



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

Date: Monday, July 15, 2019
Time: 6:30 P.M.
Location: Council Chamber, City Hall
Committee Present: Councillor Gaffney - Vice Chair Presiding, Mayor Mathieson, Councillor Bunting, Councillor Burbach, Councillor Henderson, Councillor Ingram, Councillor Sebben
Staff Present: Rob Horne - Chief Administrative Officer, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, Kim McElroy - Director of Social Services, Jacqueline Mockler - Director of Human Resources, David St. Louis - Director of Community Services, John Paradis - Fire Chief, Joan Thomson - City Clerk, Tatiana Dafoe - Deputy Clerk

Pages

1. Call to Order

The Vice-Chair to call the Meeting to Order.

Councillors Beatty, Clifford, Ritsma and Vassilakos have 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

3. Sub-committee Minutes 5 - 11

Sub-committee minutes are attached for background regarding the discussion held at the June 18, 2019 Sub-committee meeting.

4. Delegations

None scheduled.

5. Report of the Director of Corporate Services

5.1 Management Report - Travel and Expense Policy Update (FIN19-020) 12 - 29

*this item is also listed on the July 15, 2019 reconvene Council agenda for consideration.

Staff Recommendation: THAT the report of the Director of Corporate Services dated June 18, 2019, regarding the Travel and Conventions Policy Update be received for information;

AND THAT Council approve the attached draft T.2.1 Travel and Expense Policy.

Motion by _____

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated June 18, 2019, regarding the Travel and Conventions Policy Update be received for information;

AND THAT Council approve the draft T.2.1 Travel and Expense Policy presented at the June 18, 2019 Finance and Labour Relations Sub-committee meeting for City staff;

AND THAT staff be directed to bring back a revised Travel and Expense Policy for Council members.

5.2 Management Report - Discussion of Tax Policy (FIN19-021) 30 - 35

Staff Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding tax policy considerations be received for information.

Motion by _____

Sub-committee Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding tax policy considerations be received for information.

5.3 Management Report - Investing in Canada Infrastructure Program (FIN19-022)

36 - 42

Staff Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding the Investing in Canada Infrastructure Program be received for information;

THAT Council approve capital budget amendments in the amount of \$6,390,000 as listed in Attachment 1 with all projects conditional on receiving successful grant approval from Investing in Canada Infrastructure Program for each individual application;

AND THAT the Mayor and Clerk be authorized to sign the funding agreements necessary related to the Investing in Canada Infrastructure Program as outlined in this report.

Motion by _____

Sub-committee Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding the Investing in Canada Infrastructure Program be received for information;

THAT Council approve capital budget amendments in the amount of \$6,390,000 as listed in Attachment 1 with all projects conditional on receiving successful grant approval from Investing in Canada Infrastructure Program for each individual application;

AND THAT the Mayor and Clerk be authorized to sign the funding agreements necessary related to the Investing in Canada Infrastructure Program as outlined in this report.

5.4 Vacant/Excess Land Tax Reduction Program (FIN19-024)

43 - 47

*this item is also listed on the July 15, 2019 reconvene Council agenda for consideration.

Motion by _____

Staff Recommendation: That the Vacant/Excess Land Tax Reduction Program be eliminated commencing January 1, 2020 pending Ministry of Finance approval.

6. For the Information of Committee

6.1 Update on Council Remuneration

Sub-committee Discussion: The Chair requested an update on the Council Remuneration Ad-Hoc Committee. The Director of Corporate Services advised that he believed they were almost complete, however, an update could be provided at the July meeting if they are not yet finished drafting recommendations for Council's consideration.

7. Advisory Committee/Outside Board Minutes

48 - 60

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

Stratfords of the World Advisory Committee minutes of January 24, March 21 and April 25, 2019

8. 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: June 18, 2019
 Time: 3:30 P.M.
 Location: Council Chamber, City Hall

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

Regrets: Councillor Ritsma

Staff Present: Michael Humble - Director of Corporate Services, Jodi Akins - Council Clerk Secretary

Also present: Media

1. Call to Order

The Chair called the meeting to Order and advised that Councillor Ritsma 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 at the June 18, 2019 Sub-committee meeting.

3. Delegations

None scheduled.

4. Report of the Director of Corporate Services

4.1 Proposed 2020 Budget Schedule and Process (FIN19-019)

Staff Recommendation: THAT the report of the Director of Corporate Services dated 18th June 2019 regarding the Proposed 2020 Budget Schedule and Process be received for information;

THAT the Proposed 2020 budget schedule be endorsed;

THAT the Finance and Labour Relations Committee provide direction with regard to their targeted 2020 taxation impact of budget discussions;

AND THAT the Finance and Labour Relations Committee provide staff with any specific capital projects, changes in service levels or activities to advance the approved strategic priority goals they wish to be considered for the 2020 fiscal year.

Sub-committee Discussion: The Director of Corporate Services advised that he is proposing a similar process as last year and referred to the proposed budget timeline. He is also looking for any direction Sub-committee wishes to provide with respect to any capital projects, change in service levels or strategic priority projects staff should cost out as part of the budget.

Direction was also requested regarding a targeted taxation impact. It was noted that the rate of inflation increased from 1.5% to 1.9%.

It was noted that the reduction in funding from the Province could be up to 4% and that the Province is providing up to \$500,000 for consultants to look for efficiencies. The Director stated that it would be Council's decision to decide whether to reduce service levels or pass any increased costs to maintain service levels onto the taxpayers.

Discussion took place around potential areas for cuts and how the review could be completed.

Motion by Councillor Gaffney

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated 18th June 2019 regarding the Proposed 2020 Budget Schedule and Process be received for information;

THAT the Proposed 2020 budget schedule be endorsed;

AND THAT the targeted 2020 taxation impact of budget discussions be capped at 3%.

Carried

4.2 Management Report - Travel and Expense Policy Update (FIN19-020)

Staff Recommendation: THAT the report of the Director of Corporate Services dated June 18, 2019, regarding the Travel and Conventions Policy Update be received for information;

AND THAT Council approve the attached draft T.2.1 Travel and Expense Policy.

Sub-committee Discussion: The Director of Corporate Services stated that the last review of this policy occurred in 2013 and a number of changes are being proposed.

He reviewed some of the proposed changes, including that all employee travel costs must be approved by a supervisor, City vehicles must be used if available and changes around reimbursement of mileage, meals and accommodations.

Receipts will be required and expense claims must be submitted within thirty days.

The Director advised that there was considerable discussion at the staff level and the proposed changes mirror what the Province does.

It was requested that staff bring forward a separate policy for Council members.

Motion by Councillor Gaffney

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated June 18, 2019, regarding the Travel and Conventions Policy Update be received for information;

AND THAT Council approve the attached draft T.2.1 Travel and Expense Policy for City staff;

AND THAT staff be directed to bring back a revised Travel and Expense Policy for Council members.

Carried

4.3 Management Report - Discussion of Tax Policy (FIN19-021)

Staff Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding tax policy considerations be received for information.

Sub-committee Discussion: The Director of Corporate Services stated that if the tax ratios are not regularly reviewed, property class assessed values that consistently increase at a faster rate than residential may pay an increasing share of the tax levy.

The Director explained the mandatory and optional property classes and how the tax ratios are set. Staff can run scenarios if Council would like to see how the tax increase would impact the different tax classes during budget discussions.

In response to a question about the industrial numbers and how they are calculated, the Director stated that all assessments in Ontario are based on assessed market value by MPAC.

Discussion took place regarding industrial rates and whether the threshold being above the provincial average is hurting the City. The Director noted

that unlike other municipalities, Stratford doesn't have development charges.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding tax policy considerations be received for information.

Carried

4.4 Management Report - Investing in Canada Infrastructure Program (FIN19-022)

Staff Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding the Investing in Canada Infrastructure Program be received for information;

THAT Council approve capital budget amendments in the amount of \$6,390,000 as listed in Attachment 1 with all projects conditional on receiving successful grant approval from Investing in Canada Infrastructure Program for each individual application;

AND THAT the Mayor and Clerk be authorized to sign the funding agreements necessary related to the Investing in Canada Infrastructure Program as outlined in this report.

Sub-committee Discussion: The Director of Corporate Services provided some background on the Investing in Canada Infrastructure Program and noted that grant applications can have an impact on the capital budget.

In response to where the Queen Street diversion project is on the forecast, the Director confirmed that project is already approved and the cost will be borrowed. The planning and engineering for that project is underway.

Discussion took place regarding the transit component and replacement of current stock vs. electric buses. It was noted by the Director that the focus for the funds is new projects, although rehabilitation projects may be allowed up to 15% of the allocation.

In response to whether there has been any discussion at Community Services Sub-committee about electric buses, the Chair of Community Services responded that there was some discussion several years ago.

Discussion took place regarding review of the grant applications.

Motion by Councillor Beatty

Sub-committee Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding the Investing in Canada Infrastructure Program be received for information;

THAT Council approve capital budget amendments in the amount of \$6,390,000 as listed in Attachment 1 with all projects conditional on receiving successful grant approval from Investing in Canada Infrastructure Program for each individual application;

AND THAT the Mayor and Clerk be authorized to sign the funding agreements necessary related to the Investing in Canada Infrastructure Program as outlined in this report.

Carried

5. Advisory Committee/Outside Board Minutes

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

Stratfords of the World Committee minutes of January 24, March 21 and April 25, 2019

6. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is Tuesday, July 16 at 12:00 p.m. in the Council Chamber, City Hall.

Discussion took place regarding the summer schedule and the availability of Sub-committee members.

7. Next Sub-committee Meeting

7.1 Update on Council Remuneration

Sub-committee Discussion: The Chair requested an update on the Council Remuneration Ad-Hoc Committee. The Director of Corporate Services advised that he believed they were almost complete, however, an update could be provided at the July meeting if they are not yet finished drafting recommendations for Council's consideration.

8. Adjournment

Motion by Councillor Gaffney

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

Carried

Meeting Start Time: 3:30 p.m.

Meeting End Time: 4:23 p.m.



MANAGEMENT REPORT

Date: June 18, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-020
Attachments: Attachment 1 - Current Travel and Conventions Policy T.2.1
 Attachment 2 – Current Policy T.2.1 with Tracked Changes
 Attachment 3 – New Draft Travel and Expense Policy T.2.1

Title: Travel and Conventions Policy Update

Objective: To update Policy T.2.1 Travel and Conventions Policy.

Background: The existing Travel and Conventions Policy was last reviewed in 2013.

Revisions have been suggested to modernize eligible expenses, modes of transportation and address some concerns being encountered by Finance staff and raised by our auditors.

The draft policy was reviewed by Corporate Leadership Team.

Analysis: Attached are the current policy, the current policy with tracked changes and the new proposed draft policy.

The following lists the more significant changes in more detail:

- Paragraph 3.2 – Authorization:
 - Travels costs for employees must be approved by a direct supervisor.
- Paragraph 4 – Transportation:
 - Introduces the use of available Fleet vehicles beyond a 50km radius of the City of Stratford. By past experience this has the opportunity to save around 50% of the budgeted mileage costs each year. The City budgets around \$50,000 per year for mileage, so potential savings are in the region of \$25,000 - \$30,000.
 - Establishes in the policy the mileage rate to be paid. This was formerly following a Council resolution from 2009.

