



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

Date: April 16, 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, Councillor Ritsma

Staff Present: Michael Humble - Director of Corporate Services, Tatiana Dafoe - Deputy Clerk, Janice Beirness - Manager of Financial Services, Jodi Akins - Council Clerk Secretary

Also Present: Rob Wigan and Rob Russell (Item 4.1), Lee Anne Nymeyer and Carrie Wreford (Item 5.1), Joani Gerber (Item 6.1), Members of the Public

1. Call to Order

The Vice-Chair called the meeting to Order.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

No disclosures of Pecuniary Interest were disclosed at the April 16, 2019 Finance

and Labour Relations Sub-committee meeting.

3. Delegations

None scheduled.

4. Report of the Director of Corporate Services

4.1 Consideration of the Stratford City Centre Business Improvement Area (SCC BIA) 2019 Budget (COU19-028)

Staff Recommendations: THAT the report of the Director of Corporate Services dated April 16, 2019, regarding the Stratford City Centre Business Improvement Area 2019 budget be received for information;

THAT the 2019 budget of the Stratford City Centre Business Improvement Area be approved as submitted in the amount of \$307,950;

AND THAT the sum of \$290,750 shall be levied on properties located within the boundaries of the Stratford City Centre Business Improvement Area for the year 2019, such amount to be provided for as follows:

BIA Tax Rates for 2019:

Tax Class	Assessment	BIA Rate	Taxes
Commercial Occupied	\$88,847,679	0.00317175	\$281,803
Commercial Vacant	870,400	0.00222023	1,932
Industrial Occupied	1,598,000	0.00438978	7,015
TOTAL			\$290,750

Motion by Councillor Bunting

Sub-committee Decision: THAT the presentation by Rob Wigan regarding the Stratford City Centre Business Improvement Area 2019 budget be heard.

Carried

Sub-committee Discussion: Rob Wigan, last year's Treasurer for Stratford City Centre BIA, reviewed the organization's plans for 2019, including:

- Ten Bucks Back incentive
- Destination Animation project
- Electrical box wraps
- Christmas market
- Car-free Fridays
- Savour Spring campaign
- Animation in market square
- Scavenger Hunt
- Hiring General Manager for BIA

Rob Russell outlined the goals of hiring a General Manager. The hope is that the BIA is able to do more and have the physical resources to enhance the organization. He reviewed the responsibilities of the position and highlighted the importance of attending meetings, business recruitment, and media relations.

In response to a question from Sub-committee, Mr. Russell noted that the position will be a full-time, 35 hour per week position and compensation will be approximately \$52,000-54,000 to be competitive with similar positions.

The Director of Corporate Services noted that the BIA levy is separate and distinct from the City's tax levy.

Motion by Councillor Ritsma

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TOTAL			\$290, 750

Carried

5. Report of the Stratford Tourism Alliance

5.1 Stratford Tourism Alliance – Q1 Update - 2019 (COU19-034)

Staff Recommendation: THAT the Stratford Tourism Alliance reported dated April 16, 2019 be received for information.

Motion by Councillor Bunting

Sub-committee Decision: THAT the presentation by Lee Anne Nymeyer regarding the Stratford Tourism Alliance 1st Quarter update be heard.

Carried

Sub-committee Discussion: Lee Anne Nymeyer, Treasurer Secretary of Stratford Tourism Alliance, provided a 2019 1st quarter update, noting that their revenue is tracking normally. In general revenues are high at the beginning of the year whereas expenses are heavier at the end of the year. Revenues are strongly funded by membership sales.

There are currently 191 active partners, which is two fewer than 2018.

With respect to digital performance, there are new Google algorithms that

were implemented showing that visits/users were down over the year, however the page views per visit is up, which indicates that people are clicking through the pages and spending longer on the site.

She reviewed the media campaigns being utilized by Tourism and noted that they continue to have Stratford awareness in Toronto which obtains a lot of views. They recently launched a virtual concierge that is able to help users plan their trip to Stratford, using data such as dates, likes, dislikes, to formulate a plan specifically for the user.

