminary 2020 Budget Discussions (FIN19-030)

47 - 50

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.

Sub-committee Decision: THAT the matter of making the Destination Marketing Fund tax mandatory in the City of Stratford be referred to staff

for a report.

Motion by _____

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.

6.3 Preliminary 2020 Budget Discussions – Provincial Grant to Improve Service Delivery and Efficiency (FIN19-031)

51 - 54

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;

AND THAT Council indicate other priorities for staff to investigate operationally and financially.

Motion by _____

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;

AND THAT Council indicate other priorities for staff to investigate operationally and financially.

6.4 Preliminary 2020 Budget Discussions (FIN19-032)

55 - 57

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information;

THAT two meetings of the Finance and Labour Relations Committee be convened for 27th August 2019 and 11th September 2019 for pre-budget discussions with Staff;

AND THAT Finance and Labour Relations Committee provide input to identify initiatives that they wish to see included in the 2020 draft budget proposal.

Sub-committee Decision: THAT staff prepare a report reviewing options to expand paid parking and enforcement throughout the City, including the Cooper Site.

Motion by _____

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information;

THAT two meetings of the Finance and Labour Relations Committee be convened for 27th August 2019 and a date to be determined for pre-budget discussions with Staff;

AND THAT Finance and Labour Relations Committee provide input to identify initiatives that they wish to see included in the 2020 draft budget proposal.

7. Report of the Stratford Tourism Alliance

7.1 Stratford Tourism Alliance – Q2 Update - 2019 (FIN19-028)

58 - 69

Staff Recommendation: THAT the Stratford Tourism Alliance reported dated August 12, 2019 be received for information.

Motion by _____

Sub-committee Recommendation: THAT the Stratford Tourism Alliance report dated August 12, 2019 be received for information.

8. For the Information of Committee

8.1 Presentation by Provincial Offences Administration Court Services

Further to a request by Sub-committee at the July 23, 2019 Sub-committee meeting, the Manager of Court Services Linda Becker was in attendance to provide information on provincial offences charges laid and fines collected for the City of Stratford.

Sub-committee Decision: THAT the matter of implementing red light cameras at stop lights and photo radar be referred to staff for a report.

9. Advisory Committee/Outside Board Minutes

There are no Advisory Committee/Outside Board minutes to be provided to Committee at this time.

10. Adjournment

Meeting Start Time:

Meeting End Time :

Motion by _____

Committee Decision: THAT the Finance and Labour Relations Committee meeting adjourn.



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

Date: August 12, 2019
 Time: 12:00 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Beatty

Staff Present: Michael Humble - Director of Corporate Services, Jodi Akins - Council Clerk Secretary, Mike Beitz - Corporate Communications Lead, Tatiana Dafoe – Acting Clerk, Ed Dujlovic – Director of Infrastructure and Development Services, John Paradis – Fire Chief, Kim McElroy – Director of Social Services, Jacqueline Mockler – Director of Human Resources, Julia Merritt – CEO of Stratford Public Library

Also present: Linda Becker (Item 3.1), Joani Gerber (Item 4.1), Paul Shaw (Item 5.1), Lori DeGraw (Item 6.1)

1. Call to Order

The Chair called the meeting to Order.

Councillor Beatty 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 August 12, 2019 Finance and Labour Relations Sub-committee meeting.

3. Delegations

3.1 Presentation by Provincial Offences Administration Court Services

Further to a request by Sub-committee at the July 23, 2019 Sub-committee meeting, the Manager of Court Services Linda Becker was in attendance to provide information on provincial offences charges laid and fines collected for the City of Stratford.

Motion by Councillor Gaffney

THAT the presentation by Linda Becker, Manager of Court Services, regarding provincial offences charges laid and fines collected for the City of Stratford, be heard.

Carried

Sub-committee Discussion: Ms. Becker advised that POA revenue is comparable to other municipalities at a 65% collection rate, although she noted those are largely smaller fines. The process for collection of fines was explained from listing on the docket, to extension processes, revocation of licences then referral to a collection agency. Collection agencies take all legal action permitted to collect outstanding fines. Fines are not written off unless a death certificate is received or the collection agency advises the person can't be found. At this time, there is \$6 million outstanding.

In response to whether there has been a decline in tickets issued, Ms. Becker confirmed there has been. Number of tickets issued in Stratford, Perth South and St. Marys were reviewed. It was noted revenue for tickets issued in a municipality goes to that municipality.

It was asked whether there was opportunity for discussion with the Justice of the Peace regarding payment extensions. Ms. Becker advised that they have judicial independence and explained the process for providing background to them. She noted that most careless driving fines are plead down in court, as it is not always the most appropriate penalty.

In response to whether there is an opportunity for red light cameras or photo radar in Stratford, Ms. Becker advised that red light cameras are around \$500K each and the framework is in place for sending the notices to the owners of the vehicles. It is her understanding that Oxford County has looked into this item under the community safety umbrella rather than revenue generation.

The Chair thanked Ms. Becker for attending and explained that decreasing revenue is concerning. Ms. Becker stated that a lot of what she collects in fines goes to the Province in the form of victim fine surcharges and administration and court fees.

4. Report of the Stratford Economic Enterprise Development Corporation (SEED Co.)

4.1 Stratford Economic Enterprise Development Corporation (investStratford) – 2019 Quarterly Report 2 (FIN19-029)

Staff Recommendation: That the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

Motion by Councillor Ritsma

THAT Joani Gerber be heard regarding the 2019 2nd quarter update for investStratford.

Carried

Sub-committee Discussion: Joani Gerber, CEO of investStratford, referred to a PowerPoint presentation regarding their 2018 Annual Report and 2019 2nd quarter report, both of which were presented to their board in June.

2018 highlights were reviewed, including \$400k in land sales and 50k sq ft new industrial development, 150 new jobs, promotion of Stratford as a keynote speaker at 13+ provincial or international events and assistance to 220 small businesses. Land sale revenue is down a bit from previous years and entrepreneurship activity remains consistent.

City staff were thanked as their support is critical to investStratford and the success of local businesses. investStratford collaborated with City transit to promote the Industrial #7 transit route to businesses and their employees.

With respect to finances, revenue is \$104k over budget and expenses \$5k under budget largely due to the overlap between the Province's fiscal year end of March 31 and the City's' which is December 31st.

In response to a question regarding the Main Street Revitalization Program, the CEO advised that 10 out of 12 grants are complete and \$20k of the grant is out in the community. Some examples are front entrance updates or façade improvements.

Referring to the 2019 2nd quarter update investment attraction, the CEO stated that missions to the U.K. and Germany were completed with 8-10 leads coming out of that with companies looking to expand to Canada.

With regard to retention and expansion, there are 2 available lots in the Wright Business Park and construction is underway on Crane Avenue. They will be bringing a marketing plan to Council soon. A goal for 2019 is to participate in pre and post consultation with development services as a concierge service for companies.

In response to a question regarding land development, the CEO clarified that the 175+ acres referenced in the update is the amount of land companies interested in Stratford would potentially develop. At the current absorption rate, Crane Avenue will be fully developed within 3 years.

Highlights were provided on Summer Company entrepreneurs and Workforce Development projects and marketing and communication priorities were reviewed.

Discussion took place regarding partnerships with organizations such as the Technical Training Group.

Motion by Councillor Gaffney

Sub-committee Recommendation: THAT the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

Carried

5. Delegations - continued

5.1 Presentation by Stratford Festival Guthrie Awards Committee

Motion by Councillor Bunting

THAT the presentation by Paul Shaw, on behalf of the Stratford Festival Guthrie Awards Committee, be heard regarding a 2019 grant request.

Carried

Sub-committee Discussion: Paul Shaw, Company Manager for the Stratford Festival Guthrie Award Committee was present to request a 2019 community grant of \$500 to support the City of Stratford Guthrie Fund. Mr. Shaw advised that as the deadline was not met for a 2019 community grant, they are requesting a grant from the contingency fund.

History was provided on the Guthrie Award and what the grant funds, noting that this grant request has been approved by the City for 40 years.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT a community grant in the sum of \$500 be given to the Guthrie Awards Committee, to be funded from the 2019 contingency fund.

Carried

6. Report of the Stratford Tourism Alliance

6.1 Stratford Tourism Alliance – Q2 Update - 2019 (FIN19-028)

Staff Recommendation: THAT the Stratford Tourism Alliance reported dated August 12, 2019 be received for information.

Motion by Councillor Ritsma

THAT the presentation by Lori DeGraw, Executive Director regarding the Stratford Tourism Alliance 2nd Quarter update be heard.

Carried

Sub-committee Discussion: Lori DeGraw, Executive Director of the Stratford Tourism Alliance, referred to a PowerPoint presentation and provided highlights of their 2nd quarter update.

Revenue is tracking at 89.4% of budget and expenses at 63%. Details on both were provided in the report. They have 200 current active partners, down from 204 last year.

With respect to digital performance, past metrics were only tracking volume. They are now looking at quality to ensure they are targeting the rights markets with the right type of engagement. They are tracking well, particularly with the younger audience. They are actively working with Google to ensure they are the most desirable search result for specific things.

Media campaigns and coverage and other initiatives such as a Little Shop of Horrors garden sign campaign and participation in the 25th anniversary edition of the Culinary Guide launch event were reviewed. Regional partner alignment was highlighted as outlined in the report.