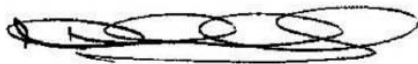
- If a Fleet vehicle is available and it is personal preference to use your own personal vehicle, the City will reimburse actual fuel costs only.
- Paragraph 5 – Meals and Incidentals:
 - Sets limits for the amounts that may be claimed for meals.
 - No reimbursement for alcohol.
 - Introduces option to be reimbursed without receipt in accordance with Canada Revenue Agency regulations for Simplified Method at a flat rate per meal.
- Paragraph 6 – Accommodation:
 - Removes the provision to stay at a private residence and claim a \$30 per diem. This supports the intent to reimburse actual costs only that are supported by receipts.
- Paragraph 11 – Other Matters:
 - Receipts are required in order to claim eligible expenses.
 - Should use Corporate Purchasing Card if issued.
 - Expense claims must be submitted within 30 days.

Financial Impact: The use of available Fleet vehicles has the potential to significantly reduce the cost to the City as we currently reimburse for use of personal vehicles at the rate of \$0.53 per kilometer.

The 2018 and 2019 budgets included between \$46,000 and \$50,000 for mileage reimbursement expenses.

Staff Recommendation: THAT the report of the Director of Corporate Services dated June 18, 2019, regarding the Travel and Conventions Policy Update be received for information;

AND THAT Council approve the attached draft T.2.1 Travel and Expense Policy.



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer

Current Policy

The Corporation of the City of Stratford

Policy Manual

T.2 Travel and Conventions

Dept: CAO's Office

Committee: Finance and Labour Relations

T.2.1 Travel and Conventions

Adopted: December 21, 1998 by R98-669

Amended: Sept. 10, 2001 by R2001-492, November 25, 2013 by R2013-466

Reaffirmed: March 10, 2003

Related Documents:

☒ Council Policy ☐ Administrative Policy

1.0 PURPOSE AND SCOPE:

This policy is for the guidance and direction of elected officials and employees of the City of Stratford who incur expenses while travelling on authorized corporation business. Such persons are expected to use discretion and good judgement in all matters where municipal funds are spent.

2.0 OVERVIEW:

It is municipal policy to reimburse elected officials and employees for specific expenses as provided herein incurred on the City's behalf while on authorized corporation business. Such expenses must be reasonable in the circumstances and must be necessary and incidental to the performance of municipal business. The policy is not intended to reimburse elected officials and employees for expenses of a purely personal nature.

The City encourages elected officials and employees to become involved in conferences, conventions, training courses and workshops in order to network with other professionals and further develop their skills and knowledge.

3.0 AUTHORIZATION:

Prior to commitment, approval is required as follows:

3.1 Elected Officials:

The travel costs for elected officials are authorized by an allocation in the current budget for the mayor and council. Prior to commitment, there is no approval required for travel costs which are within the annual budget. Travel costs which are in excess of the travel budget for elected officials will require Council approval.

3.2 Management:

The travel costs for managers are authorized by an allocation in their current budget. Prior to commitment, there is no approval required for travel costs which are within the annual budget other than any provisions contained within this policy.

3.3 Employees:

The managers shall give prior approval for planned travel for any employee in the division. These costs must be provided for in the budget.

4.0 TRANSPORTATION:

4.1 All transportation arrangements must be approved as established under Section 3.0 and must be the most practical method of travel considering both time and total cost.

4.2 All travel by private automobile on City business will be paid at the prevailing rate plus parking charges supported by receipts to a maximum 600 km. radius of the City of Stratford.

4.3 Other forms of transportation may be used within the 600 km. radius of the City of Stratford provided such arrangements are approved as provided for in this policy.

4.4 Spousal travel costs for travel within a 600 km. radius of the City of Stratford will only be paid if the elected official or employee elects another form of transportation, but only to the extent that the cost for the alternate form of transportation for both does not exceed the costs that would normally be incurred as described in Clause 4.3 immediately above.

4.5 If a private automobile is used, out of personal preference, beyond the 600 km. radius of the City of Stratford, reimbursement will be limited to the lesser of mileage and parking expenses or an alternative transportation which could be used to travel there within one day.

4.6 When more than one employee and/or elected official attends a function, they shall attempt, where feasible, to travel together to reduce costs.

4.7 If a person is approved to travel by rental car, train or air, the City will cover the cost of first class return train fare, economy return airfare or full rental of a sub-compact car.

- 4.8 If a person is approved to travel by train or air, the City will cover reasonable costs to and from the hotel and terminal.
- 4.9 Where an authorized individual has access to a City owned vehicle, such vehicle should be utilized for the purposes of travel, where feasible.
- 4.10 A detailed log must be kept by employees driving City owned vehicles and provide it to management upon request.
- 4.11 Employees, other than Fire Department employees, using their own vehicles for approved work related business may claim mileage from the lesser distance from either the employee's normal place of work to approved destination or from employee's home to approved destination.
- 4.12 City employees who use their own vehicles for City business are advised to carry a minimum \$2,000,000 liability limit and to ensure that their insurer is aware that their vehicle is used for city business and that it is rated correctly for that use and that the employee review their Automobile Accident Benefit limits to ensure that those limits satisfy their individual needs.

5.0 MEALS AND INCIDENTALS:

- 5.1 An elected official or employee attending approved functions shall be eligible for reimbursement of actual expenses for meals plus taxes and gratuities.
- 5.2 Original itemized receipts (showing HST) will be required for meals.
- 5.3 If more than one staff are present at a meal and there is one bill, the most senior staff person will make the claim for the meal.

6.0 ACCOMMODATION:

- 6.1 An elected official or employee attending approved functions shall be eligible for reimbursement of actual hotel rate charged for single/double room plus tax.
- 6.2 The Head of Council may upgrade his or her room for the purposes of hosting meetings and delegations. Such upgrades must be reasonable in the circumstances.
- 6.3 If a member of council registers for a conference, convention, training course or workshop 45 days beyond notification to council on Order of the Day and cannot be accommodated at least at the standard convention rate, any additional costs over and above such standard rate shall not be reimbursed.
- 6.4 Accommodation expenses are only eligible within any or all of the following periods:
 - the actual days of the conference, convention, training course or workshop;
 - the day previous if the function begins before noon;

- the day following if the function ends after 6:00 p.m.;
- additional days required for travel if authorized by the Chief Administrative Officer for staff and the Mayor for members of Council.

6.5 Employees who elect to stay at a private residence instead of a hotel while travelling on City business are eligible to be paid a \$30 per day per diem in lieu of hotel/motel accommodations.

7.0 REGISTRATION:

7.1 An elected official or employee attending approved functions shall have the actual amount of the registration fee paid by the City of Stratford. Registration fees for companions will be the responsibility of elected official or employee.

8.0 ADVANCES:

8.1 Travel advances may be given in respect to this policy provided that the Director of Corporate Services has ten days advance notice and is properly authorized in accordance with this policy.

8.2 The applicant is liable for the whole amount until the expenditure for which it is being requested is approved.

8.3 Any unexpended advance must be repaid within thirty days of the last day of the conference or convention.

8.4 Advance requests and reimbursement claims shall be in the format prescribed by the Director of Corporate Services.

9.0 INELIGIBLE EXPENSES:

9.1 Ineligible expenses include:

- Spousal or family expenses other than that detailed in the policy;
- Personal entertainment (hotel bar charges, movies, etc);
- Personal side trips while travelling;
- Flight insurance premiums;
- Charges for excessive personal luggage;
- Meals which have already been paid for as part of the conference package.

10.0 LOCAL BOARDS AND CITIZENS:

10.1 These policies will apply to members of local boards, with the exception of the Police Services Board and Library Board who are governed by their own policies, and other

citizens with necessary modifications, provided that prior approval is received either through the budget process or by resolution of Council.

11.0 OTHER MATTERS:

- 11.1 Receipts are required, except where noted, wherever possible, to justify expenses.
- 11.2 Where an elected official or employee is registered to attend a function, every reasonable effort shall be made by the registered participant to give appropriate notification of cancellation. Notification should be directed to the approval authority.
- 11.3 Elected officials attending conferences or conventions shall report, either verbally or in writing, to City Council on the benefits of attending the function as soon as practical.
- 11.4 Any conventions, conferences, training courses and workshops outside the Province of Ontario and within North America shall not exceed one per year for any individual elected official and no more than two shall attend any one function outside the Province of Ontario. The only exception is where the elected official has been invited to participate and the costs are substantially covered by the organization extending the invitation. Any functions outside North America must be approved by resolution of Council.
- 11.5 Any conventions, conferences, training courses and workshops outside the Province of Ontario and within North America shall not exceed one per year for any member of staff and no more than one staff member may attend any one function outside the Province. The only exception is where the staff member has been invited to participate and the costs are substantially covered by the organization extending the invitation. Any functions outside North America must be approved by resolution of Council.
- 11.6 The limitations in clauses 11.4 and 11.5 do not apply to elected officials and employees who sit on national boards and committees who meet regularly throughout the year.
- 11.7 It is recognized that, from time to time, circumstances may arise that cannot be tied to the preceding guidelines and that, in the case of staff, the chief administrative officer and, in the case of the Council or the chief administrative officer, the mayor shall have discretion to make minor exceptions to the policy that, in their opinion, fall within the overall intent of the policy.
- 11.8 The Director of Corporate Services has responsibility for monitoring this policy.
- 11.9 This policy is effective immediately upon passage by Council.

<p>The Corporation of the City of Stratford</p> <p>Policy Manual</p>	<p>T.2 Travel and ExpenseConventions</p> <p>Dept: CAO's Office</p> <p>Committee: Finance and Labour Relations</p>
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T.2.1 Travel and ExpenseConventions

Adopted: December 21, 1998 by R98-669
 Amended: Sept. 10, 2001 by R2001-492, November 25, 2013 by R2013-466
 Reaffirmed: March 10, 2003
 Related Documents:
☒ Council Policy ☐ Administrative Policy

1.0 PURPOSE AND SCOPE:

This policy is for the guidance and direction of elected officials and employees of the City of Stratford who incur expenses while travelling on authorized corporation business. Such persons are expected to use discretion and good judgement in all matters where municipal funds are spent.

2.0 OVERVIEW:

It is municipal policy to reimburse elected officials and employees for specific expenses as provided herein incurred on the City's behalf while on authorized corporation business. Such expenses must be reasonable in the circumstances and must be necessary and incidental to the performance of municipal business. The policy is not intended to reimburse elected officials and employees for expenses of a purely personal nature.

The City encourages elected officials and employees to become involved in conferences, conventions, training courses and workshops in order to network with other professionals and further develop their skills and knowledge.

3.0 AUTHORIZATION:

Prior to commitment, approval is required as follows:

3.1 Elected Officials:

The travel costs for elected officials are authorized by an allocation in the current budget for the mayor and council. Prior to commitment, there is no approval required for travel costs which are within the annual budget. Travel costs which are in excess of the travel budget for elected officials will require Council approval.

~~3.2 Management:~~

~~The travel costs for managers are authorized by an allocation in their current budget. Prior to commitment, there is no approval required for travel costs which are within the annual budget other than any provisions contained within this policy.~~

3.23 Employees:

The travel costs for all employees must be approved by their direct supervisor. ~~managers shall give prior approval for planned travel for any employee in the division.~~ These costs must be provided for in the budget.

4.0 TRANSPORTATION:

4.1 All transportation arrangements must be approved as established under Section 3.0 and must be the most practical method of travel considering both time and total cost.

4.2 Where an authorized individual has access to a City owned vehicle, such vehicle should be utilized for the purposes of travel, where feasible.

4.3 Within a 50km radius of the City of Stratford, employees using their own vehicles for approved work related business may claim mileage from the lesser distance from either the employee's normal place of work to approved destination or from employee's home to approved destination.

4.4 For travel outside a 50km radius of the City of Stratford, employees must check with the Fleet Supervisor for availability of a City vehicle before using a personal vehicle or rental car.