Various partnerships and collaborations were highlighted and Ms. Nymeyer noted that their AGM is on May 15, 2019.

In response to questions, Ms. Nymeyer stated that she was not aware of the local partners for the Farm to Table initiative but she would ask Lori DeGraw to respond with those organizations and that there are some regional partners including the County of Perth, the Town of St. Marys and a few partners in Waterloo.

Motion by Councillor Beatty

Sub-committee Recommendation: THAT the Stratford Tourism Alliance reported dated April 16, 2019 be received for information.

Carried

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

6.1 Stratford Economic Enterprise Development Corporation (investStratford) – 2019 Quarterly Report 1 (COU19-035)

Staff Recommendation: THAT the Stratford Economic Enterprise Development Corporation (investStratford) quarterly report dated April 16, 2019, be received as information.

Motion by Councillor Clifford

Sub-committee Decision: THAT the presentation by Joani Gerber of the SEED Co. 1st quarter update be heard.

Carried

Sub-committee Discussion: Joani Gerber, CEO of investStratford advised that activity remains very high, with 3-5 inquiries regarding purchase or expansion opportunities in the City.

The update is presented based on investStratford's six priorities, beginning with investment attraction. Stratford participated in a Smart City conference in Salt Lake City at the request of the Taiwanese trade commission and were only one of four Canadian municipalities invited. A number of leads has come from that and Taiwan will be part of their Asia mission in September.

The CEO provided some background information with respect to the Site Selectors Guild and noted that each one she met with at the annual meeting highlighted the importance of available land/buildings.

Upcoming missions to Germany and the UK have been scheduled, leveraging a \$10K grant from the Investing in Canada Community Fund.

With respect to Business Retention and Expansion, there is only one available lot in the Wright Business Park, with four companies looking at it. Site design strategy has been approved for Crane Avenue and there is a 12 acre parcel in Wright Park #1 coming available for sale in 90-120 days.

A procedural matter was noted with respect to removal of conditions on title, which can create barriers for purchasers of City land from accessing financing. investStratford and City departments are working closely to help streamline the process.

In response to whether there is or will be a limit on reserving land, the CEO stated that they are looking at bringing forward recommendations to Council on formalizing the process. At this time, it needs to be put in writing and investStratford follows up every 30-60 days. Often, businesses will reserve and then undertake a pre-consultation with development services to confirm what they want to do there will work. There is leeway but it shouldn't be more than three to six months before a purchase and sale agreement is brought forward.

It was noted that although Crane Avenue is coming forward for

development, there are no small lots available. The CEO advised that they looked into separating them into smaller lots, however, they could not be serviced or accessed appropriately. Small lots are part of the business plan being developed for the future but they are reliant on private land owners at this time.

Looking forward five-ten years, the CEO stated that ideally, with due diligence, there would be a third iteration of the Wright Business Park with 1-2 acre parcels (80-100 total acreage) on the market ready to be sold. She noted that servicing, design and engineering can take from 18-36 months and advised that a business plan would soon be coming forward on next steps.

The province renewed funding for the Small Business Centre in the total sum of \$653,418 over three years and programming will continue for Starter Company and Summer Company grants. With respect to downtown revitalization, a working group was established and an OMAFRA grant received, some of which was allocated for the City's wayfinding project and some designated for small downtown business grants for façade improvements.

In response to how the STA, BIA and SeedCo. coordinate on downtown revitalization, the CEO referred to downtown building vacancies and noted that it is important to coordinate on how to move ahead together and highlighted each organization's strengths and missions and how they align.

With respect to Workforce Development, the Skills Advance program was renewed and it was noted that there have been many success stories of moving people off OW and into the job market and enable them to be successful long term.

Talks have started with the Housing Manager with respect to attainable housing projects, noting that they have reached out to creative Ontario-based housing options.

In response to whether there is any dialogue with the Technical Training Group in relation to the Skills Advance program, the CEO advised that there is a roundtable and she can look into if TTG can augment the Skills

Advance program.

The new investStratford website is complete and search engine optimization results were highlighted.