In response to whether they are able to discern age of online social media visits, the Executive Director advised they can and it is a broad cross-section. Historically it has been an older demographic but they are having success bringing in a younger demographic.

As to why partner businesses have left the program, the Executive Director advised that they always ask. Reasons include business closing, shifted marketing priorities or infrequently, fiscal challenges.

In response to why destination marketing fund income is down, the Executive Director explained that it is a hotel tax. There is a two month delay for those fees to be collected. Typically that number increases closer to budget. It was noted that the fund is voluntary and is 3% at this time.

In response to whether there is any interaction with school boards, the Executive Director advised that they interact with the University of Waterloo and some high schools but more in a career development sense.

It was asked whether there has been discussion around making the destination marketing fund mandatory. The Executive Director confirmed there was and Stratford is one of the only municipalities in the Destination Marketing Fund Association that hasn't made it a mandatory tax. She suggested that there are some best practices that could be collected and learned from.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the Stratford Tourism Alliance report dated August 12, 2019 be received for information.

Carried

A request was made to refer back to Item 3.1.

Motion by Councillor Gaffney

Sub-committee Decision: THAT the matter of implementing red light cameras at stop lights and photo radar be referred to staff for a report.

Carried

7. Report of the Director of Corporate Services

7.1 Preliminary 2020 Budget Discussions (FIN19-030)

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.

Sub-committee Discussion: The Director of Corporate Services advised that there are a series of three reports listed on this agenda intended to generate budget discussion for 2020.

The purpose of this report is to set the groundwork for where staff are right now and what challenges they are facing. Much of this information is from the Shared Services Committee.

Land ambulance and Health Unit numbers were reviewed.

*Councillor Gaffney left the meeting [12:52 p.m.].

The Deputy Police Chief is anticipating a provincial funding cut of \$40k and the Library CEO is attending Council this evening to review the loss of inter-library loan funding.

Social Services budget impacts were reviewed, totalling over a million dollars in budget impacts, cost shared between the three

municipalities. Another \$1.5 million dollars is identified as at risk until more information is received.

*Councillor Gaffney returned to the meeting [12:53 p.m.].

In response to a question on how the dollars correlate to percentage of budget increase, the Director stated that known cuts are 1%, at risk is another 2% plus impacts of shared service and smaller cuts for a total of a 3-5% impact.

It was requested that staff look into making the Destination Marketing Fund tax mandatory, suggesting that there is hundreds of thousands of dollars that could be collected.

Motion by Councillor Bunting

Sub-committee Decision: THAT the matter of making the Destination Marketing Fund tax mandatory in the City of Stratford be referred to staff for a report.

Carried

Motion by Councillor Ritsma

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.

Carried

7.2 Preliminary 2020 Budget Discussions – Provincial Grant to Improve Service Delivery and Efficiency (FIN19-031)

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;

AND THAT Council indicate other priorities for staff to investigate operationally and financially.

Sub-committee Discussion: The Director of Corporate Services advised that this report relates to the provincial grant received 4-5 months ago in the sum of \$498k to "improve service delivery".

The report outlines capital initiatives staff have considered. Staff are

asking whether there is anything Council would like to see included in the 2020 budget using this funding to look for operational efficiencies.

In response to a question, the Director confirmed that the discussions are underway with the Police Chief. The electronic delivery of bills and invoices is a simple project as we already own the software. The third option has been discussed by staff for a number of years.

It was emphasized that as part of the staff recommendation that Council consider other priorities for staff to investigate.

Discussion took place regarding efficiencies that could be gained from additional partnerships with other municipalities, including the County of Perth.

It was suggested that option 3 may not be in the right place with regard to whether it would create efficiencies. The Director reiterated that it has been requested by previous Councils.

It was suggested that there could be cost savings found in partnering with other municipalities for the purchases of equipment. Some examples of current buying groups were provided by staff such as procurement of transit buses, purchase of salt and IT equipment and provision of AODA services. Staff continue to look for opportunities where they can.

In response to what other municipalities were doing with this grant, it was noted that the CAO's office has coordinated this funding. It was suggested that it would be discussed at AMO. The possibility of combining fire and police dispatch was discussed.

In response to whether there is an opportunity for outside help or whether staff and Council would complete the review, the Director stated that there is no timeframe attached to the grant but if there is anything efficiency or service-delivery related Council would like included in the 2020 budget, there is a tight timeframe.

It was noted that there are often complaints about not being able to find things on the City's website and that it needs a refresh.

Motion by Councillor Gaffney

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;

AND THAT Council indicate other priorities for staff to investigate operationally and financially.

Carried

7.3 Preliminary 2020 Budget Discussions (FIN19-032)

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information;

THAT two meetings of the Finance and Labour Relations Committee be convened for 27th August 2019 and 11th September 2019 for pre-budget discussions with Staff;

AND THAT Finance and Labour Relations Committee provide input to identify initiatives that they wish to see included in the 2020 draft budget proposal.

Sub-committee Discussion: The Director of Corporate Services stated that the 2020 budget is not going to be a simple continuation of existing levels of service. The City is facing changes in provincial funding models, ongoing infrastructure debt, a significant amount of capital replacement costs and Strategic Priorities that require implementation.

Members were advised staff need to know what Council would like to see as new initiatives to support the strategic priorities or service levels to be investigated. These items will not be included in the base budget and staff require sufficient time to review and cost properly.

It was suggested staff review broadening parking payment and enforcement in the City, including charging for parking at the Cooper site.

Motion by Councillor Ritsma

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information;

THAT two meetings of the Finance and Labour Relations Committee be convened for 27th August 2019 and a date to be determined for pre-budget discussions with Staff;

AND THAT Finance and Labour Relations Committee provide input to identify initiatives that they wish to see included in the 2020 draft budget proposal.

Carried

Motion by Councillor Clifford

Sub-committee Decision: THAT staff prepare a report reviewing options to expand paid parking and enforcement throughout the City, including the Cooper Site.

Carried

8. Advisory Committee/Outside Board Minutes

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

9. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is September 17, 2019 at 3:30 p.m. in the Council Chamber, City Hall.

10. Adjournment

Motion by Councillor Gaffney

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

Carried

Meeting Start Time: 12:00 p.m.

Meeting End Time: 1:20 p.m.



MANAGEMENT REPORT

Date: August 12, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-029
Attachments: investStratford 2019 – Q2 Report
investStratford 2018 Annual Report

Title: Stratford Economic Enterprise Development Corporation (investStratford) – 2019 Quarterly Report 2 and 2018 Annual Report

Objective: To update members of Sub-committee on recent and upcoming activities for the Stratford Economic Enterprise Development Corporation (investStratford).

Background: See attached reports.

Analysis: Joani Gerber, Chief Executive Officer of Stratford Economic Enterprise Development Corporation, will be presenting to Committee.

Financial Impact: Not applicable.

Staff Recommendation: That the Stratford Economic Enterprise Development Corporation (investStratford) 2019 quarterly update and 2018 annual report dated August 12, 2019, be received as information.

A handwritten signature in black ink, appearing to read "Michael Humble", is written over a horizontal line.

Michael Humble, Director of Corporate Services

A handwritten signature in black ink, appearing to read "Joan Thomson", is written over a horizontal line.

Joan Thomson, Acting Chief Administrative Officer

Finance & Labour Relations

August 12, 2019





ANNUAL REPORT, 2018

Highlights

- \$400,000 in land sale revenue & 50,000 sq ft of new industrial development
- Official openings & expansions account for 150+ jobs
- Featured presenter/key note at 13 Provincial & International Events
- Assisted 220+ small businesses, creating 149 local jobs

Collaborations & Partnerships

- Intra-Municipality Partnerships – critical to the success of investStratford & Stratford companies
- The investStratford team sits directly on 6 local boards & committees, and as members of more than 20 associations & organizations
- Worked closely with Stratford Transit to support & promote the Industrial (Route #7) Route

Financial Summary

- Revenue - \$104K higher than budget (Small Business Centre/Grants; Shared Space Lease; Expense Recoveries)
- Operational Expenses – \$5K lower than budget (PTE contract ended; CAM reconciled lease to date; external communications support)
- Core Program Expenses - \$38K higher than budget (conferences & marketing offset by recoveries in revenue)
- Special Projects – Festival HD Program Reconciled; Digital Media Project (RED Smart City)

Investment Attraction

- Germany – CleanFix; Hosted by the City of Schorndorf; A/V Trade Show
- UK Mission – funded in part by Industry Canada, hosting 24 meetings
- 8-10 External Companies considered warm leads

Retention & Expansion

- Wright Business Park (Phase 1&2) – 2 available lots
- Crane West Business Park – construction underway
- Total projects = 175+ acres
- Concierge Process – collaborative development

Business Creation/Entrepreneurship

- Worked with 30 new businesses, creating 66 jobs (Stfd/StM/PC)
- Summer Company – 7 youth run businesses (\$21K investment); musical engineer, organic honey; mobile ice cream
- Starter Company – 6 open spaces for startup & existing businesses (\$30K investment)

Workforce Development

- Ontario Immigration Program Meetings
- Connect2Skills – program reno's to include service/hospitality sectors
- Workforce Summit – Stratford, Oct, 2019

Marketing/Communications

- Company Promotion – Jutzi Water Ribbon Cutting
- APMA Conference & Meeting w/Minister Smith (former MEDTJG)
- Consul General (Detroit) Cromartin Visit



Thank you,

STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED CO.)