4.5 If a Fleet vehicle is not available, the use of a personal vehicle or rental car will be authorized.

4.26 All travel by ~~personal/private vehicle/automobile~~ on City business will be paid at the prevailing Department of Finance Canada rate for post 5,000 kilometers (plus \$0.01) plus parking charges supported by receipts to a maximum 600 km. radius of the City of Stratford.

4.7 If a Fleet vehicle is available and a personal vehicle is used out of personal preference, reimbursement will be limited to actual gas receipts submitted.

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4.8 City employees who use their own vehicles for City business are advised to carry a minimum \$2,000,000 liability limit and to ensure that their insurer is aware that their vehicle is used for city business and that it is rated correctly for that use and that the employee review their Automobile Accident Benefit limits to ensure that those limits satisfy their individual needs.

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~~4.3 Other forms of transportation may be used within the 600 km. radius of the City of Stratford provided such arrangements are approved as provided for in this policy.~~

~~4.4 Spousal travel costs for travel within a 600 km. radius of the City of Stratford will only be paid if the elected official or employee elects another form of transportation, but only to the extent that the cost for the alternate form of transportation for both does not exceed the costs that would normally be incurred as described in Clause 4.3 immediately above.~~

~~4.5 If a private automobile is used, out of personal preference, beyond the 600 km. radius of the City of Stratford, reimbursement will be limited to the lesser of mileage and parking expenses or an alternative transportation which could be used to travel there within one day.~~

4.69 When more than one employee and/or elected official attends a function, they shall attempt, where feasible, to travel together to reduce costs.

4.710 If a person is approved to travel by rental car, train or air, the City will cover the cost of first class return train fare, economy return airfare or full rental of a sub-compact car.

4.811 If a person is approved to travel by train or air, the City will cover reasonable costs to and from the hotel and terminal.

~~4.9 Where an authorized individual has access to a City owned vehicle, such vehicle should be utilized for the purposes of travel, where feasible.~~

~~4.10 A detailed log must be kept by employees driving City owned vehicles and provide it to management upon request.~~

~~4.11 Employees, other than Fire Department employees, using their own vehicles for approved work related business may claim mileage from the lesser distance from either the employee's normal place of work to approved destination or from employee's home to approved destination.~~

~~4.124.9 City employees who use their own vehicles for City business are advised to carry a minimum \$2,000,000 liability limit and to ensure that their insurer is aware that their vehicle is used for city business and that it is rated correctly for that use and that the employee review their Automobile Accident Benefit limits to ensure that those limits satisfy their individual needs.~~

5.0 MEALS AND INCIDENTALS:

5.1 An elected official or employee attending approved functions shall be eligible for reimbursement for meals plus taxes and gratuities to a maximum of \$12 for breakfast, \$20 for lunch and \$30 for dinner. ~~of actual expenses for meals plus taxes and gratuities.~~

5.2 Original itemized receipts (showing HST) will be required for meals.

~~5.3 There will be no reimbursement for alcohol. If more than one staff are present at a meal and there is one bill, the most senior staff person will make the claim for the meal.~~

5.4 In the absence of original itemized receipts, the City will reimburse in accordance with Canada Revenue Agency regulations currently in effect governing the Simplified Method for claiming meal expenses.

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6.0 ACCOMMODATION:

6.1 An elected official or employee attending approved functions shall be eligible for reimbursement of actual hotel rate charged for single/double room plus tax.

6.2 The Head of Council may upgrade his or her room for the purposes of hosting meetings and delegations. Such upgrades must be reasonable in the circumstances.

6.3 If a member of council registers for a conference, convention, training course or workshop 45 days beyond notification to council on Order of the Day and cannot be accommodated at least at the standard convention rate, any additional costs over and above such standard rate shall not be reimbursed.

6.4 Accommodation expenses are only eligible within any or all of the following periods:

- the actual days of the conference, convention, training course or workshop;
- the day previous if the function begins before noon;
- the day following if the function ends after 6:00 p.m.;
- additional days required for travel if authorized by the Chief Administrative Officer for staff and the Mayor for members of Council.

~~6.5 Employees who elect to stay at a private residence instead of a hotel while travelling on City business are eligible to be paid a \$30 per day per diem in lieu of hotel/motel accommodations.~~

7.0 REGISTRATION:

7.1 An elected official or employee attending approved functions shall have the actual amount of the registration fee paid by the City of Stratford. Registration fees for companions will be the responsibility of elected official or employee.

8.0 ADVANCES:

- 8.1 Travel advances may be given in respect to this policy provided that the Director of Corporate Services has ten days advance notice and is properly authorized in accordance with this policy.
- 8.2 The applicant is liable for the whole amount until the expenditure for which it is being requested is approved.
- 8.3 Any unexpended advance must be repaid within thirty days of the last day of the conference or convention.
- 8.4 Advance requests and reimbursement claims shall be in the format prescribed by the Director of Corporate Services.

9.0 INELIGIBLE EXPENSES:

- 9.1 Ineligible expenses include:
- Spousal or family expenses other than that detailed in the policy;
 - Personal entertainment (hotel bar charges, movies, etc);
 - Personal side trips while travelling;
 - Flight insurance premiums;
 - Charges for excessive personal luggage;
 - Meals which have already been paid for as part of the conference package.

10.0 LOCAL BOARDS AND CITIZENS:

- 10.1 These policies will apply to members of local boards, with the exception of the Police Services Board and Library Board who are governed by their own policies, and other citizens with necessary modifications, provided that prior approval is received either through the budget process or by resolution of Council.

11.0 OTHER MATTERS:

- 11.1 Receipts are required to support eligible expenses, ~~except where noted, wherever possible, to justify expenses.~~
- 11.2 If an employee has a Corporate Purchasing card they should use it for eligible expenses, and not a personal credit card.
- 11.3 Expense claims for reimbursement must be submitted to Finance within 30 days.
- 11.24 Where an elected official or employee is registered to attend a function, every reasonable effort shall be made by the registered participant to give appropriate notification of cancellation. Notification should be directed to the approval authority.

- 11.35 Elected officials attending conferences or conventions shall report, either verbally or in writing, to City Council on the benefits of attending the function as soon as practical.
- 11.46 Any conventions, conferences, training courses and workshops outside the Province of Ontario and within North America shall not exceed one per year for any individual elected official and no more than two shall attend any one function outside the Province of Ontario. The only exception is where the elected official has been invited to participate and the costs are substantially covered by the organization extending the invitation. Any functions outside North America must be approved by resolution of Council.
- 11.57 Any conventions, conferences, training courses and workshops outside the Province of Ontario and within North America shall not exceed one per year for any member of staff and no more than one staff member may attend any one function outside the Province. The only exception is where the staff member has been invited to participate and the costs are substantially covered by the organization extending the invitation. Any functions outside North America must be approved by resolution of Council.
- 11.68 The limitations in clauses 11.64 and 11.75 do not apply to elected officials and employees who sit on national boards and committees who meet regularly throughout the year.
- 11.79 It is recognized that, from time to time, circumstances may arise that cannot be tied to the preceding guidelines and that, in the case of staff, the chief administrative officer and, in the case of the Council or the chief administrative officer, the mayor shall have discretion to make minor exceptions to the policy that, in their opinion, fall within the overall intent of the policy.
- 11.810- —The Director of Corporate Services has responsibility for monitoring this policy.
- 11.911 This policy is effective immediately upon passage by Council.

New Draft Policy

The Corporation of the City of Stratford

Policy Manual

T.2 Travel and Expense

Dept: CAO's Office

Committee: Finance and Labour Relations

T.2.1 Travel and Expense

Adopted: December 21, 1998 by R98-669

Amended: Sept. 10, 2001 by R2001-492, November 25, 2013 by R2013-466

Reaffirmed: March 10, 2003

Related Documents:

☒ Council Policy ☐ Administrative Policy

1.0 PURPOSE AND SCOPE:

This policy is for the guidance and direction of elected officials and employees of the City of Stratford who incur expenses while travelling on authorized corporation business. Such persons are expected to use discretion and good judgement in all matters where municipal funds are spent.

2.0 OVERVIEW:

It is municipal policy to reimburse elected officials and employees for specific expenses as provided herein incurred on the City's behalf while on authorized corporation business. Such expenses must be reasonable in the circumstances and must be necessary and incidental to the performance of municipal business. The policy is not intended to reimburse elected officials and employees for expenses of a purely personal nature.

The City encourages elected officials and employees to become involved in conferences, conventions, training courses and workshops in order to network with other professionals and further develop their skills and knowledge.

3.0 AUTHORIZATION:

Prior to commitment, approval is required as follows:

3.1 Elected Officials:

The travel costs for elected officials are authorized by an allocation in the current budget for the mayor and council. Prior to commitment, there is no approval required for travel costs which are within the annual budget. Travel costs which are in excess of the travel budget for elected officials will require Council approval.

3.2 Employees:

The travel costs for all employees must be approved by their direct supervisor. These costs must be provided for in the budget.

4.0 TRANSPORTATION:

- 4.1 All transportation arrangements must be approved as established under Section 3.0 and must be the most practical method of travel considering both time and total cost.
- 4.2 Where an authorized individual has access to a City owned vehicle, such vehicle should be utilized for the purposes of travel, where feasible.
- 4.3 Within a 50km radius of the City of Stratford, employees using their own vehicles for approved work related business may claim mileage from the lesser distance from either the employee's normal place of work to approved destination or from employee's home to approved destination.
- 4.4 For travel outside a 50km radius of the City of Stratford, employees must check with the Fleet Supervisor for availability of a City vehicle before using a personal vehicle or rental car.
- 4.5 If a Fleet vehicle is not available, the use of a personal vehicle or rental car will be authorized.
- 4.6 All travel by personal vehicle on City business will be paid at the prevailing Department of Finance Canada rate for post 5,000 kilometers (plus \$0.01) plus parking charges supported by receipts to a maximum 600 km. radius of the City of Stratford.
- 4.7 If a Fleet vehicle is available and a personal vehicle is used out of personal preference, reimbursement will be limited to actual gas receipts submitted.
- 4.8 City employees who use their own vehicles for City business are advised to carry a minimum \$2,000,000 liability limit and to ensure that their insurer is aware that their vehicle is used for city business and that it is rated correctly for that use and that the employee review their Automobile Accident Benefit limits to ensure that those limits satisfy their individual needs.

- 4.9 When more than one employee and/or elected official attends a function, they shall attempt, where feasible, to travel together to reduce costs.
- 4.10 If a person is approved to travel by rental car, train or air, the City will cover the cost of first class return train fare, economy return airfare or full rental of a sub-compact car.
- 4.11 If a person is approved to travel by train or air, the City will cover reasonable costs to and from the hotel and terminal.

5.0 MEALS AND INCIDENTALS:

- 5.1 An elected official or employee attending approved functions shall be eligible for reimbursement for meals plus taxes and gratuities to a maximum of \$12 for breakfast, \$20 for lunch and \$30 for dinner.
- 5.2 Original itemized receipts (showing HST) will be required for meals.
- 5.3 There will be no reimbursement for alcohol.
- 5.4 In the absence of original itemized receipts, the City will reimburse in accordance with Canada Revenue Agency regulations currently in effect governing the Simplified Method for claiming meal expenses.

6.0 ACCOMMODATION:

- 6.1 An elected official or employee attending approved functions shall be eligible for reimbursement of actual hotel rate charged for single/double room plus tax.
- 6.2 The Head of Council may upgrade his or her room for the purposes of hosting meetings and delegations. Such upgrades must be reasonable in the circumstances.
- 6.3 If a member of council registers for a conference, convention, training course or workshop 45 days beyond notification to council on Order of the Day and cannot be accommodated at least at the standard convention rate, any additional costs over and above such standard rate shall not be reimbursed.
- 6.4 Accommodation expenses are only eligible within any or all of the following periods:
- the actual days of the conference, convention, training course or workshop;
 - the day previous if the function begins before noon;
 - the day following if the function ends after 6:00 p.m.;
 - additional days required for travel if authorized by the Chief Administrative Officer for staff and the Mayor for members of Council.