Motion by Councillor Ritsma

Sub-committee Recommendation: THAT the Stratford Economic Enterprise Development Corporation (investStratford) quarterly report dated April 16, 2019, be received as information.

Carried

7. Report of the Manager of Financial Services

7.1 Purchasing Policy Update (COU19-033)

Staff Recommendations: THAT the management report regarding an updated Policy P.5.1 Procurement of Goods and Services, Purchasing be received;

AND THAT Council adopt the attached revised Policy P.5.1 Procurement of Goods and Services, Purchasing;

AND THAT Policy C.2.1 Hiring of Consultants be rescinded.

Sub-committee Discussion: The Manager of Financial Services advised this is an ongoing process, taking 1-2 years.

Major changes include:

- expanding Clause 11 to include clauses from the Hiring of Consultants policy. Staff recommending rescinding that policy.
- New Clauses 24 added as part of legal review and 27 which is mandatory under the Comprehensive and Economic Trade Agreement
- Changing the upper dollar limit range for RFQ's to \$30,000 from \$25,000 and adding Clause 32.2 to ensure transparency when getting three quotes for purchases between \$5,000 to \$30,000

- two parts under Bid Irregularities, Schedule A - one for electronic bidding and one for hard copy bidding

In response to questions, the Manager clarified that dollar figures have changed in recent years, however, it has been 20 years since a full legal review was completed and that sole sourcing is rare. Purchasing is decentralized so the departments are relied on as experts in their fields. There are a number of criteria required to be provided to Corporate Services prior to recommending sole-source purchasing.

As to whether sealed bids are opened and whether it is a public process, the Manager advised they used to but it is now done electronically and within about 5 minutes of closing, the unofficial results are posted. When Council awards, the system is updated.

Motion by Councillor Bunting

Sub-committee Recommendations: THAT the management report regarding an updated Policy P.5.1 Procurement of Goods and Services, Purchasing be received;

AND THAT Council adopt the attached revised Policy P.5.1 Procurement of Goods and Services, Purchasing;

AND THAT Policy C.2.1 Hiring of Consultants be rescinded.

Carried

8. Report of the Deputy Clerk

8.1 Pregnancy and Parental Leave for Members of Council Policy (COU19-031)

Staff Recommendation: THAT the report entitled "Pregnancy and Parental Leave for Members of Council Policy" be received for information;

AND THAT the Pregnancy and Parental Leave for Members of Council Policy C.3.15 be approved.

Sub-committee Discussion: The Deputy Clerk stated that following changes to the Municipal Act, 2001, municipalities are now required to adopt a policy to permit pregnancy and parental leave for members of

Council. Portions of the proposed policy were highlighted for Sub-committee.

Motion by Councillor Ritsma

Sub-committee Recommendation: THAT the report entitled “Pregnancy and Parental Leave for Members of Council Policy” be received for information;

AND THAT the Pregnancy and Parental Leave for Members of Council Policy C.3.15 be approved.

Carried

9. Report of the Director of Corporate Services

9.1 Management Report - 2018 Year End Results (COU19-027)

Staff Recommendation: THAT the report of the Director of Corporate Services dated April 16, 2019 regarding 2018 year end results be received;

AND THAT the Wastewater surplus of \$295,914.40 be closed out to the Wastewater Rate Stabilization Reserve G-R18-WWTR-0000;

AND THAT the Water surplus of \$169,892.03 be closed out to the Water Rate Stabilization Reserve G-R18-WATR-0000;

AND THAT the Waste Management surplus of \$475,774.00 be closed out to the Waste Management Capital Reserve Fund R-R11-WAST;

AND THAT the Building Division surplus of \$59,560.01 be closed out to the Building Permit Reserve G-R07-BSUR-0000;

AND THAT the Parking surplus of \$422,593.98 be closed out to the Parking Capital Reserve Fund R-R11-PRKG;

AND THAT the Tax Supported surplus of \$53,677.52 be closed out to the Tax Rate Stabilization reserve G-R14-TAXS-0000.