ANNUAL REPORT

2018

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

Friday, June 14, 2019

investStratford,
6 Wellington Street
Stratford, Ontario

7:30am-8:00am

2018
YEAR IN REVIEW

AGENDA

- | | |
|--------|--|
| 7:25am | Arrival of Board Members |
| 7:30am | Call to Order |
| 1.0 | Board Business Meeting Called to Order – 5th 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 2017 AGM (held on June 7, 2018) |
| 4.0 | Director's Report on 2018 – Joani Gerber |
| 5.0 | Auditor's Report and unaudited 2018 Financial Statements – Michael Humble |
| 6.0 | Amendment of Bylaws |
| 7.0 | Confirmation and Appointment of Board Directors |
| 8.0 | Appointment of Auditors |
| 9.0 | Adjournment |

Stratford Economic Enterprise Development Corporation (SEED Co.)

2017 Annual General Meeting

Tuesday, June 7, 2018

7:30 – 8:00 a.m.

MINUTES from AGM: 2017 Year in Review (held June 7, 2018)

Directors Present: George Brown; Stephen Cooper; Dennis DesRosiers; Ginny Dybenko; Franklin Famme; Anita Gaffney; Rob Horne; Dan Mathieson; Jeff Orr; Kevin Tuer

Regrets: Brad Beatty; Anne McDougall

Staff Present: Joani Gerber; Mike Pullen; Michael Humble

1.0 Board Business Meeting Call to Order – Annual General Meeting of the Stratford Economic Enterprise Development Corporation

Kevin Tuer called the Annual General Meeting: 2017 Year in Review, to order at 7:33 am and noted that there was quorum.

2.0 Declarations of Pecuniary Interest and the General Nature Thereof

Declared: Anita Gaffney re: Festival HD Project

Declared: Franklin Famme re: Festival HD Project

3.0 Adoption of the Minutes from Annual General Meeting: 2017 Year in Review

Moved by Franklin Famme and seconded by Anita Gaffney

That the Minutes of the Stratford Economic Development Corporation Annual General Meeting dated September 7, 2017 be adopted.

Carried.

4.0 Chief Executive Officer Report

Joani Gerber provided an overview of the 2017 CEO Report and highlighted a number of key activities, projects, partnerships and successes. She also thanked Board Members for their leadership.

Moved by Dan Mathieson and seconded by George Brown

That the Chief Executive Officer Report be received.

Carried.

5.0 Auditor's Report and Unaudited 2017 Financial Statement

Michael Humble, Director of Corporate Services & Treasurer for the City of Stratford presented the unaudited Financial Statement, noting that the field work for the SEED Co. financial audit was done in conjunction with the 2017 City of Stratford audit. Mr. Humble also noted: a small operating deficit of \$12,500; forthcoming FedDev Ontario funding for the Festival HD Project; and, a surplus of \$38,000. He indicated that he had no concerns with the unaudited Financial Statement.

Moved by Ginny Dybenko and seconded by George Brown

That the unaudited 2017 Financial Statement be received as presented.

Carried.

6.0 Amendments of Bylaws

Joani Gerber provided an update and overview for Board Members of the proposed amendments to SEED Co. Bylaw No. 1.

Moved by Franklin Famme and seconded by Ginny Dybenko

THAT a formal review of SEED Co. By-Law No. 1 be conducted by Siskinds LLP in 2018, and that recommended amendments be circulated to Members of the SEED Co. Governance Committee for comment and review.

AND that the SEED Co. Board of Directors be authorized to amend and adopt recommended amendments to SEED Co. By-Law No. 1 at a regular 2018 meeting of the Board of Directors.

Carried.

Moved by Ginny Dybenko and seconded by George Brown

THAT SEED Co. By-Law No. 1 be amended to extend the current one (1) year term of the Board President to a term of two (2) years.

AND that SEED Co. By-Law No. 1 be amended to extend the term for all Board Directors to three (3) years, with an option for a second three (3) year term.

Carried.

7.0 Confirmation and Appointment of Board of Directors

Moved by Stephen Cooper and seconded by Dennis DesRosiers

THAT Kevin Tuer be re-elected as SEED Co. Board President for a second term.

THAT Jeff Orr be re-elected as SEED Co. Vice President for a second term.

Carried.

Joani Gerber noted the returning Board Members and advised that the fall 2018 municipal election would potentially impact the Board Members appointed by Stratford City Council.

8.0 Appointment of Auditors

Moved by Dan Mathieson and seconded by Jeff Orr

THAT the City of Stratford's auditor, Millards Chartered Accountants be appointed as auditors for the Stratford Economic Enterprise Development Corporation for the fiscal year ending December 31, 2018.

Carried.

9.0 Adjournment – 7:50 am

Joani Gerber and Kevin Tuer thanked retiring Board Members Anita Gaffney and Dennis DesRosiers for their service, guidance and expertise and presented a small token of appreciation from the Board of Directors.

Moved by Franklin Famme and seconded by George Brown

That the Stratford Economic Enterprise Development Corporation Annual General Meeting – 2017 Year in Review adjourn.

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 2018

Kevin Tuer, VP Strategic Initiatives, Communitech (SEED Co. Board President)

Brad Beatty, Councillor, City of Stratford

George Brown, Councillor, City of Stratford (retired November 2018)

Stephen Cooper, Vice-President, MTE Consultants Inc.

Dennis DesRosiers, President, DesRosiers Automotive Consultants Inc. (retired June 2018)

Ginny Dybenko, President's Advisor to Stratford, University of Waterloo

Franklin Famme, Partner, Famme and Co.

Anita Gaffney, Executive Director, Stratford Festival (retired June 2018)

Dave Gaffney, Councillor, City of Stratford (as of December 2018)

Rob Horne, Chief Administrative Officer, City of Stratford

Dan Mathieson, Mayor, City of Stratford

Anne McDougall, President, Rambri Management

Jeff Orr, Owner/Account Executive, Orr Insurance & Investment Group

Shelley Stevenson, Administrative Director, Stratford Festival (as of June 2018)

investStratford Team

Joani Gerber, Chief Executive Officer

Mike Pullen, Managing Director

Elke Bidner, Marketing and Communications Lead

Holly Mortimer, Business Advisor, Stratford Perth Centre for Business

Laura MacDougall, Business Advisor, Stratford Perth Centre for Business (part-time)

Trena Hough, Events Coordinator, Stratford Perth Centre for Business (maternity)

MESSAGE FROM THE BOARD PRESIDENT:

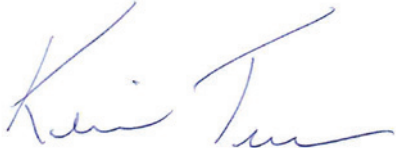
On behalf of the Board of Directors, it is my pleasure to present the Stratford Economic Enterprise Economic Development Corporation (SEED CO./investStratford) 2018 Annual Report.

2018, was another exciting year of change and economic growth for both the Corporation and the City of Stratford and I'm tremendously proud of the work we've done, both as a governing board and as an organization. In this, my second term, I have had the great pleasure of also managing the Corporation through its 5th Anniversary, and am very pleased to see the Corporation continue to build on its successes with new and existing partnerships and strategic alliances showing great promise. I would like to extend a special thank you to retiring Board members Anita Gaffney, George Brown and Dennis DesRosiers for their exemplary dedication and service and warmly welcome aboard new Board members David Gaffney and Shelley Stevenson. Thank you to all for your ongoing support and for sharing your professional expertise to the benefit of the organization and community.

The following 2018 Annual Report highlights numerous initiatives and goals that were accomplished under the strategic direction of the Board, and by the very dedicated team at investStratford, whose contributions play an integral part in the growth and prosperity of Stratford. Under the leadership of Joani Gerber, the Corporation continues to exceed expectations and remains firmly committed to its mandate to 'advance the economic future of Stratford through excellence, creativity and collaboration'.

On behalf of the Board of Directors I would like to acknowledge and express appreciation to The City of Stratford and its leadership for their funding and support and again thank the investStratford team for their continued passion, dedication and service to our community throughout 2018 and in the years ahead.

Sincerely,



Kevin Tuer

Board President, SEED Co.



Kevin Tuer
Board President, SEED Co.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It is my great honour to continue to serve investStratford and the City of Stratford. Over the past year, we've continued to build upon the strong foundations since our inception in 2013, and once again, expansions and industrial land development led the way in 2018 with over \$400,000 in Industrial Land Sales in the Wright Business Park and close to 50,000 square feet in new industrial buildings being constructed in 2018 and early 2019. We were also incredibly pleased to support and celebrate the expansion initiatives of local firms including Stackpole, Samsonite and Trillium Hatchery.

Collaborations and partnerships are an important part of our success. One of the most important and critical partnerships is with the City of Stratford's Infrastructure and Development Services team, who help us more efficiently meet the needs of citizens and businesses alike. We continue to work in close collaboration with government partners, local business and industry to initiate strategic investments that result in job retention, business expansion and investment attraction.