7.0 REGISTRATION:

- 7.1 An elected official or employee attending approved functions shall have the actual amount of the registration fee paid by the City of Stratford. Registration fees for companions will be the responsibility of elected official or employee.

8.0 ADVANCES:

- 8.1 Travel advances may be given in respect to this policy provided that the Director of Corporate Services has ten days advance notice and is properly authorized in accordance with this policy.
- 8.2 The applicant is liable for the whole amount until the expenditure for which it is being requested is approved.
- 8.3 Any unexpended advance must be repaid within thirty days of the last day of the conference or convention.
- 8.4 Advance requests and reimbursement claims shall be in the format prescribed by the Director of Corporate Services.

9.0 INELIGIBLE EXPENSES:

- 9.1 Ineligible expenses include:
- Spousal or family expenses other than that detailed in the policy;
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 - Charges for excessive personal luggage;
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10.0 LOCAL BOARDS AND CITIZENS:

- 10.1 These policies will apply to members of local boards, with the exception of the Police Services Board and Library Board who are governed by their own policies, and other citizens with necessary modifications, provided that prior approval is received either through the budget process or by resolution of Council.

11.0 OTHER MATTERS:

- 11.1 Receipts are required to support eligible expenses.
- 11.2 If an employee has a Corporate Purchasing card they should use it for eligible expenses, and not a personal credit card.
- 11.3 Expense claims for reimbursement must be submitted to Finance within 30 days.

- 11.4 Where an elected official or employee is registered to attend a function, every reasonable effort shall be made by the registered participant to give appropriate notification of cancellation. Notification should be directed to the approval authority.
- 11.5 Elected officials attending conferences or conventions shall report, either verbally or in writing, to City Council on the benefits of attending the function as soon as practical.
- 11.6 Any conventions, conferences, training courses and workshops outside the Province of Ontario and within North America shall not exceed one per year for any individual elected official and no more than two shall attend any one function outside the Province of Ontario. The only exception is where the elected official has been invited to participate and the costs are substantially covered by the organization extending the invitation. Any functions outside North America must be approved by resolution of Council.
- 11.7 Any conventions, conferences, training courses and workshops outside the Province of Ontario and within North America shall not exceed one per year for any member of staff and no more than one staff member may attend any one function outside the Province. The only exception is where the staff member has been invited to participate and the costs are substantially covered by the organization extending the invitation. Any functions outside North America must be approved by resolution of Council.
- 11.8 The limitations in clauses 11.6 and 11.7 do not apply to elected officials and employees who sit on national boards and committees who meet regularly throughout the year.
- 11.9 It is recognized that, from time to time, circumstances may arise that cannot be tied to the preceding guidelines and that, in the case of staff, the chief administrative officer and, in the case of the Council or the chief administrative officer, the mayor shall have discretion to make minor exceptions to the policy that, in their opinion, fall within the overall intent of the policy.
- 11.10 The Director of Corporate Services has responsibility for monitoring this policy.
- 11.11 This policy is effective immediately upon passage by Council.

MANAGEMENT REPORT

Date: June 18, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-021
Attachments: None.

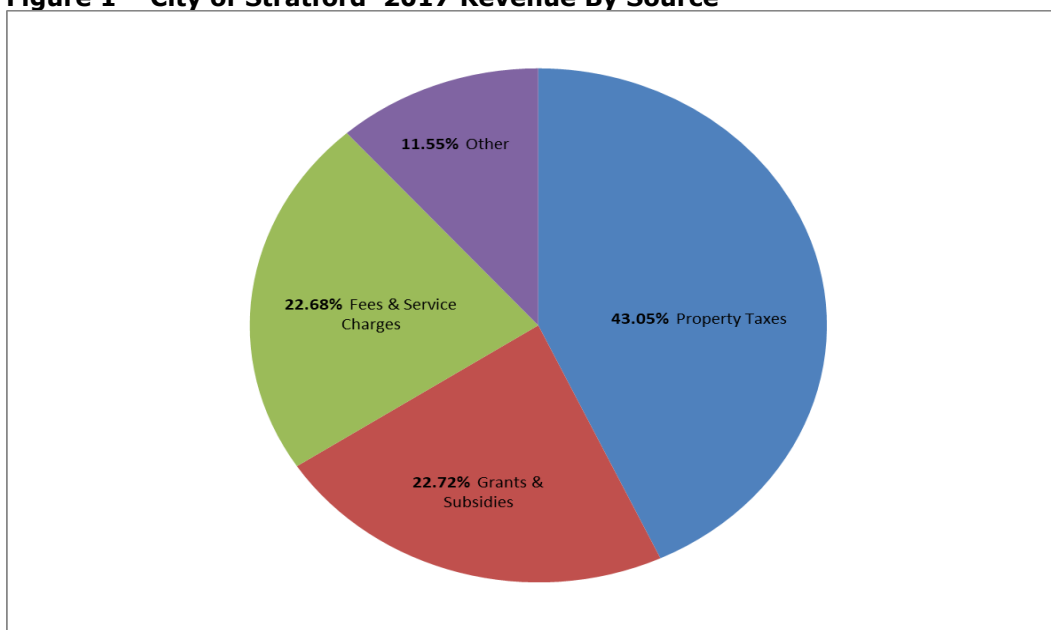
Title: Discussion of Tax Policy

Objective: To introduce the discretionary tax policy options available to the City for discussion and consideration during the 2020 budget process.

Background: Property taxation is the most important revenue source for municipalities. It is the only tax that municipalities have the authority to collect.

Other municipal revenue sources include user fees, service charges, provincial and federal grants, contributions from other municipalities, licenses, permits, rents, fines & penalties, investment income and asset sales (land and used equipment).

Figure 1 City of Stratford 2017 Revenue By Source



Prior to 1998

In 1998 the provincial government initiated reforms of a property tax system that had become outdated and had regional inconsistencies that resulted in confusion and unfairness for some taxpayers.

Valuations were based on a concept of market value, but inconsistent valuation databases (ranging from the 1940's to the 1990's across the province) led to similar properties paying significantly different property taxes, even within the same municipality.

Prior to reforms, tax rates were referred to as mill rates (a rate per \$100,000 of assessment) and properties were either classed as residential or commercial and business assessment.

By legislation, the residential mill rate was fixed at 85% of the commercial mill rate.

In addition, businesses occupying commercial property were subject to a Business Occupancy Tax (BOT) using business assessment and a commercial mill rate.

The BOT was levied on business owners and not property owners and was the source of a large portion of municipalities' tax arrears.

Tax Reforms From 1998

The reforms introduced the valuation principal of Current Value Assessment (CVA) using a common date of valuation for all properties in the Province, with updates now being generated every four years.

Reforms also established several new property tax classes (i.e. residential, multi-residential, commercial, industrial) and allowed municipalities to set different tax rates for different types of property within a range of parameters.

Analysis: The current method of property assessment divides properties into nine mandatory classes and seven optional sub-classes of the mandatory class.

Mandatory Property Classes

1. Residential
2. Multi-Residential
3. New Multi-Residential (2017)
4. Commercial
5. Industrial
6. Pipelines
7. Farm
8. *Managed Forests (none in City of Stratford)*
9. Landfill (2017)

Optional Property Classes

1. Office Building
2. Shopping Centre
3. Parking Lot & Vacant Land
4. Residual Commercial
5. Large Industrial
6. *Professional Sports Facility (none in City of Stratford)*
7. *Resort Condominium (none in City of Stratford)*

In addition, property classes are split into mandatory and optional subclasses of properties. These were established in order to allow for the application of discounted tax rates due to the special nature of some properties.

Mandatory Subclasses

1. Taxable at full rate
2. Taxable no education taxes
3. Farmland awaiting development I
4. Farmland awaiting development II
5. Excess Land
6. Vacant Land

Optional Subclasses

1. Small-scale on-farm business for the Commercial Property Class (since 2018)
2. Small-scale on-farm business for the Industrial Property Class (since 2018)

Properties in different classes are taxed at different tax rates as a result of historical differences in tax burdens that were present prior to the 1998 reform of the property tax system and reflected in the initial transition ratios set by the Province.

Typically, commercial, industrial and multi-residential properties pay higher taxes than residential properties.

The different relative tax burdens among properties are based on the tax ratios set by municipalities. Changing the tax ratios will result in a shift of the tax burden between classes.

Based on provincial legislation, the tax ratio for the residential class is set at 1.00. Initially, the Farm and Managed Forest property classes were set at 0.25, but municipalities were granted the authority to lower the farm ratio starting in 2003. Many municipalities have come under pressure to do so in recent years due to the rapidly escalating CVA of farmland in comparison to other types of property.

Municipalities can change the tax ratios for the commercial, industrial, multi-residential and pipeline property classes. As these classes typically have a tax ratio higher than the

residential class, the province only permits municipalities to change tax ratios towards established “ranges of fairness.” The ranges ensure that taxes are not shifted onto properties that are already subject to relatively higher taxes.

Property Class	Range Of Fairness	2019 City of Stratford
Residential	1.00	1.000000
Farm	0 - 0.25	0.250000
Multi-residential	1.00 - 1.10	2.000000
New Multi-residential	1.00 - 1.10	1.000000
Commercial	0.60 - 1.10	1.975937
Industrial	0.60 - 1.10	2.734745
Pipeline	0.60 - 0.70	1.509000
Landfill	0.60 - 1.10	1.965003

The province has also enacted Threshold Ratios which limit a municipality’s ability to levy municipal tax increases on commercial, industrial and multi-residential properties if their respective class ratios are above the provincial class average.

Generally, a municipality may pass on only 50% of the levy increase that would be applied to the residential class if they exceed the Threshold Ratio for a tax class.

Property Class	Threshold Ratio	2019 City of Stratford
Multi-residential	2.000000	2.000000
Commercial	1.980000	1.975937
Industrial	2.630000	2.734745

The City of Stratford is slightly higher than the threshold ratio for the Industrial property class. Since we are only permitted to pass along half of the levy increase in any budget year, this ratio will edge downwards over time until it falls below the permitted provincial threshold (2018 - 2.758490)

This is a simplified description of property tax calculations and is presented to demonstrate that the impact of tax policy decisions can be complex. If a tax ratio change is contemplated by Council and permitted by legislation, the impact on all other tax classes is not a straightforward calculation, but complicated by restrictions in our ability to pass along changes to some other tax classes.

As part of the current property taxation system, the province established legislation to provide municipalities with more autonomy to make tax policy decisions and more flexibility to respond to local priorities.

There are approximately fifteen tax policy options available to municipalities. Some are mandatory, others are optional, some do not apply to the City of Stratford and others are already in use.

The most important tool, and the one that can have the broadest benefit is the ability to change tax ratios which affect the relative tax burden between property classes.

Tax ratios can be used to prevent large shifts of the tax burden caused by relative changes in assessment among property classes as well as to lower the tax rates on a particular class or classes.

Municipalities are only permitted to adjust tax ratios for the multi-residential, commercial, industrial or pipeline property classes closer to the provincially prescribed ranges of fairness except when the change is implemented to achieve a revenue neutral tax position between property classes thereby eliminating the impact of any reassessment related tax shifts that normally occur at the time of each assessment cycle.

The most recent 2017 BMA Study shows a wide range of tax ratios between the 56 municipalities that participate in their study.