Entrepreneurship is an essential fibre in the fabric of any community, and we are pleased to support and grow new small business not only in Stratford, but also the Town of St. Marys and the County of Perth via the work done through our Stratford-Perth Centre for Business. Funded collaboratively by the City of Stratford & Province of Ontario we supported 223 small businesses and helped to create over 149 jobs in Stratford, Perth and St. Marys' area. Under the guidance of investStratford, and with the support of the City, the Stratford Perth Centre for Business continues to successfully deliver its program's mandate to provide provincially funded youth and entrepreneurship programs. This year, the Centre successfully launched its "Entrepreneur Online Learning Academy", the first ever online learning platform in the SBEC network.


The City of Stratford's official designation as Ontario's Autonomous Vehicle Demonstration Zone continues to attract new and exciting projects to our municipality. Multiple Partnership projects and initiatives are gaining momentum every day. Together with partners such as Rhizome Networks, Festival Hydro and the APMA, we are making great strides towards building innovative projects in the new frontier of autonomous technologies.

The Stratford Business Community is an eclectic mix; a motivated world class family of diverse sectors with a well-deserved reputation for re-invention and entrepreneurship. I often say "I have the best job in the whole world", and as a true Stratfordian (born and raised) I am motivated to help Stratford achieve everything it can, and more.

On behalf of our team at investStratford, I extend my heartfelt appreciation to our Board for their ongoing guidance and support, thank the City and Council for their leadership and investStratford's partners for their contribution and commitment to both our corporation and our community.

I look forward to continuing our work in 2019, and it is with great pleasure that we report on SEED Co.'s 2018 year and present the following 2018 Annual Report.

Sincerely,



Joani Gerber

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



Joani Gerber

CEO, SEED Co./investStratford

June 2019

In 2018, investStratford, the City's Economic development corporation continued to build upon its reputation as a comprehensive business concierge service dedicated to new investment, business growth and economic opportunity within the City of Stratford.

MAJOR HIGHLIGHTS FOR THE 2018 OPERATIONAL YEAR INCLUDE:

- \$400,000 in Industrial Land Sales in the Wright Business Park
- Approximately 50,000 square feet in new industrial buildings
- 2018 Conference Board of Canada report revealed that Corporation's ROI and Economic Impact to the City is a solid 125%. Since 2015, the City of Stratford's investment of +\$100 million in projects supported by investStratford, has resulted in \$184.5 million in GDP, added \$109.6 million in wages and resulted in +\$10 million in tax revenue for the City of Stratford.
- New developments currently in progress for 2019 will generate an additional \$2M in land sales within the Park.
- On May 3, 2018, Stackpole International officially opened an expanded Stratford Location at 128 Monteith Avenue. At full capacity, the new production lines employ 87 employees and generate sales of over \$22M. With four other plants located in Ontario, the Stratford Powder Metal Division plant is an important employer in Stratford with more than 50 years of history, employing 560 people. The 20,000 sq. ft. addition enables the company to launch 8 new products over the next few years with transmission parts supplying Ford and GM.
- On June 21, 2018, Samsonite Canada officially opened their 140,000 sq. ft. Canadian Head Office on C.H. Meier Boulevard in Stratford, Ontario. The new state-of-the-art facility features a warehouse, offices, showroom and Company Outlet store. Located on a 10.4-acre site behind Festival Marketplace Mall, the new facility represents a significant investment in the future success of both Samsonite and Stratford.
- On November 13, 2018, Trillium Hatchery Inc. (Trillium), a consortium of Ontario farmers, cut the ribbon at their new 70,000 sq ft facility in Stratford's Wright Business Park. The revolutionary new facility, which began construction in 2017, utilizes a new technology, called HatchCare, a system which aims to provide stronger, healthier chicks in an animal-friendly and antibiotic-free production with a superior environment through the entire hatching process. Contractors, engineers and labour have been sourced from Stratford companies throughout the project and the 70,000 square foot facility has seen total investment over \$25 Million. The hatchery is expected to employ more than 20 full time staff.

- VR3 Engineering and D.H Jutzi broke ground on new facilities in 2018 adding almost 34,000 sq. ft expansion to their existing operations. Both companies added space to their local footprint 11,300 sq. ft. for Jutzi and 22,600 sq. ft. for VR3.
- On May 7, 2018, Ontario Global 100 (OG100), a private network of top Ontario CEO's held their annual conference at various venues within the City. The inaugural conference invited OG100 members and guests to discuss trending global issues in business while showcasing some of the innovative work being done locally. The two-day event was an opportunity to convene the full membership of OG100 under the theme of "Learning from Leaders" and featured thought leaders and global CEOs including Dominic Barton, Global Managing Partner of McKinsey & Company and Mark Barrenechea, Vice Chair, CEO and CTO of OpenText.
- Stratford represents Canada at ITS Copenhagen: In September 2018, CEO Joani Gerber travelled to Copenhagen with Mayor Mathieson and a team from the City of Stratford to attend the Intelligent Transportation Systems World Congress (ITS). They participated in a special Intelligent Vehicle Testing session, an international meeting of Government representatives and met with the Ambassador to Denmark and Embassy Staff.
 - As the only Ontario City in attendance, Stratford was part of ITS Canada, the National Transportation Systems Society of Canada. Seeking to establish new global relationships and partnerships.
 - Mayor Mathieson participated in a High-Level Round Table on global leadership and responsibility with Ministers, Mayors and Senior government officials from around the world including Italy, Australia Singapore, Korea, China, Germany, UK and France.
- Amazing Race Canada: Heroes Edition, Stratford episode. Beginning in January 2018, CTV reality television producers began scouting locations in Stratford for a special "Stratford-focused episode".
 - In early 2018, producers of Canada's highest rated summer television series contacted investStratford who worked closely with Producers pitching the strengths of our City. Locally the production employed 50 residents during the week leading up to their shoot day in early May. In addition to investStratford, local partners including Stratford Tourism Alliance, Stratford City Centre BIA, Stratford Festival, RTO4, and the Destination Animation Fund worked with Insight Productions and CTV to bring The Amazing Race: Heroes Edition to Stratford. Participating businesses and individuals were asked to sign agreements in order to comply with the popular series' strict confidentiality standards.
 - The Stratford episode, which drew approx. 1.8 million viewers, aired on Tuesday, July 31 and featured contestants arriving from Indonesia and travelling to Stratford where they were required to complete challenges including a duel challenge at the Stratford Festival, chocolate packing competition at Rheo Thompson and a paddle-boat clue-hunt on the Avon River. Teams then raced to City Hall where they were met by Mayor and the series host Jon Montgomery at the show's well-known "pit stop". The episode introduced Stratford and everything we have to offer, to the rest of Canada.
 - Queen of the Square Screening: investStratford supported Tourism Stratford's sold out screening of the Stratford episode in City Hall's Queen of the Square auditorium.

- November/December 2018 Industrial Bus Route announcement: In November 2018, the Corporation supported the City's launch of a new industrial bus route in December 2018 with creation and design of marketing and communication materials supporting the launch of the new Industrial Bus route. The new route connects the Stratford downtown core with the Wright Business Park and area industry, making it easier and more affordable for working residents to get to and from work.
- Website Improvement: An Invest Canada Community Initiatives (ICCI) grant from Global Affairs Canada gave us the welcome opportunity to revive and enhance our existing investStratford website. The updated site presented a refreshed visual design, improved and responsive site flow, SEO optimization and more fluid incorporation of our previously produced videos. The ultimate goal of the update was to increase the sites capacity to attract, retain and expand FDI with maximum benefit to our community. The site will also allow future initiatives to seamlessly integrate on the platform.

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.

Stratford Perth Small Business Centre Highlights include:

- Stratford Perth Centre for Business assisted **223 small businesses** to start or expand and created **149 small business jobs** in the Stratford Perth St. Marys' area
- Stratford Perth Centre for Business also provided essential learning to startups and entrepreneurs presenting **20 workshops**, events and learning opportunities to over **370 participants**. Partnered with **17 regional organizations** to create entrepreneurial events with over **450 attendees**.
- Granted 7 students (enrolled in secondary and post-secondary education) \$21,000 in start-up funding for their Summer Businesses via the Summer Company Program
- Granted 10 entrepreneurs \$24,000 in start-up funding, which in turn leveraged over \$100,000 in economic growth for our community.
- In March 2019 launched the "Entrepreneur Online Learning Academy", first ever online learning platform in the SBEC network, allowing expansion of Business Centre reach both locally and worldwide, allowing the centre to create revenue to fund innovative new outreach projects.

ONGOING PROJECTS

Downtown Revitalization Project: investStratford spearheaded the distribution of a \$20,000 grant awarded to the City of Stratford as part of the Main Street Revitalization funding received from the Association of Municipalities Ontario (AMO) and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

The Downtown Revitalization Initiative is a matching grant program available to businesses located within the Stratford City Centre boundary. The Downtown Initiative has been designed to support exterior capital improvements with a focus on energy efficiency, accessibility, aesthetics, and marketability of small businesses within the downtown.

The project has awarded 9 businesses towards facade improvements projects, with 5 more grants expected to be awarded in the next 6 months. The project remains open to new applicants, on a first-come, first-serve basis until Nov. 29, 2019.

FDI TRADE MISSIONS: In 2018, Stratford Economic Development Corporation participated in a number of trade and investment-attraction missions in collaboration and partnership with the Southwest Ontario Marketing Association (SOMA). The SOMA mission focus is to promote Southwestern Ontario as a region for foreign investment and this year's missions included trips to Nevada, Indianapolis, Michigan, England, Denmark and France.