	Multi-residential	Commercial	Industrial
Stratford	2.0000	1.9759	2.7584
Average	1.7902	1.6871	2.11826
Median	1.8831	1.6929	2.2150
Minimum	1.0000	1.1000	1.1000
Maximum	2.6342	2.8476	4.7186
Range of Fairness	1.00 - 1.10	0.60 - 1.10	0.60 - 1.10
Threshold	2.0000	1.9800	2.6300

If tax ratios are not periodically reviewed and adjusted, property class assessed values that consistently increase at a faster rate than the residential class, may pay an increasing share of the overall tax levy.

Provincially, this has most prominently been the case for Farmland (FT) and also Multi-Residential (MT) in recent years.

It has been a number of years since the City of Stratford undertook a tax policy review, and it would be prudent to open the discussion to see if there is any interest by Council in

- Shifting the tax burden between property classes, or
- Eliminating the impact of any reassessment related tax shifts that normally occur at the time of each assessment cycle.

Since the analysis for each potential scenario is unique, it would be beneficial and cost-effective if Council could give some direction as to what outcome they would like to investigate.

Financial Impact: Tax policy discussions revolve around the “who pays what” after the City budget has been approved. Shifts in tax ratios rebalance the amounts paid by each property tax class.

Staff Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding tax policy considerations be received for information.



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer



MANAGEMENT REPORT

Date: June 18, 2019
To: Finance & Labour Relations Sub-committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-022
Attachments: Attachment 1 - 2019 Capital Budget Amendments
 Attachment 2 - Revised Ten Year Capital Forecast (Transit)
 Attachment 3 - Revised Ten Year Capital Forecast (Roads)

Title: Investing In Canada Infrastructure Program (ICIP)

Objective: To provide Mayor and Council with information regarding applications made to the ICIP grant program, and to seek approval to amend the 2019 capital budgets for Roads and Transit, as well as receive revised 2020-2028 capital forecasts for information.

Background: The Federal and Provincial governments have entered into a bi-lateral agreement to invest over \$30 billion in combined federal, provincial and municipal funding over ten years, spread over four funding streams.

- 1.) Public transit;
- 2.) Green Infrastructure;
- 3.) Community, Culture and Recreation; and
- 4.) Rural and Northern Communities.

Analysis:

Rural and Northern Communities

The Rural and Northern Communities stream is an application-based competitive process and only one project submission per municipality is allowed.

On 14th May, staff submitted an application under the Rural and Northern Communities stream for the reconstruction of three kilometers on O'Loane Ave and Line 36 in the amount of \$5,000,000, which is the maximum eligible project cost.

Engineering staff selected the reconstruction of O'Loane Ave and Line 36 because:

- it met the eligibility criteria for the program;
- it does not involve the additional costs of sanitary, storm or water-main works that are ineligible and would not be funded; and
- it will give us the opportunity to not only rebuild the road, which is in very poor condition, but to also provide active transportation infrastructure (multi-use trails or cycle lanes).

Funding will be 50% Federal, 33.33% Provincial and 16.67% municipal cost share. If our project is successful, the municipal cost share would be \$833,500 which would be funded from available funds in the Public Works Capital Reserve Fund.

Projects will be evaluated on the following criteria:

- improving the asset's reliability;
- improving public health and safety;
- improving drainage;
- improving pedestrian and cyclist safety;
- providing active transportation and other factors.

The Province will undertake pre-screening and will notify applicants if their project has been selected for nomination to the federal government for review and approval in summer 2019 (estimated).

Applicants will be notified of the federal funding decision in the summer/fall of 2019 (estimated).

Public Transit

Allocations to municipalities are based on ridership and the City of Stratford has been allocated \$14,167,535 in combined funding over the next ten year period.

- Federal \$5,667,014, Provincial \$4,722,039, and Municipal share \$3,778,482

Municipalities are permitted to use other provincial sources of funding (Provincial Gas Tax) towards their municipal contribution.

Stratford must submit eligible projects for review and approval, but should be cognizant that proposed projects do not "*displace municipal spending on municipal transit*".

Eligible projects will be evaluated on their ability to improve the capacity, quality and/or safety of public transit infrastructure, or improve access to a public transit system.

For 2019, Community Services staff have elected to submit the following applications:

- One additional conventional bus (\$570,000);
- One replacement conventional bus (\$570,000);

- Software solution to implement pilot project for on-demand Sunday service (\$50,000);
- Software solutions (\$200,000) to
 - Upgrade the current GPS system (bus call out voice and signage),
 - Introduce new Automatic Vehicle Location technology,
 - Introduce a new real-time arrival application.

For the 2020 and 2021 program years, Community Services staff have identified several projects based on the need to replace current aged rolling stock, and we have submitted these requests for consideration during the current submission window. We will be able to assess the rigidity of program guidelines based on the response to these requests.

"The primary focus of ICIP is for new projects, however the federal government will allow rehabilitation projects up to a maximum of 15% of Ontario's public transit allocation."

Community, Culture & Recreation

It is staff's understanding that the Community, Culture and Recreation funding application process will occur later in 2019. It is expected that Stratford could apply for Grand Trunk Community Hub funding through this program.

Financial Impact:

O'Loane Ave and Line 36

Project Cost \$5,000,000

Funding: ICIF Federal \$2,500,000, ICIF Provincial \$1,666,500, Municipal share to be drawn from PW Reserve Fund (R-R11-PWCA) \$833,500.

Additional Conventional Transit Bus

Project Cost: \$570,000

Funding: ICIF Federal \$228,000, ICIF Provincial \$189,980, Municipal share to be drawn from Provincial Gas Tax Reserve Fund (R-R11-RGAS) \$72,020 and Fleet Reserve Fund (R-R11-FLET) \$80,000.

Replacement Conventional Transit Bus

Project Cost: \$570,000

Funding: ICIF Federal \$228,000, ICIF Provincial \$189,980, Municipal share to be drawn from Provincial Gas Tax Reserve Fund (R-R11-RGAS) \$72,020 and Fleet Reserve Fund (R-R11-FLET) \$80,000.

On Demand Pilot Project Software

Project Cost: \$50,000

Project Funding: ICIF Federal \$20,000, ICIF Provincial \$16,660, Municipal share to be drawn from Provincial Gas Tax Reserve Fund (R-R11-RGAS) \$13,340.

GPS, AVL and Real-Time Arrival Application

Project Cost \$200,000

Project Funding: ICIF Federal \$80,000, ICIF Provincial \$66,660, Municipal share to be drawn from Provincial Gas Tax Reserve Fund (R-R11-RGAS) \$28,340 and Recreation Reserve Fund (R-R11-RECR) \$25,000.

Staff Recommendation: THAT the report of Director of Corporate Services dated 18th June 2019 regarding the Investing in Canada Infrastructure Program be received for information;

THAT Council approve capital budget amendments in the amount of \$6,390,000 as listed in Attachment 1 with all projects conditional on receiving successful grant approval from Investing in Canada Infrastructure Program for each individual application;

AND THAT the Mayor and Clerk be authorized to sign the funding agreements necessary related to the Investing in Canada Infrastructure Program as outlined in this report.



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer

CITY OF STRATFORD 2019 CAPITAL BUDGET						Attachment 1
NEW PROJECTS TO APPROVE ICIP APPLICATIONS		Grants (Fed / Provincial)	Development Charges	Developer / Homeowner	City Reserve	Long Term Debt
O'Loane & Line 36	\$ 5,000,000	\$ (2,500,000) ICIP Federal \$ (1,666,500) ICIP Provincial			\$ (833,500) R-R11-PWCA	
Additional Conventional Transit Bus	\$ 570,000	\$ (228,000) ICIP Federal \$ (189,980) ICIP Provincial			\$ (72,020) R-R11-RGAS \$ (80,000) R-R11-FLET	
Replacement Conventional Transit Bus	\$ 570,000	\$ (228,000) ICIP Federal \$ (189,980) ICIP Provincial			\$ (72,020) R-R11-RGAS \$ (80,000) R-R11-FLET	
On Demand Pilot Project Software	\$ 50,000	\$ (20,000) ICIP Federal \$ (16,660) ICIP Provincial			\$ (13,340) R-R11-RGAS	
GPS, AVL & Real Time Arrival Application	\$ 200,000	\$ (80,000) ICIP Federal \$ (66,660) ICIP Provincial			\$ (28,340) R-R11-RGAS \$ (25,000) R-R11-RECR	
	\$ 6,390,000	\$ (5,185,780)	\$ -	\$ -	\$ (1,204,220)	\$ -

CITY OF STRATFORD																		Attachment 2					
2019 TAX SUPPORTED CAPITAL BUDGET																							
2020 -2028 TAX SUPPORTED CAPITAL FORECAST																							
Dept		Community Services			Gross Project Cost								Total Project Cost	Sources of External Financing					Internal Financing				
Project Number	Unit #	Project Description & Location			2019	2020	2021	2022	2023	2024	2025	2026		2027	2028	Grants Fed/Prov	Devm't Charges	Provincial Gas Tax	Other	Reserves	TOTAL		
Division	Transit																						
Replacement Of Existing Capital Assets & Non DC Eligible New Assets																							
1	Accessible Stops & Shelters	112,000												\$ 112,000			\$ 112,000		\$ -		\$ 112,000		
2	NEW ICIP Grant Project GPS, AVL & Real Time Arrival App	200,000												\$ 200,000	\$ 146,660		\$ 28,340		\$ 25,000		\$ 200,000		
3	NEW ICIP Grant On Demand Pilot Project Software	50,000												\$ 50,000	\$ 36,660		\$ 13,340		\$ -		\$ 50,000		
4	NEW ICIP Grant Bus Additional	570,000												\$ 570,000	\$ 417,980		\$ 72,020		\$ 80,000		\$ 570,000		
5	NEW ICIP Grant Bus Replacement (97 Nova)	570,000												\$ 570,000	\$ 417,980		\$ 72,020		\$ 80,000		\$ 570,000		
6	ICIP Grant Farebox System		175,000												\$ 175,000	\$ 128,330		\$ 46,670		\$ -		\$ 175,000	
7	ICIP Grant Bus Replacement (97 Nova)		570,000												\$ 570,000	\$ 417,980		\$ 72,020		\$ 80,000		\$ 570,000	
8	ICIP Grant Bus Replacement (97 Nova)		570,000												\$ 570,000	\$ 417,980		\$ 72,020		\$ 80,000		\$ 570,000	
9	ICIP Grant Accessible Stops & Shelters		150,000												\$ 150,000	\$ 110,000		\$ 40,000		\$ -		\$ 150,000	
10	ICIP Grant Bus Replacement (2004)			570,000												\$ 570,000	\$ 417,980		\$ 72,020		\$ 80,000		\$ 570,000
11	ICIP Grant Bus Replacement (2006)			570,000												\$ 570,000	\$ 417,980		\$ 72,020		\$ 80,000		\$ 570,000
12	ICIP Grant Accessible Stops & Shelters			150,000												\$ 150,000	\$ 110,000		\$ 40,000		\$ -		\$ 150,000
13	Bus Replacement (2010)								600,000					\$ 600,000			\$ 120,000		\$ 480,000		\$ 600,000		
14	Bus Replacement (2012)											650,000	\$ 650,000				\$ 450,000		\$ 200,000		\$ 650,000		
15	ICIP Grant Mobility Bus Replacement (2009)		100,000													\$ 100,000	\$ 73,330			\$ 26,670		\$ 100,000	
16	ICIP Grant Mobility Bus Replacement (2010)			100,000												\$ 100,000	\$ 73,330			\$ 26,670		\$ 100,000	
17	Replacement of 2011 Para Bus							100,000					\$ 100,000			\$ 100,000		\$ -		\$ 100,000			
18	Replacement of 2012 Para Bus									105,000				\$ 105,000			\$ 85,000		\$ 20,000		\$ 105,000		
19	Replacement of 2015 Para Bus											110,000	\$ 110,000				\$ 90,000		\$ 20,000		\$ 110,000		
TOTAL Replacement Of Existing Capital Assets & Non DC Eligible New Assets				\$ 1,502,000	\$ 1,565,000	\$ 1,390,000	\$ -	\$ 100,000	\$ 600,000	\$ 105,000	\$ -	\$ 110,000	\$ 650,000	\$ 6,022,000	\$ 3,186,190	\$ -	\$ 1,557,470	\$ -	\$ 1,278,340		\$ 6,022,000		

Dept		Gross Project Cost										Total Project Cost	External Financing			Internal Financing				TOTAL
Project Number	Project Description & Location	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		Grants Fed/Prov	Federal Gas Tax	Other (Private Share)	Infrastructure	Water	Waste Water	Long Term Debt	
Division	Engineering																			
Replacement Of Existing Capital Assets & Non DC Eligible New Assets																				
Traffic																				
1	Private Sidewalks	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	\$ 100,000				100,000				\$ 100,000
2	Sidewalk Replacement	100,000	120,000	150,000	150,000	150,000	150,000	160,000	175,000	175,000	175,000	\$ 1,505,000				1,505,000				\$ 1,505,000
3	Accessibility Improvements	30,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	\$ 470,000				470,000				\$ 470,000
4	Asphalt Resurfacing	1,360,000	1,290,000	1,950,000	1,700,000	2,165,000	1,950,000	2,900,000	2,700,000	2,700,000	2,700,000	\$ 21,415,000		17,125,000		2,650,000	840,000	800,000		\$ 21,415,000
5	Trails / BP Master Plan Implementation	250,000	100,000	100,000	100,000		100,000	100,000	150,000	150,000	150,000	\$ 1,200,000				1,200,000				\$ 1,200,000
6	Bridge Appraisal	24,000		20,000		25,000		25,000		25,000		\$ 119,000				119,000				\$ 119,000
7	Bridge improvements	375,000	900,000	550,000	375,000	700,000	450,000	300,000	275,000	300,000	300,000	\$ 4,525,000	4,525,000							\$ 4,525,000
8	House Service Applications	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	\$ 4,000,000			4,000,000					\$ 4,000,000
9	Frederick Street from Romeo to Burritt and Burritt to Douro	650,000										\$ 650,000	350,000		300,000					\$ 650,000
11	Pleasant Drive from Ontario to Devon	640,000										\$ 640,000		199,000	230,000	211,000				\$ 640,000
	NEW ICIP Grant O'Loane Ave & Line 36	5,000,000										\$ 5,000,000	4,166,500			833,500				\$ 5,000,000
	Stratford Street		330,000									\$ 330,000	190,500			139,500				\$ 330,000
	Water Street from Parkview to Queen		360,000									\$ 360,000				360,000				\$ 360,000
	Redford Cresent - at St. Vincent		870,000									\$ 870,000		317,000		553,000				\$ 870,000
	Queen Street Diversion		70,000									\$ 70,000						70,000		\$ 70,000
	Jones Street LI from Caledonia to Britannia			300,000								\$ 300,000			65,000	235,000				\$ 300,000
	Avondale Ave from Huron to Cemetery			654,000								\$ 654,000				654,000				\$ 654,000
	Babb Crescent			200,000								\$ 200,000				200,000				\$ 200,000
	Brunswick Street from Queen to King			530,000								\$ 530,000				530,000				\$ 530,000
	Intersection Improvements Church and Ontario			100,000								\$ 100,000				100,000				\$ 100,000
	Mercer Street from Caledonia to Britannia				300,000							\$ 300,000				300,000				\$ 300,000
	Waldies Lane				150,000							\$ 150,000				150,000				\$ 150,000
	Lorne Downie Intersection Improvements				1,000,000							\$ 1,000,000				1,000,000				\$ 1,000,000
	Queen Street local reconstruction Lakeside to Ontario				470,000							\$ 470,000	347,000			123,000				\$ 470,000
	Willow Street Pleasant to Devon				300,000							\$ 300,000				300,000				\$ 300,000
	McDonald Street Willow to Devon				170,000							\$ 170,000				170,000				\$ 170,000
	Queen Street local reconstruction Ontario to Brunswick					400,000						\$ 400,000				400,000				\$ 400,000
	Mowat Street from West Gore to Brydges					470,000						\$ 470,000	390,000			80,000				\$ 470,000
	St. Vincent St. South - Redford to West Gore					320,000						\$ 320,000				320,000				\$ 320,000
	Ontario WM Queen to Parkview					150,000						\$ 150,000				150,000				\$ 150,000
	Perth Street - Downie to Borden						820,000					\$ 820,000				820,000				\$ 820,000
	Huron Street - Matilda to Douglas						1,465,000	1,475,000				\$ 2,940,000			2,940,000					\$ 2,940,000
	Laurier Street - East Gore to Norfolk						260,000					\$ 260,000		210,000		50,000				\$ 260,000
	Daly Avenue						400,000					\$ 400,000				400,000				\$ 400,000
	Brunswick Street - King to Romeo							420,000				\$ 420,000	420,000							\$ 420,000
	Argyle Street - St. David to Cambria							280,000				\$ 280,000				280,000				\$ 280,000
	Douglas Street - John to Avondale							300,000				\$ 300,000				300,000				\$ 300,000
	Birmingham St - Cambria to Worsley							525,000				\$ 525,000				525,000				\$ 525,000
	Brunswick Street Queen to King								525,000			\$ 525,000	500,000			25,000				\$ 525,000
	Norfolk Street Borden to Romeo								825,000			\$ 825,000				825,000				\$ 825,000
	Avon St - Avondale to McLagan								525,000			\$ 525,000				525,000				\$ 525,000
	Grange Street - Waterloo to Front									775,000		\$ 775,000	775,000							\$ 775,000
	East Gore - Laurier to Borden									375,000		\$ 375,000				375,000				\$ 375,000
	Burritt Storm Sewer Upgrade									1,025,000		\$ 1,025,000				1,025,000				\$ 1,025,000
	Albert Street - Front to King										850,000	\$ 850,000				850,000				\$ 850,000
	Queen Street - Brunswick to Douro										350,000	\$ 350,000	350,000							\$ 350,000
	MacKenzie - St. David to Cambria										300,000	\$ 300,000				300,000				\$ 300,000
	Willow Street Canterbury to Walsh										650,000	\$ 650,000				650,000				\$ 650,000
Traffic																				
22	Street Lighting Improvements	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	\$ 245,000				245,000				\$ 245,000
23	Signal Intersection Updates for AODA (7yr program)	42,000	42,000	42,000	42,000	42,000	42,000	42,000				\$ 294,000				294,000				\$ 294,000
24	New Traffic Signals Lorne/Wright	20,000	100,000									\$ 120,000				120,000				\$ 120,000
25	Traffic Study - Downtown areas	150,000										\$ 150,000				150,000				\$ 150,000
	Pedestrain Crossing Downie and George		200,000									\$ 200,000				200,000				\$ 200,000
	Traffic Signal Upgrades - Various other				25,000	25,000	25,000	25,000	25,000	25,000	25,000	\$ 150,000				150,000				\$ 150,000
TOTAL Replacement Of Existing Capital Assets & Non DC Eligible New Ass		\$ 9,071,000	\$ 4,857,000	\$ 5,081,000	\$ 5,242,000	\$ 4,932,000	\$ 6,147,000	\$ 7,037,000	\$ 5,685,000	\$ 6,035,000	\$ 5,985,000	\$ 60,072,000	\$ 12,014,000	\$ 17,851,000	\$ 7,535,000	\$ 20,962,000	\$ 840,000	\$ 800,000	\$ 70,000	\$ 60,072,000



MANAGEMENT REPORT

Date: July 22, 2019
To: Finance & Labour Relations Committee
From: Michael Humble, Director of Corporate Services
Report#: FIN19-024
Attachments: Public Input Received for Vacant/Excess Land Tax Reduction Program

Title: Vacant/Excess Land Tax Reduction Program

Objective: To provide Council with the results of the public information session and survey regarding the potential impact of the proposed changes to the Vacant/Excess Land Tax Reduction Program.

[Click here to enter text.](#)

Background: Commercial and industrial properties or portions of these properties that are assessed in the vacant and excess land property tax subclasses are taxed at a fixed percentage rate below the tax rate of the broad class. The City of Stratford provides a reduction in the tax rate for these properties and the property owner is billed at a tax rate that is 30% less than the full commercial rate and 35% of the full industrial rate. Any reductions from this program are funded through increased property taxes in the residential, commercial and industrial tax classes.

The Province has review the Vacant/Excess Land Subclasses in consultation with municipal and business stakeholders. Changes were announced by the Province in 2017 allowing municipality's flexibility to revise or eliminate the program.

In 2019 the education property tax portion of the vacancy reduction is 15% for commercial units and 17.5% for industrial properties. The Province will be phasing-out the education portion of the vacancy reduction in 2020 to ensure the education portion of the vacancy reduction is consistent with the tax decisions of most of the municipalities that have implemented program changes.

In order to make changes to this Program the process is laid out by the Province.

- A consultation with the business community,
- A resolution of Council confirming the changes desired, and
- Submission to the Ministry of Finance for approval.

In order to meet the public consultation requirements, staff were to hold open house/public information sessions, provide a survey and post notifications on the City's website and through social media.

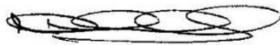
Analysis:

Open house/public information sessions were held June 24 and 25, 2019. Less than 25 responses were received from the survey, with the majority being in favour of eliminating the program.

The Province will be phasing-out the education portion of the vacancy program by 2020. To avoid undue administrative burden and to mirror the education phase-out by the Province, staff are recommending that the Vacant/Excess Land Tax Reduction Program be eliminated January 1, 2020.

Financial Impact: The elimination of the Vacant/Excess Land Tax Reduction Program would provide approximately \$165,000 in additional revenue.

Staff Recommendation: That the Vacant/Excess Land Tax Reduction Program be eliminated commencing January 1, 2020 pending Ministry of Finance approval.



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer

Public Input Received for Vacant/Excess Land Tax Reduction Program

Given that Stratford is located within prime farming land, and that expanding into that area is not a viable option, we cannot afford to have any vacant land within the city. Stratford is attractive to both commercial and diverse industries. There should be no tax reductions.

The Vacant/Excess Land Tax Reduction Program should be eliminated.

I think this program needs to be kept as is. Higher taxes on vacant or unused land is just not fair. Taxes on the property are still being paid.

I think the City of Stratford should keep the program as is.

I would like to see the city keep the existing tax reduction for vacant land. Vacant land has no municipal services attached to it and there is simply no need to raise the cost for owning such property.

Regarding the above subject I am of the opinion the City of Stratford should eliminate the program to reduce taxes on these properties. Completely eliminate, not alter the percentage, just get rid of it. We the taxpayers who have just had a substantial increase in property taxes should not have to fund this program, no idea why we ever did. Must be nice to have so much money you can sit on vacant land and enjoy lower taxes and cash in when you feel like it, especially as the property is increasing in value so much of late.

I feel there should be a limit on how long the tax reduction is in place.

I think there should be temporary relief but I don't think a place should be able to sit empty for years and not have to pay the same taxes as everyone else. Perhaps one or two years should be the maximum that tax relief is available to one owner.

Please "Keep the program as is".