CONFERENCES: investStratford seeks to provide thought leadership and support our initiatives and global brand identity, promoting our region and City by attending conferences and providing thought leadership as featured speakers at Ontario Public Works Association, AMCTO, Industry Canada and APMA conferences.

CONNECT2SKILLS / SKILLS ADVANCE PROVINCIAL PILOT PROJECT

- In partnership with the Ministry of Training, Colleges and Universities, the Four County Labour Market Planning Board and other local employment agency partners, Stratford and Perth County were selected and funded by the Province to be part of the first rural Skills Advance Pilot Project. The program is now coming to the end of its second year and has had demonstrable success in preparing unemployed/underemployed individuals for work opportunities, as well as helping employers who are unable to find skilled labour to meet their demands. This program branded locally as 'connect2SKILLS', is filling a need that is helping individuals - many of whom are on social assistance - find gainful employment
- The program has engaged 127 unique individuals through the SAO program. 65% of these individuals identified that they are in receipt of Social Assistance. Within Stratford, SAO has met with 110 possible participants and 69% of those clients were in receipt of Ontario Works.

- The Connect2SKILLS training has been delivered to 90 participants since its inception in 2017, with a success rate of 70%. This is significant, as we look to the future of continuing to help members of our community achieve full, sustainable employment, while simultaneously alleviating the challenges of low unemployment rates and significant numbers of hard-to-fill positions for many local employers.
- We have formally expressed the importance and positive impacts of this program to the Ministry and requested that funding be extended by the Province to continue to assist both individuals and local companies.

PARTNERSHIP EVENTS

- Meeting of the Minds Sponsorship dinner- in June 2018, investStratford and the City partnered with the APMA and Rhizome to host a dinner as part of the “Meeting of the Minds” Conference in Ann Arbor, MI. The casual event allowed the telling of the “Stratford Story” and promoted Stratford’s unique value proposition as Ontario’s official Autonomous Vehicle Demonstration Zone within AVIN (Autonomous Vehicle Innovation Network (AVIN)). Attendees included managers, thought leaders and strategists from global companies including Bosch and Toyota.
- OCE Discovery Conference: investStratford partnered with the APMA at the 2018 Ontario Centres of Excellence Discovery Conference in Toronto as part of an Autonomous Vehicle Innovation Network exhibit.
- Stratford Smart Community Project: Rural Economic Development (RED) Grant, via OMAFRA, has allowed brand development initiative to identify a strategy, mandate and outcomes necessary for the City’s evolution as a Smart City.

GOALS/OBJECTIVES FOR 2019

- New Development lands: With almost all remaining land in the Wright Business Park now sold and to keep pace with growing demand, investStratford is working closely with the Infrastructure & Development Services Department to bring 50 new acres of serviced industrial land into the City’s inventory in 2019.
- Brand Building: With assistance of RED grant, the Corporation will build upon its established brand, strengthening its identity as a “Smart City”, investing in refreshed marketing creative, both print and digital.

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

Stratford Summer Music

Stratford Tourism Alliance

Stratford Perth Community Foundation

Automotive Parts Manufacturers Association (APMA)

ITS Intelligent Transportation Systems Society of Canada

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

Stratford Perth Centre for Business

Perth Community Futures Development Corporation

Stratford City Centre BIA

Stratford Festival (Festival HD Project)

Automotive Parts Manufacturers Association (APMA)

Autonomous Vehicle Innovation Network (AVIN)

Perth County

Town of St. Marys

Four County Labour Marketing Planning Board

Connect2SKILLS Steering Committee

Labour Market Strategy Committee

Ontario Centres of Excellence

University of Waterloo

National Research Council (NRC)

Federal Economic Development Agency for Southern Ontario (FedDev Ontario)

UW Centre for Automotive Research

Communitech

Newcomer Settlement Huron Perth

Province of Ontario (various ministries)

Ontario Investment Office (Invest in Ontario)

Ministry of Economic Development, Job Creation and Trade (MEDJCT)

Ministry of Research Innovation (MRI)

Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)

Canadian Government (Trade Commissioners)

Festival Hydro/Rhizome



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

May 29, 2019

Joani Gerber, CEO
Stratford Economic Enterprise
Development Corporation (SEED Co.)
6 Wellington St.
Stratford, ON N5A 2L2

RE: 2018 Unaudited Income Statement

I have attached the unaudited income statement for SEED Co. operations for the year ended 2018.

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,

Michael Humble, CPA, CGA
Director of Corporate Services

STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED Co.)
2018 Income Statement
As at December 31, 2018

	2018 Budget	2018 Unaudited
REVENUE		
City Funding - SEED CO	\$ 491,188	\$ 491,188
City Funding - SBEC	106,080	106,112
Provincial funding - SBEC	90,306	90,306
Recoverable Expenses	20,940	21,791
Starter & Summer Company	58,194	136,211
Rentals & Leases	10,306	20,760
Grants	-	15,187
TOTAL REVENUE	\$ 777,014	\$ 881,555
EXPENDITURES		
Operational		
Salaries & Benfits - SEED CO	451,498	422,527
Training/Professional development	5,500	67
Insurance & Custodial	12,000	18,475
Equipment & Capital	6,875	4,759
Support services & fees	32,360	20,400
Office Supplies, Telephone & Communications	18,750	25,443
Rent & Common Area Maintenance	71,000	85,988
Consultants	1,200	19,840
Legal & Audit	9,500	5,139
Meals & meeting expenses	5,100	8,229
Contingency	2,675	-
Total Operational Expenditures	\$ 616,458	\$ 610,867
Core Programs		
Conferences/trade shows/travel/mileage	19,500	53,605
Promotions/marketing/collateral materials	62,500	69,398
SBEC Grants	34,250	34,000
Memberships	34,000	32,634
Events	10,306	9,179
Total Core Programs Expenditures	\$ 160,556	\$ 198,816
TOTAL EXPENDITURES	\$ 777,014	\$ 809,683
SURPLUS (DEFICIT)	\$ -	\$ 71,872

SPECIAL PROJECTS	2018 Budget	2018 Unaudited	S. Festival HD Project
REVENUE			
Festival Theater - Fed Dev project - grants			255,425
Festival Theater - Fed Dev project - recoverable			591,120
Prior Year Surplus	100,000		
TOTAL REVENUE	\$ 100,000	\$	846,545
EXPENDITURES			
Festival Theater - Fed Dev project			766,823
Digital media strategy	25,000	20,611	
Connected Car	40,000	-	
Land Development Project	5,000	-	
Strategic Plan - implementation PH 4	25,000	-	
Office Equipment & Furnishing	5,000	4,795	
TOTAL EXPENDITURES	\$ 100,000	\$ 25,406	\$ 766,823
SURPLUS(DEFICIT)	\$ -	\$ (25,406)	\$ 79,722
BEGINNING SURPLUS (DEFICIT)		\$ 116,761	\$ (78,196)
ENDING SURPLUS (DEFICIT)		\$ 163,227	\$ 1,526

NOTES 2018

The Stratford Festival HD project is a 3-year net zero initiative.



55 Queen Street | P.O. Box 520 | Stratford ON | N5A 6V2 Canada
 519.271.4040 | box office 1.800.567.1600
 stratfordfestival.ca
 Charitable registration #11920 0103 RR0002

July 30, 2019

Michael Humble, Director of Corporate Services
 Stratford City Hall
 P.O. Box 818, 1 Wellington Street
 Stratford, ON
 N5A 6W1

Dear Mr. Humble,

I am forwarding an application for grant funding on behalf of the Guthrie Awards Committee of the Stratford Festival for 2019. This request is for the "City of Stratford Guthrie Award" which the Festival and City Council initiated in 1979. The City has provided \$500.00 annually for the award to further the education/training of a young Stratford and area resident who has shown promise in theatre, has had an association with the Stratford Festival and plans to gain more experience in professional theatre.

The funds for the Guthrie Awards in general are raised through a benefit performance offered by the Stratford Festival each year and through some endowed awards. Some awards are unsolicited but most are applied for. There are a number of "named" awards which commemorate past Festival personnel who have made a special contribution to the Stratford Festival. The "City of Stratford Guthrie Award" falls under this group of special contribution awards. I am enclosing a list from the 2018 Guthrie Awards held on Saturday September 16th 2018 – the most recent presentations to date. This list outlines the major named awards and lists the recipients of other unnamed awards. In prior years a City Councilor (and, in 2014, Mayor Dan Mathieson) has been in attendance to present the City of Stratford Award however this past year we knew that the recipient was not going to be present at the award ceremony so no-one from the City was asked to present.

The 2019 Guthrie Awards, for which this grant is being requested, will be presented in late September 2019. Many thanks for considering our application.

Sincerely,

Paul Shaw
 Company Manager
 Stratford Festival

(Office) 519-271-4040 ext. 2245
 (Email) pshaw@stratfordfestival.ca

City of Stratford 2019 Community Grant Application Form

I confirm I have read in full the 2019 Grant Application Guidelines and City Policy F.1.1 Community Grants Program. *

☒ Agree

The personal information collected on this form or in background material included with your application is collected under the authority of the Municipal Act, 2001 and will be used by Corporate Services staff and City Council for the purpose of reviewing grant applications and other related administrative purposes. Questions regarding the collection and use of this information may be made to the City Clerk, P.O.Box 818, Stratford, ON, N5A 6W1 or by telephone 519-271-0250 ext. 235 during business hours.

A. ORGANIZATION INFORMATION

Organization name: *

Stratford Festival (Guthrie Awards Committee)

Contact Name / Position for purposes of this grant application: *

Paul Shaw, Company Manager

Mailing Address: *

55 Queen St.,
PO Box 520,
Stratford, Ontario , N5A 6V2

Telephone Number: *

(519) 271-4040

Email address: *

pshaw@stratfordfestival.ca

Briefly state your organization's missions/goals: *

The Stratford Festival's mission is to produce and perform stage drama and musicals - focusing on the works of William Shakespeare. The Guthrie Awards are presented to assist theatre professionals in the development of independent projects, training, and education that are related to theatre and the arts.

Please attach a list of your organizational structure, including paid staff positions (do not include personal information such as home address and telephone numbers) : *

File Name



Festival Staff 2019 for Guthrie App with title.docx

27.6 KB

Estimated Number of Volunteers & Number of Volunteer Hours: *

Formally incorporated in 1985, the Friends of the Festival are a volunteer organization consisting of approximately 200 members (all of whom live in the Stratford area). The Friends of the Festival lead more than 12,000 people every year through the Festival theatre. Tours of the costume warehouse, gardens and archives offer a glimpse into our past and present. The Friends also assist our education department and the administration offices with clerical duties and greeting patrons for pre and post performance chats. The 200 volunteers give approximately 14,500 hours per year of their time.

B. ELIGIBILITY REQUIREMENTS of Organization/Activity

Please explain how your activity or service will specifically benefit the residents of Stratford and promotes one or more of the City's strategic priorities: *

Embracing the city's strategic priorities, the Stratford Festival incorporates their heritage of traditions and innovation to bring classical and contemporary theatre to life for an increasingly diverse audience. With regard to developing resources and strengthening our partnerships, the patrons of the Festival bring revenue to the community and specifically B and B's and other accomodations as well as our ever growing "Foodie" community to name but a few. It should be noted that many of the Festival employees, approximately 1,000 people throughout the season, choose to make Stratford their home year- round. The Festival also participates in the town's activities and partnerships such as the Canada Day celebrations, the Dragon Boat Festival and Savour Stratford providing entertainment from our acting company.

Does anyone other than City of Stratford residents belong to your organization, or benefit from your services/activities? *

☒ Yes

☐ No

Please explain: *

The Festival has attracted thousands of artists, musicians and patrons of the arts, all of whom have helped to gain our town's distinction of being "Canada's Premier Arts Town" through the various theatre, music, and cultural activites that are presented year round in Stratford. The Guthrie awards are presented to recipients to support professional training, education and independent projects related to the arts. Anyone, past or present, who have worked for the Festival are eligible to apply.

Please explain how your organization and its programs and/or activities meet each of the Community Grants Program eligibility criteria listed in sections 4.0 and 5.0 of the City's grants policy: *

1. The City of Stratford Guthrie Award goes to a Stratford citizen.
2. The award goes to the recipient for professional training and/or education.
3. The Stratford Festival has a volunteer board of directors.
4. We have attached audited financial statements.

Does the organization operate as an incorporated not-for-profit? *

☒ Yes

☐ No

If yes, please provide date of Incorporation:

6/13/1953



Does the organization operate as a registered charity? *

☒ Yes

☐ No

If so, provide charitable number:

119200103 RR0002

Are fees charged for membership or for any of the services/activities you provide? *

☒ Yes

☐ No

Please explain: *

The Stratford Festival sells memberships. This is one of its overall revenue generation programs for operating revenue. The funds for the Guthrie awards are raised through a benefit performance offered by the Festival each season.

Are your activities open to the public at minimal or no charge? *

☒ Yes

☐ No

Please explain: *

As a regular part of our season, we offer a number of low to no-cost programs, which enhance our audiences' experience at our theatres. These include post performance discussions, table talks, Lobby talks, Forum events and speakers, panels and Meet the Festival, which attracts an estimated 10,000 patrons over the course of the season.

C. Grant Request Detail**Amount requested for this grant application: ***

\$500.00

This is a 2019 grant request.

☒ 2019 (one time funding only)

☐

If this is a one-time request for funding, please indicate how the funds will be used:

This request is for the City of Stratford Guthrie Award, which is presented annually at the Guthrie Awards presentation. The funds go to a young Stratford resident who has shown a commitment to the arts, has had an association with the Stratford Festival and plans to further his/her experience or training in professional theatre.

If this is a multi-year request, please indicate specific years for funding and how the funds will be used in each of the years:

What goals do you wish to achieve with this funding? *

The \$500.00 will be given to the Stratford resident who best fulfills the criteria of the award. The money will further their professional development. With the training or education that this award will allow, the recipient will become an ambassador for the City of Stratford.

How do you intend to leverage the City's support to obtain additional financial and non-financial resources from other sources? *

The Guthrie committee does not intend to solicit any additional support for this City of Stratford award. Additional funds for the remaining Guthrie awards come from one benefit performance at the Festival Theatre.

D. FINANCIAL INFORMATION

Please attach your most recent annual audited financial statements. If annual audited financial statements are not available, please attach financial statements that have been verified as correct by two signing officers of the organization.

Please also attach a projected budget for the year in which the funds are being requested, showing total revenue and expenses and anticipated surplus or deficit. (template can be provided to you if required)

Most recent year-end financial statements ***File Name**

FINAL December 31 2018 The Stratford
Shakespearean Festival of Canada.pdf

1.6 MB

Budget for the year in which the funds are being requested: ***File Name**

2019 Budget - External.pdf

22.4 KB

Please indicate any funding requested or received from other levels of government or other agencies, and the status of each application. Please state None if applicable. *

Stratford Festival Funding (not the Guthrie Awards)
Ontario Council 2,235,867
Canada Council 1,450,000
Ministry of Canadian Heritage 300,000

E. ADDITIONAL INFORMATION

Please provide any additional comments you have here regarding your 2019 grant application:

File Name



2018 winners announcement.docx

52.5 KB



2019 Guthrie Grant Cover Letter.docx

841.8 KB

F. SIGNATURE/SUBMISSION

Full name: *

Paul Shaw

Position: *

Company Manager

Application Date: *

7/30/2019





MANAGEMENT REPORT

Date: August 12, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-030
Attachments: Summary of Provincial Grant Funding Impacts

Title: Preliminary 2020 Budget Discussions – Provincial Funding Reductions

Objective: To describe the impact of provincial grant funding reductions to the City.

Background:

Numerous grant and funding announcements have been made by the Provincial Government that may impact the budgets of the City of Stratford. Attached is a summary of the detail we know at the present time that may have a significant impact to the City's 2020 budget.

Emphasis is on City operations, and reports from outside Boards and Agencies will be reported by them as information becomes available.

Analysis:

Stratford Public Library

The Inter-Library Loan program was funded by the Province as an in-kind operation through the Southern Ontario Library Service. There was no direct financial cost to the libraries it serviced. The program was used for Perth County Information Network members to share collections between 5 Perth libraries, and the rest of the Province to move nearly 80,000 items in 2018 (72,500 within Perth County alone).

The cost for PCIN to replace this service by using Canada Post is estimated at \$150,000 for postage alone (not including staff time).

A PCIN proposal to initiate an in-house delivery solution is coming forward as part of the 2020 Stratford Public Library budget submission. Stratford's portion would represent a

capital start-up cost of \$24,923 to purchase a van, \$9,626 for annual operating cost, and a reserve contribution for future van replacement.

Public Health

At the Municipal Shared Services Committee meeting on 20th June 2019, staff from the Perth District Health Unit discussed the consolidation of regional Health Units and the changes to funding formulas over the next three years. Mandatory programs were previously funded 75 per cent by the government and 25 per cent by member municipalities. That is changing to a 70-30 ratio. Allied programs previously funded entirely by the Province will now fall under the same ratio.

Numbers discussed were in the region of a 38% impact or \$730,000 plus capital funding costs to local municipalities.

Paramedic Services

At the Municipal Shared Services Committee meeting on 20th June 2019, staff from Paramedic Services discussed the provincial plan to meld 59 paramedic services into 10, and the funding freeze planned for 2019 but deferred to 2020.

No financial information was immediately available and a report is expected to be forthcoming from the County in advance of 2020 budget discussions.

City-provided services are summarized on the attached worksheet.

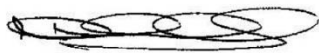
Financial Impact: Reductions in provincial funding will need to be addressed during the City's 2020 budget process.

Preliminary budget impacts for Social Services of "known" funding announcements are in the region of \$414,780 PLUS additional municipal costs due to changes in the provincial administrative cost sharing envelope of \$663,900.

This totals a budget impact of \$1,078,680, which is cost shared between the three municipalities. At 2019 budget allocation rates, this impact to the City of Stratford at 42.27% is \$455,960.

A further \$1,481,260 of operating funds is presently classified as "at risk" until we receive clearer information from the Province, as well as \$1,101,800 in capital funding grants.

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the financial impact of reduced provincial grant funding on the City's 2020 budgets be received for information.