With regard to the tax discount for vacant/excess land, I think it has a negative impact on the city. This land is zoned industrial or commercial to provide space for businesses that will, in turn, provide employment for residents. Land that is unused does not fulfil this function and a discount just encourages it to be left unused. At most, a one-year reduction to permit building, would seem sufficient.

RE: the above proposal to change assessment rate, please be advised that I am against any plan to increase the assessment rate on my property. This property was rendered "Land Locked" by the City some years ago therefore rendering it difficult to recuperate any revenue for its use. I am considering selling the property to the neighboring property owner in order to extend their property but until this happens I would appreciate the City leaving the Vacant/Excess Land Tax Reduction Program as it presently exists.

I would be in favour of keeping the tax reduction program.

We vote to eliminate.

Eliminate the program.

In order to attract new business, the City, Province, or Country often provide tax incentives. Therefore I expect that any further tax incentives for active business is unnecessary. However when a Property goes vacant because of a business failure, or the property becomes inactive because the property is being redeveloped, I believe that a tax reduction of 30-50% for 12-24 months is justified, as long as there is clear physical evidence of redevelopment. At the end of the 24 month period I believe that taxes should be raised to 110% of normal, and then 120% of normal for the period 24-48 months, and then 150% of normal until a redevelopment plan is both filed along with clear physical evidence that the redevelopment is actually taking place at a realistic rate. The objective of these higher taxes is to incent the owner to get on with redevelopment, and not sit on a deteriorating property for some reason.

I am not sure why the tax payers of Stratford should be subsidizing wealthy land owners.

There is a need for more development in this city, particularly industrial.

Why do these land owners get a break on their property taxes and we, as property owners, pay to fund these tax breaks? The land that they are sitting on is increasing in value every year. I think that the City of Stratford should remove this program and start charging 100% for the vacant land property taxes.

I don't think that the excess property taxes brought in should go back to the property owners. I am certain there are other programs that could use this additional funding.

Industrial property owners have a lot of capital just to own it. You should not tax everyone else because they are sitting idle on valuable property. If they cannot maintain property taxes, they should sell to bring opportunity from another source that will hopefully fill the building, while creating jobs and paying their own property taxes.

Along with the proposed "renewable natural gas" project, I feel this program should be discarded. The natural gas project will create debt and will never make a profit. The cost of the project, the cost of the infrastructure reorganizing, the cost of execution and maintenance will never be reasonable. Stratford is not a fuel distributor, we will have to pay Enbridge to put gas into their system due to liabilities of gas quality and there will have to be a contract on the amount. I feel it will be the same outcome as Ontario paying USA to take our excess hydro. Please don't pass either of the proposals.

I am tired of all of the partially completed projects around town.

I would like to see the program eliminated. Developers can budget the full tax expense into the cost of the project.

Thank you for gathering feedback on this program!

I am not sure if you are waiting for someone to build or to do extensive leaseholds, if the reduction should apply.

Too many properties, vacant, have been bought by one person in this town and sit, sit and more sitting with nothing happening. There must be a plan submitted at the time of purchase. No more eyesores that paint a slum-like picture of our beautiful town, Buy-pay fair taxes with no reductions.

If you own the property pay appropriate tax. Why get a bargain to leave the lot vacant or not being used? You own it, pay for it.



A meeting of the **Stratfords of the World Committee** was held on the above date at 4:30 p.m. – 82 Erie Street, Stratford ON – Avon Room

Present: Joan Ayton, Wayne Whitehorn, June Wells, Susan Kummer, Councillor Tom Clifford, Ken Clarke, Donnalene Tuer-Hodes, Malorie Leonetti, Bill Andrus

Staff Present: Casey Riehl – Recording Secretary

Absent: Joyce Mohr

MINUTES

1.0 CALL TO ORDER

Joan Ayton called the meeting to order at 4:30 p.m.

2.0 DISCLOSURE OF PECUNIARY INTEREST

None declared

3.0 ELECTION OF 2019 CHAIR & VICE-CHAIR

Staff declared nominations for the 2019 Chair of the Stratfords of the World Advisory Committee Open.

Wayne Whitehorn nominated Joan Ayton.

Staff asked if there were any further nominations. No further nominations were made.

Motion by Wayne Whitehorn, seconded by Councillor Clifford to close nominations for the 2019 Stratfords of the World Advisory Committee Chair. Carried.

Joan Ayton indicated that she would allow her nomination to stand.

Motion by Ken Clarke, seconded by Susan Kummer to elect Joan Ayton as the 2019 Chair of the Stratfords of the World Advisory Committee. Carried.

Staff declared nominations for the 2019 Vice-Chair of the Stratfords of the World Advisory Committee Open.

Joan Ayton nominated Susan Kummer.
June Wells nominated Ken Clarke.

Staff asked if there were any further nominations. No further nominations were made.

Motion by Donnalene Tuer-Hodes, seconded by June Wells to close nominations for the 2019 Stratfords of the World Advisory Committee Vice-Chair. Carried.

Susan Kummer indicated that she would allow her nomination to stand.
Ken Clarke indicated that he would not allow his nomination to stand.

Motion by Donnalene Tuer-Hodes, seconded by Wayne Whitehorn to elect Susan Kummer as the 2019 Vice-Chair of the Stratfords of the World Advisory Committee. Carried.

4.0 ADOPTION OF THE PREVIOUS MINUTES – November 1, 2018

Motion by Wayne Whitehorn, seconded by Ken Clarke to adopt the minutes dated November 1, 2018 as printed. Carried.

5.0 BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Permanent SOTW Flower Bed

At the last committee meeting, members discussed requesting a permanent flower bed in a visible location. The previous location was on the traffic island at the intersection of Lakeside Drive and Waterloo. After reaching out to the Parks Manager, Quin Malott suggested a new location in Upper Queen's Park near the bandshell. The flower bed already has a large rock in it, which would lend well to a permanent SOTW plaque. Members were very happy with Mr. Malott's offer of this flower bed. Wayne Whitehorn suggested the committee could send Mr. Malott a thank you for offering SOTW such a great location.

Motion by Malorie Leonetti, seconded by Susan Kummer that the Stratfords of the World Advisory Committee accepts the Community Services Department offer to relocate the SOTW flower bed to the new permanent location in Upper Queen's Park. Carried.

Staff will inquire if it is possible for the committee to have some input into the flowerbed for the reunion and how soon Mr. Malott would need to know a colour scheme or other requests for the 2020 flower bed. Ken Clarke suggested doing a tree planting like they did in New Zealand, planting a tree from each Country, possibly at a separate location.

(b) 2020 Logo

Joan Ayton has completed the work with the graphic designer for the draft logos. There are two 2020 logos and one SOTW logo that the committee can continue to use to represent the committee moving forward after the reunion. The committee has decided to request Council approve two 2020 logos. One logo will be used for communication, on letters, etc. The other logo will mainly be used on promotional items such as flags, markers, etc.

Motion by Donnalene Tuer-Hodes, seconded by June Wells that the Stratfords of the World Advisory Committee pays \$423.75 to cover the cost of the designs of the two 2020 reunion logos and the SOTW Committee logo. Carried.

Motion by Susan Kummer, seconded by Councillor Clifford that the Stratfords of the World Advisory Committee requests Council approve the two proposed logo designs for the 2020 Stratfords of the World Reunion and the Stratfords of the World Committee logo. Carried.

**(c) 2020 Planning Sub-Committee Meetings**

- The date of the 2020 Reunion is set for July 30 – August 6, 2020
- Wayne Whitehorn did an interview on air with Eddie Matthews
- Members attended the 55+ Living Show and handed out reunion flyers. This generated a lot of interest, with 20 people signing up for the newsletter and several have volunteered to be hosts during the reunion.
- Joan Ayton has sent out an e-mail to previous Stratford, ON delegates and have a total of 50 beds available so far.
- Joan Ayton has met with Finance staff to review registration questions, i.e. registration, invoice payments.
- Finance has already set up the electronic payment information to receive bank transfers for registration fees. The direction will be for each country to send one lump payment for all of their delegates.
- Ms. Ayton has confirmed with Finance that they are permitted to do fundraising and seek sponsorships for the reunion.
- SOTW is fully covered by the City's insurance for events that are organized on or off municipal property.

- The committee is committed to keeping the reunion in the City of Stratford as much as possible. Delegates are requesting to go to Niagara Falls. This will take place on the last day of the reunion. The committee will not be organizing the tour, a tour company will be taking care of all the arrangements and delegates can organize directly with the tour operator. The committee will keep it to two out of town tours.
- June Wells has redone the registration form. The registration information will go out no later than the end of July 2019 with a return date of no later than Nov. 1. Each country will collect their registration fee and make a single deposit before Dec. 1. Registration fee will be set for \$300.00-350.00.
- There will be an initial registration limit of 30 delegates from each country. Once the deadline has passed, spots will open up and can be made available to countries with more than 30 delegates.
- Wayne Whitehorn left a message with the mayor's office regarding arrangements for a civic event.
- Staff will clarify if there are any parameters on sponsorships and advertising
- Susan Kummer has some preliminary plans for tours – city tours on city buses, two out of town tours (max 8 hrs.) – one "East" tour and one "West" tour, meals vs. no meals included, separate Niagara Falls tour (arrangements made individually by delegates)
- Working to coordinate Summer Music events as much as possible into the free time. Plan to provide delegates with a schedule of all events happening during their time in Stratford. Will offer lists of other excursions people can book themselves, such as the Elora Gorge.
- Other suggestions of a nature tour, golf options (Bill Andrus) or go to a hockey game were also discussed.

Joan Ayton

Registration, communication with other countries, logo, promotion

June Wells/Joyce Mohr

All hosting arrangements – letter and form for host families to fill out

Wayne Whitehorn

Sponsorships, local communications

Susan Kummer/Donnalene Tuer-Hodes/Ken Clarke

Tours, venues, catering

Concert

Volunteers still needed*

(d) 2019 & 2020 Budget Update

Joan Ayton reported that because SOTW is moving into a reunion hosting year, the committee had previously requested an additional \$5,000.00 for the 2019 budget. Finance informed her that they must use their reserve funds initially for any extra expenses incurred. Councillor Clifford reported that he has met the Director of Corporate Services and discussed the SOTW budget requests. He has requested that SOTW wait and request a \$10,000.00 budget

for 2020, instead of splitting it between 2019 and 2020. The committee will most likely just receive their usual \$800.00 yearly operating budget for 2019. All receipts are to be processed through the chair to forward onto staff.

6.0 NEW BUSINESS**(a) Stratford Connecticut**

Joan Ayton reported that the old theatre in Stratford Connecticut burned down in the recent devastating fire. She has sent a letter to Connecticut from Stratford, Ontario.

(b) SOTW Terms of Reference – Annual Review

The committee reviewed the current terms of reference for Stratfords of the World and agreed that there were no updates required. Members did note the word "committee" was missing from the second paragraph under composition. Staff will add that in.

7.0 NEXT MEETING DATE: Thursday, March 21, 2019 – 4:30 p.m. – Avon Room

8.0 ADJOURNMENT

Motion by Councillor Clifford, seconded by Ken Clarke to adjourn the meeting. Carried.

Time: 5:25 p.m.



A meeting of the **Stratfords of the World Committee** was held on the above date at 4:30 p.m. – 82 Erie Street, Stratford ON – Avon Room

Present: Joan Ayton – Chair Presiding, *Wayne Whitehorn, June Wells, *Susan Kummer, Ken Clarke, Donnalene Tuer-Hodes, Bill Andrus

Staff Present: Casey Riehl – Recording Secretary

Absent: Joyce Mohr, Malorie Leonetti, Councillor Tom Clifford

MINUTES

1.0 CALL TO ORDER

Joan Ayton called the meeting to order at 4:30 p.m.