Michael Humble, CPA, CGA
Director of Corporate Services



Joan Thomson, Acting Chief Administrative Officer

Attachment One: Summary of Provincial Grant Funding Impacts						
Department	Name of Program	Received in 2019	Amounts Receivable in 2020			Details
			Known		Unknown	
			Unaffected	Revised Amount	At Risk	
Social Services	Ontario Works Administrative Funding	1,048,300		995,880		Anticipated loss of 5% funding
Social Services	Ontario Works Employment Support Funding	551,200		523,640		Anticipated loss of 5% funding
Social Services	Ontario Works Addictions Support Funding	82,080		-		Funding ended in July 2019. Lost funding offset by staff layoff in 2019.
Social Services	Child Care Core Servcies Funding	3,424,190		3,424,190	256,810	Allowable administrative retention of this fund has been reduced from 10% of funding with no municipal share to 2.5% of funding with requirement of equal contribution from municipal shares.
Social Services	Child Care Special Purpose Funding	817,090		817,090	61,280	Allowable administrative retention of this fund has been reduced from 10% of funding with no municipal share to 2.5% of funding with requirement of equal contribution from municipal shares.
Social Services	Wage Enhancement Administrative Funding	32,600		20,380		
Social Services	Expansion Planning Funding	1,202,460		961,960	90,190	Fund went from 100% Ministry funded in 2019 to 80% Ministry/20% Municipal in 2020. Municipality must spend the additional \$240,500 in order to get the \$961,960. Also, the allowable administrative retention of this has been reduced from 10% of funding with no municipal share to 2.5% of the total funding (including Minsitry and Municipal allocations) with the requirement of equal contribution (or administrative funding) from municipal shares.
Social Services	ELCC Funding	403,390		100,850	302,540	Funding is ending in March 2020. It is unknown at this time if this will continue. Also, allowable administratvie retention ahs been reduced from 10% of fund with no municipal share to 2.5% of funding with the requirement of equal contribution from the municipal shares.
Social Services	Home for Good Operating Funding	1,571,230		392,510	1,178,720	Funding commitment is to March 2020 only. It is anticipated that this funding will continue, however there is no current formal agreement in place.
IDS	Ontario Community Infrastructure Fund	1,092,423			1,092,423	
Community Services	Seniors Active Living Centres (Capital)	9,360			9,360	
TOTAL		10,234,323	-	7,236,500	2,583,043	423,400 240,500



MANAGEMENT REPORT

Date: August 12, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-031
Attachments: MMAH Press Release

Title: Preliminary 2020 Budget Discussions – Provincial Grant to Improve Service Delivery and Efficiency

Objective: To review opportunities for service delivery efficiencies in compliance with the broad guideline issued by the Ministry of Municipal Affairs and Housing (MMAH).

Background:

Service Delivery and Efficiency

In March 2019, the City of Stratford received \$497,447 from the Provincial government for the declared purpose to *"improve service delivery by finding smarter, more efficient ways to spend money. These include such things as service delivery reviews, development of shared services agreements, IT solutions, capital investments and other projects"*.

There is no formal reporting requirement.

Analysis:

Service Delivery and Efficiency

Projects identified by staff will come forward in the 2020 budgets and work-plans for Council consideration.

At the present time,

1. Staff has initiated an information technology (IT) needs assessment in response to a request from the Police Services Board. This analysis will inform a decision on the optimal go-forward approach to deliver IT services and support to the Stratford Police

department, so that they may receive the full complement of IT services they require in the most cost effective way.

This is underway and the budget is **\$27,500.**

2. Staff is investigating the electronic delivery of invoices and tax bills. This will lead to a significant reduction in mail and stationary costs and provide greater flexibility in delivery options for our taxpayers and customers. We already own the module in Great Plains; it only requires activation and implementation. Estimated cost is **\$15,000.**
3. Staff is proposing an online Citizen Portal – this will offer residents a personalized online experience with a single sign-on dashboard that brings all the municipal information they care about into one convenient place. Online payment services will provide better service to our customers for items like parking tickets, accounts receivable invoices, permits and fees, dog tags, property taxes, etc.

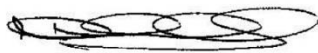
Cost will vary depending on the needs of Citizens and the number of integrations between City systems. The scope is going to be similar to a 311 type of system. It will be heavy on resource, data and integration. Estimated cost is **\$150,000**, but is scalable.

If Council has any suggestions for initiatives they would like to consider for the 2020 budget year, staff would appreciate sufficient lead time to investigate and financially review.

Financial Impact: The City has received \$497,447 from the Provincial Government to assist with the implementation of efficient service delivery models.

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding the Provincial Grant to Improve Service Delivery and Efficiency, be received for information;

AND THAT Council indicate other priorities for staff to investigate operationally and financially.



Michael Humble, CPA, CGA
Director of Corporate Services



Joan Thomson, Acting Chief Administrative Officer

Ontario Invests in Small and Rural Municipalities to Improve Service Delivery and Efficiency

Investments Will Support Communities, Respect Taxpayer Dollars

March 20, 2019 9:00 A.M.

INNISFIL - Ontario's government is working for the people to improve local service delivery and efficiency in the province's municipalities. Today, Steve Clark, Minister of Municipal Affairs and Housing announced a one-time investment for many of Ontario's small and rural municipalities.

Some of Ontario's small and rural municipalities may have limited capacity to plan, modernize and improve the way they provide services to their communities. With this funding, municipalities can improve service delivery by finding smarter, more efficient ways to spend money that help those who need it most while respecting taxpayer dollars.

"Taxpayers need their local government to deliver modern, efficient services that show respect for their hard-earned dollars. This funding will help small and rural municipalities improve how they deliver services and reduce the ongoing costs of providing those services," said Steve Clark, Minister of Municipal Affairs and Housing. "I look forward to continuing to work together with our municipal partners to help people and businesses in communities across our province thrive."

Ontario's government for the people was elected to restore transparency and accountability in Ontario's finances. The province undertook a line-by-line review of its own expenditures, and we have been clear that we expect our partners, including municipalities, to be taking steps to become more efficient. Examples could include service delivery reviews, development of shared services agreements, IT solutions, capital investments or other projects. Municipalities will decide how to best target funding to benefit their local communities.

"This financial support from the Province will help in our ongoing efforts to make sure we operate as efficiently as possible, as we continue to deliver the much-needed services our residents have come to expect and depend on," said Lynn Dollin, Mayor of Innisfil.

The funding supports Ontario's commitment to reduce the cost of government.

QUICK FACTS

- [405 municipalities will receive funding.](#)
 - The City of Stratford will receive \$497,447.
 - To ensure investments are targeted to where they are needed most, funding will be allocated based on the number of households in a municipality and whether the municipality is urban or rural.
-

Julie O'Driscoll Minister's Office, Ontario Ministry of Municipal Affairs and Housing

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416-585-7066

[Available Online](#)
[Disponible en Français](#)



MANAGEMENT REPORT

Date: August 12, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-032
Attachments: None

Title: Preliminary 2020 Budget Discussions – Strategic Priorities, New Initiatives and Potential Operational Efficiencies

Objective: To seek direction on 2020 work-plan projects that advance Council's strategic priorities, implement new initiatives or yield operational efficiencies by changing the way current services are provided.

Background: On April 29, 2019, Stratford Council formally approved its Strategic Priorities for the 2018-2022 term of Council.

A report from the CAO on 15th July 2019 reviewed a process for an implementation framework. Some major capital projects are beyond the scope of the City to pursue without funding assistance from senior levels of government and may be parked until grant opportunities become available.

However, the identification, selection and timing of specific projects, both one time in nature (capital) and ongoing delivery of service (operating) that are within the City's capacity to pursue need to be discussed and prioritized by Council, so that staff can prepare a wholesome business case and cost estimate to review during the budget process for final selection and potential inclusion.

Changing the way services are provided and implementing new services are time-consuming for staff to establish a business case and provide accurate cost estimates, and our efforts need to be focused on the specific priorities that Council wishes to address first in 2020.

Analysis: Announced and anticipated reductions in provincial funding models will strain municipal budgeting in 2020. Decisions will need to be made whether to maintain existing

levels of service (at higher municipal cost) or whether to reduce levels of service as provincial funding decreases.

In addition to the impact on our own Social Services department, outside Boards (Health Unit, Library) and shared services run by the County (Paramedic Services) will have significant challenges to address in the City's budgeting process.

At the same time, the provincial government is asking municipalities to investigate service delivery efficiencies and has given the City of Stratford \$497,447 for implementation.

On top of asset lifecycle replacement capital projects, there are also likely to be new initiatives desired by Council to advance pillars of the Strategic Plan, as well as major community capital investment projects.

The ways in which we provide services to our residents also needs to be dynamic and responsive to changing methods of delivery. Many ideas have been informally mentioned, and a discussion between Council and staff would be beneficial to prioritize needs for 2020 from the wants that can be addressed in future years.

The 2020 municipal budget will not be a simple continuation of existing service levels as we need to balance affordability to the taxpayer with:

- changes in provincial funding models,
- funding deficits for replacement of existing assets,
- capital needs to advance pillars of Strategic Plan,
- the guidance to seek efficiencies in service delivery.