2.0 DISCLOSURE OF PECUNIARY INTEREST

None declared

3.0 ADOPTION OF THE PREVIOUS MINUTES – January 24, 2019

Motion by Wayne Whitehorn, seconded by June Wells to adopt the minutes dated January 24, 2019 as printed. Carried.

4.0 BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Reunion Volunteers

Joan Ayton reported that she has been contacted by Christine Kapp and she has offered to be the volunteer coordinator for the reunion events. When Ms. Ayton has an opening for volunteers for a certain event, Ms. Kapp will recruit and organize people.

*Susan Kummer now present (4:05 p.m.)

(b) 2020 Reunion Planning Updates

Joan Ayton has contacted each of the Stratfords to inquire if they could provide one contact for each country. There are a lot of inquiries and this should streamline getting information out to everyone. The contacts can distribute to all of their delegates.

Registration

The registration fees for the 2020 reunion have been set. The committee has decided that the early-bird fee of \$325.00 will be in effect if registrations are received by September 1, 2019. After that date, the fee will increase to \$350.00.

Motion by Ken Clarke, seconded by Donnalene Tuer-Hodes that the Stratfords of the World Advisory Committee sets the early-bird registration fee at \$325.00 if registration forms are received by September 1, 2019.

AND THAT delegates registered on a waiting list prior to September 1, 2019 will also receive the early-bird rate.

AND THAT registrations received from September 2, 2019 – October 31, 2019 will be charged a rate of \$350.00.

AND THAT all lump sum payments are to be received by Stratford, Ontario by December 31, 2019. A late fee of \$50.00 will be added for a total fee of \$400.00 to any registrations received from January 1, 2020 or later.

Carried.

Promotional Items

The new Stratfords of the World logos will be going to Council on Monday, March 25, 2019. If approved, the committee can begin using their reunion and committee logos for correspondence, pins and promotional items.

Joan Ayton has a sample of a bag/umbrella combo that she is proposing to purchase for delegates here for the reunion. The approximate cost for 100 bags is \$2,300.00. Further discussions on a giveaway item to be discussed further and registration numbers are in. Ms. Ayton would like to proceed with ordering a SOTW committee pin, should the logo's be passed at the upcoming council meeting. The cost for ordering 250 pins is \$738.34. The pins will be given out at upcoming reunion open houses and any other opportunities the committee has to share information with the community. At a further date, the committee may decide to also order reunion pins.

Motion by Wayne Whitehorn, seconded by Susan Kummer that the Stratfords of the World Advisory Committee spends \$738.34 to purchase 250 SOTW Committee pins to give away at upcoming reunion events. Carried.

Concert

Joan Ayton and Susan Kummer toured the city hall auditorium and feel the venue will work very well for the concert. All performers can be seated in the balcony to come and go when needed to the side door leading to the stage, without having to sit downstairs with the audience. The auditorium is booked for August 5, 2020 for the full day to allow each Stratford some rehearsal time in the venue prior to the evening performance. Props are permitted to be stored in the side room. The committee will contact sound engineers to confirm pricing and if they are available for the day and evening. Bill Andrus has volunteered to contact the local high schools and Playmakers Theatre to also see if they might have people interested in helping. He will also contact the Queen of the Square to see what equipment they have and if it is available for use. Joan Ayton has not had any luck finding a stage manager.

Theatre Contacts

Ken Clarke has contacted the Festival Theatre to discuss programs. They have a lengthy list of audience engagement activities that the theatre offers. Tours, table-talk meals with actors, etc. Mr. Clarke suggested the committee can meet with a theatre rep in the fall and perhaps arrange one of these activities during the reunion.

Joan Ayton has also contacted the group bookings representative at the theatre for some ticket pricing. Discounted senior tickets for performances start as low as \$25.00 each, \$8.00 senior tickets for tours. If the group decides to attend a performance, the cost of renting the marquee is waived for the dinner. Ken Clarke also noted there is a balk walk scheduled in TJ Dolan Park during the reunion. There are musicians all throughout the trails playing music. He also reported that Wildwood Conservation Area has offered to work with the committee to use their park to host a barbeque or another event.

Sponsorships

Wayne Whitehorn discussed having different levels of sponsorship and how best to recognize them. Staff will inquire what the limitations are to advertise sponsors. Mr. Whitehorn will begin contacting local business to inquire about participation and if they would like to provide coupons. Members suggested that businesses who provide support could be given a reunion sign to place in their front window or door.

Venues

Joan Ayton has put together a comparison chart of possible venues and the approximate costs associated with hosting various events. Members discussed the pros and cons for all the venues and have determined the following:

Meet & Greet Social – Stratford Country Club
Reunion Banquet – Festival Theatre Marquee
Farewell Breakfast with Ag Society – Ag Building

Motion by Wayne Whitehorn, seconded by Donnalene Tuer-Hodes that Stratfords of the World spends up to a maximum of \$4,000.00 for down payments for reunion venues and tour buses. Carried.

Joan Ayton will forward staff a list of booking times for the Rotary Complex to go ahead and book tour pick-ups and drop-offs.

Susan Kummer and Wayne Whitehorn are organizing a multi-cultural service for the dedication of the reunion garden in Upper Queen's Park. Joan Ayton will let staff know times to book the pavilion and stage.

*Wayne Whitehorn no longer present (5:50 p.m.)

Hosting

Joan Ayton reported that forms have already been distributed to interested hosts. Currently there are 17 hosts confirmed, with 40 spaces available.

Itinerary

Joan Ayton briefly ran through the tentative itinerary.

Tours

She is also working on arranging a full day bus tour on Saturday to Kettle Point/Goderich, Sunday is a free day for delegates to arrange on their own to take in a tour to Niagara and the committee will be offering a full day bus tour to the St. Jacob's area on Tuesday.

Open House (April 28, 2019)

There has been some discussion about hosting a greener event. There will be a CFUW representative at the open house to discuss tips the committee can follow to help green their events.

Joyce Mohr will talk about hosting and be available for questions for people interested in hosting.

Joan Ayton discussed the issue that the Tim Taylor Lounge and some of the other venues for the reunion do not always have kitchen facilities. Purchasing a large coffee percolator would cost less than purchasing coffee for each event. This way they can also purchase biodegradable cups. It would also be beneficial to purchase a drink cooler with a tap to have cold water or drinks on hand.

Staff will contact Mike Beitz to advertise the open house on the city's social media.

Motion by Donnalene Tuer-Hodes, seconded by Susan Kummer that the Stratfords of the World Advisory Committee spend up to a maximum of \$300.00 to purchase refreshments and supplies for the April 28, 2018 SOTW open house, as well as purchase a large coffee percolator and drink cooler for use at future reunion events. Carried.

5.0 NEW BUSINESS

None.

6.0 NEXT MEETING DATE: Thursday, April 25, 2019 – 4:30 p.m. – Avon Room

7.0 ADJOURNMENT

Motion by Ken Clarke, seconded by June Wells to adjourn the meeting. Carried.

Time: 6:20 p.m.



A meeting of the **Stratfords of the World Committee** was held on the above date at 4:30 p.m. – 82 Erie Street, Stratford ON – Avon Room

Present: Joan Ayton – Chair Presiding, *Wayne Whitehorn, Susan Kummer, Ken Clarke, Joyce Mohr, Malorie Leonetti, *Councillor Tom Clifford

Staff Present: Casey Riehl – Recording Secretary

Absent: June Wells, Bill Andrus, Donnalene Tuer-Hodes

MINUTES

1.0 CALL TO ORDER

Joan Ayton called the meeting to order at 4:30 p.m.

2.0 DISCLOSURE OF PECUNIARY INTEREST

None declared

3.0 ADOPTION OF THE PREVIOUS MINUTES – March 21, 2019

Deferred to next meeting.

4.0 BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Reunion Planning Updates

Letter to Stratfords Regarding Registration/Payment

There is a lot of interest in attending the 2020 Reunion. The UK has already inquired if they can bring more than 30 delegates, as well as Connecticut. Australia has also reported they will easily meet their 30 delegate spots. PEI does not believe they will fill all 30 spots; however they have not had a meeting. New Zealand has not reported.

Many Stratfords are asking to receive the registration forms. Members agreed that having the information soon, as far as numbers go, would be helpful. It will make booking venues, buses, tours, etc. easier if there are firm numbers.

*Wayne Whitehorn now present (4:07 p.m.)

Joan Ayton has drafted a letter that explains the step-by-step registration and payment process. She will forward it to each of the Stratfords organizing reps.

Ms. Ayton will receive the individual registration forms via e-mail. One lump sum payment from each Stratford will be received by the City's finance department, which has already been set up.

Joan Ayton has updated the registration form re-wording the request if delegates have someone in Stratford they would like to stay with.

Promotional Items

Joan Ayton has received the first batch of SOTW pins. They can be handed out at the upcoming reunion open house. She also has some "Be a Host" magnets to also hand out at the door.

Venues

The Stratford Country Club is booked.

The Festival Marquee cannot be booked until after October. The Marquee may end up being too small, as the max capacity is 150. A decision will be made in the fall once registration numbers are in.

The room inside the foyer at the Rotary Complex Hall entrance is booked for the various bus pick- ups and drop-offs.

Concert

A possible stage manager has been contacted to help run the event.

Joan Ayton has received some quotes from sound engineers. Some equipment will also have to be rented in addition to hiring a sound engineer.

Sponsorship

The SOTW Committee will seek sponsorship from area businesses. Wayne Whitehorn will send Councillor Clifford the sponsorship information for Councillor Clifford to discuss with the Director of Corporate Services for clarification on the parameters of sponsorship recognition.

Open House – April 28, 2019

The open house will start with the presentation from the Canadian Federation of University Women, Q&A period, break for refreshments, Joan Ayton will speak regarding the reunion, Joyce Mohr will speak regarding hosting, Susan Kummer will speak regarding tour plans. Joan Ayton has printed a program.

There will be a table set up inside the door with registration forms and pins.
There will also be a volunteer sign-up sheet for various reunion events.

*Councillor Clifford no longer present (4:55 p.m.)

Malorie Leonetti will introduce the CFUW guest speakers.

Joan Ayton has picked up the coffee/tea and enough compostable cups to last for various events throughout the reunion.

Ken Clarke will look after the draw for the door prizes.

Joan Ayton requested if members have vests, to please wear them to the open house.

Tour Updates

Members enjoyed the Kettle Point tour, which will be offered to delegates during the reunion. The tour offers local food, entertainment and craft vendors. The plan is to have the tour leave after lunch and stay for the sunset in the evening.

5.0 NEW BUSINESS

(a) Brass Branch – Stratford Upon Avon Reunion

As the chair during the reunion, Wayne Whitehorn was given a brass branch in commemoration of the 400th anniversary of Shakespeare's death. Organizers were building a wall at the front of the plot of land where Shakespeare's plays took place. On this wall they were putting a brass tree, where people could purchase leaves to place on the tree as part of a fundraiser. As part of this celebration, each of the visiting Stratfords was given a brass branch to take home with them. Stratford, Ontario's branch was donated to the Festival Theatre. Mr. Whitehorn is not sure if the Theatre did anything with the branch and will follow up with them. If they have not done anything with it, he may suggest that perhaps the branch could be incorporated into the plaque at the new SOTW flower garden in Upper Queen's park. Ken Clarke suggested perhaps the museum would preserve it.

6.0 NEXT MEETING DATE: Thursday, May 23, 2019 – **4:00 p.m.** – Avon Room

7.0 ADJOURNMENT

Motion by Wayne Whitehorn, seconded by Susan Kummer to adjourn the meeting. Carried.

Time: 5:30 p.m.