It would be beneficial for all members of Budget Committee to discuss these matters in order to prioritize and identify projects for staff to investigate and bring forward as part of the draft 2020 budget in October 2019.

Pre-budget guidance in this manner will be the most efficient use of staff resources to focus our efforts on pre-identified priorities.

Two meeting dates are being suggested for pre-budget discussions:

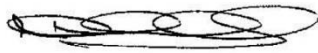
- 27th August 2019 at 4:30
- 11th September 2019 at 4:30

Financial Impact: New initiatives to begin implementation of Council's strategic priorities, as well as service level changes for efficiency and cost reduction both warrant sufficient time to properly review and evaluate financially. Significant benefit can be gained by affording staff time to investigate the desired direction of Council and accurately provide costs.

Staff Recommendation: THAT the report of the Director of Corporate Services dated 12th August 2019, regarding new initiatives and services level changes for inclusion in the 2020 budget, be received for information;

THAT two meetings of the Finance and Labour Relations Committee be convened for 27th August 2019 and 11th September 2019 for pre-budget discussions with Staff;

AND THAT Finance and Labour Relations Committee provide input to identify initiatives that they wish to see included in the 2020 draft budget proposal.



Michael Humble, CPA, CGA
Director of Corporate Services



Joan Thomson, Acting Chief Administrative Officer



Corporate Services Department

MANAGEMENT REPORT

Date: August 12, 2019
To: Finance and Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-028
Attachments: Stratford Tourism Alliance – Q2 Update - 2019

Title: Stratford Tourism Alliance – Q2 Update - 2019

Objective: To receive an update on the Stratford Tourism Alliance's year-to-date activities and financial position for 2019.

Background: Stratford Tourism Alliance (STA) to give regular updates to Council.

Analysis: Representatives from STA have been invited to attend as a delegation to present the attached report.

Financial Impact: None noted.

Staff Recommendation: **THAT the Stratford Tourism Alliance reported dated August 12, 2019 be received for information.**

Michael Humble, Director of Corporate Services

Joan Thomson, Acting Chief Administrative Officer

Finance and Labour Relations 2019 Q2 Update



Executive Summary

- Revenue is at typical YOY pacing at 86.1% of budget in Q2.
- Expenses tracking well for quarter at 54.5% of budget by end of Q2. All special project, on-going expenses, and City loan repayment on track for year-end.

2019 Actuals vs Budget – Revenues Q2⁶¹

	Dec 31, '18 - Jun 30, 19	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · INTEREST INCOME	506.14	100.00	506.1%
4050 · MARKETING SALES	88,491.83	79,350.00	111.5%
4240 · MEMBERSHIP SALES	52,199.81	55,410.00	94.2%
4260 · PARTNERSHIPS*	568,000.00	619,000.00	91.8%
4280 · DESTINATION MARKETING FUND	21,378.43	95,000.00	22.5%
Total Income	730,576.21	848,860.00	86.1%

2019 Actuals vs Budget – Expenses Q2⁶²

	Dec 31, '18 - Jun 30, 19	Budget	% of Budget
Expense			
5100 · CONTRACT AND CONSULTING	930.86	5,500.00	16.9%
5107 · 5107 Four Season Development	0.00	2,500.00	0.0%
5633 · BANK & MERCHANT SERVICE FEES	1,875.98	3,800.00	49.4%
5645 · INSURANCE	0.00	3,600.00	0.0%
5660 · TRAVEL	901.71	3,900.00	23.1%
5990 · Spec Proj - RTO Animation Fund	0.00	5,000.00	0.0%
6000 · MARKETING - INTERNET	32,140.15	112,230.00	28.6%
6150 · MARKETING - PRINT	39,357.77	81,500.00	48.3%
6151 · MARKETING - RADIO	0.00	1,000.00	0.0%
6152 · MARKETING*	31,147.18	51,800.00	60.1%
6153 · PROFESSIONAL FEES	2,366.00	23,000.00	10.3%
6155 · FACILITY MAINTENANCE	7,562.89	4,500.00	168.1%
6480 · PAYROLL	225,621.49	451,391.00	50.0%
6540 · OFFICE EXPENDITURES	7,607.08	24,550.00	31.0%
6550 · EVENT EXPENSES	1,116.37	3,900.00	28.6%
7000 · TELEPHONE/COMMUNICATIONS	5,314.45	8,500.00	62.5%
7300 · Stratford Always On Project	72,554.65	0.00	100.0%
Total Expense	428,496.58	786,671.00	54.5%
Other Income/Expense			
Other Expense			
5451 · Transfer to Reserve	0.00	20,000.00	0.0%
7100 · City Repayment on Loan	0.00	42,187.50	0.0%
Total Other Expense	0.00	62,187.50	0.0%

Community Engagement

- Current Active Partners - 200
- YOY decrease from 204 partners in June 2018
- 2019 YTD total of 22 new active partners, 20 lost



Q1 & Q2 digital metrics report

The increase in pages viewed per visitor is encouraging as we prioritize gaining quality visitors to the site rather than focusing only on quantity of visitors. **New** Instagram Stories analytics for gauging story reach increased our social engagement numbers. As this was not offered in 2018, it no longer reflects a true comparison YOY. Next steps are to work on gaining more quality Instagram followers and regain some ground on Facebook and Twitter with the help of our summer Social Media Assistant.

Priorities:



STA Goal: Quality of Web site visitors
Gauged by pages/visit and time on site/visit.



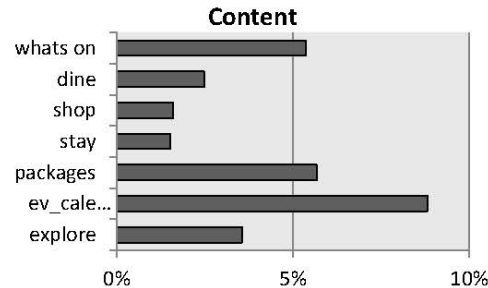
STA Goal: Shifting focus to younger audience
Using Instagram for awareness to Millennials.



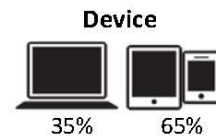
STA Goal: Work with agency to succeed with new Google Grants rules
CTR has risen since Q1 and well above 5% min. CPC has also decreased.



STA Goal: Maintain social engagement while shifting focus to a younger audience
Instagram Stories have increased our social engagement overall with losses on FB/TW.



STA Goal: All-season campaigns with impact
A diverse amount of pages viewed shows that we are telling the complete story of events, dining, exploring and partner packages.



STA Goal: Be ready for a mobile audience
Our focus on "mobile-responsive" & "mobile-first" was perfectly timed with mobile site visits rising from 50% in recent years.

YOY	Followers	Engaged Users/Mentions	Reach/ Impressions
f	↑ 4%	↓ -49%	↓ -10%
t	0%	↓ -6%	↓ -67%

- YTD outreach 86 articles/blogs/radio/TV (43% of 2019 goal).

Media Guests:

- Monda Rosenberg – LCBO article for Food & Drink magazine – working on piece for holiday magazine November/December 2019
- Liz McGuffin – With Wonder and Whimsey: IG takeover June 7-9 AND Michigan Lifestyle Influencers FAM (6 in total)
- SATW FAM – June 12-13 – 6 attended – supported by SF (Stratford Direct bus, theatre tickets) | One story has been posted so far
- Adam Waxman – Dine.com: Father & Son Daytrip to St. Marys, July 20
- Vicky Sanderson, Toronto Sun- Lifestyle story: June 18-19 (*column date TBC*)
- The Cooking Ladies – Bacon & Ale Trail social media story– July
- Bizarroscene, Montreal – Bieber story film: July 5
- Mike Keenan – Niagara Falls Review, Seniors Review and podcast: July 12-15
- Louise Rachlis – Ottawa Citizen: July 22 (*primarily theatre*)



- Supported Stratford Festival “Little Shop of Horrors” whisper campaign distributing “Don’t Feed the Plants” garden signs starting Festival opening week.
- 25th Anniversary edition of Culinary Guide launch event on April 29th in Toronto. Attended by over 30 culinary media writers and influencers, 8 Stratford #nextgen chefs, STA and SCS reps, craft brewers/distillers, and MPP Pettapiece. Several stories posted (including Beacon Herald article which was picked up by 31 national outlets), 104 social media posts (with thousands of reactions and shares) created media reach of \$1.918 million, earned media value of \$13,211.

Alignment with Regional Partners

- Attended Women in Technology & Communications Gala at the National Arts Centre in Ottawa on May 1st
- Attended national meeting and AGM for Destination Marketing Association of Canada. Appointed as First Vice-Chair of Executive Committee in 2019.
- Presented update info to BIA Board on June 25th, 2019
- STA Presentation at Travel Advisor regional group meeting July 9 (20 people)
- Rugby Team, London, England July 18-21 – STA info packages (22 people)
- 22 Culinary Trail donations made in support of local/regional charities and events (YTD)



I'm to be featured in upcoming articles in *The Australian*, *The Sydney Morning Herald*, *AsiaSpa*, *Hemispheres*, *Vegan Life* and *Nourish*.

Once again I will stress my affiliation with Stratford and Stratford Tourism. I will always consider you as partners in this extraordinary journey that I still cannot believe is happening.

All the best to you and your entire staff.

Thank you for setting me on this road.

Peter Blush
Puck's Plenty

Thank you!