Sub-committee Discussion: The Director of Corporate Services stated that user pay operations including water, wastewater and waste

management ended the year in a surplus position and reviewed the numbers.

Tax-supported operations finished the year with a surplus of \$53,677.52.

Motion by Councillor Beatty

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated April 16, 2019 regarding 2018 year end results be received;

AND THAT the Wastewater surplus of \$295,914.40 be closed out to the Wastewater Rate Stabilization Reserve G-R18-WWTR-0000;

AND THAT the Water surplus of \$169,892.03 be closed out to the Water Rate Stabilization Reserve G-R18-WATR-0000;

AND THAT the Waste Management surplus of \$475,774.00 be closed out to the Waste Management Capital Reserve Fund R-R11-WAST;

AND THAT the Building Division surplus of \$59,560.01 be closed out to the Building Permit Reserve G-R07-BSUR-0000;

AND THAT the Parking surplus of \$422,593.98 be closed out to the Parking Capital Reserve Fund R-R11-PRKG;

AND THAT the Tax Supported surplus of \$53,677.52 be closed out to the Tax Rate Stabilization reserve G-R14-TAXS-0000.

Carried

9.2 Management Report - 2019 Municipal Debt Limits (COU19-029)

Staff Recommendation: THAT the report of the Director of Corporate Services dated April 16, 2019 regarding 2019 Municipal Debt Limits be received for information.

Sub-committee Discussion: The Director of Corporate Services stated that once per year, the MMAH sends each municipality a notification of their debt capacity, explaining how that calculation is done.

It was noted that the City is currently at approximately 36% of its borrowing capacity.

It was stated that the 5% interest rate is high. The Director responded that 5% is what the ministry quotes on their notification.

Motion by Councillor Ritsma

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated April 16, 2019 regarding 2019 Municipal Debt Limits be received for information.

Carried

9.3 Municipal Investment Performance for 2018 (COU19-030)

Staff Recommendation: THAT the report of the Director of Corporate Services dated April 16, 2019, regarding 2018 investment performance, be received for information.

Sub-committee Discussion: The Director of Corporate Services reviewed the management report, noting that the City has a number of bank accounts with various financial institutes and explaining their purposes and rate of return. It was noted that one account for perpetual care for the cemetery had a negative rate of return in 2018.

In 2018, \$1,055,035 was earned in investment income, which is significantly higher than previous years.

In response to how things were going at the cemetery, the Director advised that the rates and fees for the cemetery are set by Community Services and it is his understanding a report is forthcoming. In future, he would like to streamline all rates and fees into one presentation.

It was asked whether administration for certain accounts could be consolidated. The Director stated that some accounts are opened and maintained as a regulatory requirements.

Break [4:30 p.m.]

Meeting Resumes [4:36 p.m.]

Motion by Councillor Clifford

Sub-committee Recommendation: THAT the report of the Director of Corporate Services dated April 16, 2019, regarding 2018 investment performance, be received for information.

Carried

9.4 Proposed Revisions to the Community Grants Program (COU19-032)

Staff Recommendations: THAT the report of the Director of Corporate Services dated April 16, 2019, regarding the Proposed Revisions to the Community Grants Program be received for information;

AND THAT a final Community Grants Program policy be forwarded to Council for consideration of approval and adoption by by-law.

Sub-committee Discussion: The Director of Corporate Services stated that this was originally presented to Sub-committee in December and lays out recommended processes and grant eligibility. Community grant programs for other municipalities were reviewed.

Some changes to eligibility were outlined, including that the grant must benefit residents of Stratford and if an event, be open to the public at no charge, align with the City's strategic priority, be an incorporated not-for-profit and be in existent for minimum one year.

It was suggested that the grants will not fund travel and accommodations, consultants, debt retirement, uniforms or equipment.

There would be a limit of \$15,000 per organization and will not fund 100% of any activity. A list of organizations who would not qualify was stated by the Director.

At this time, there is no way to report online. The City of Guelph was used as an example for a good model for online grants application and reporting. He is recommending that groups must "soft" declare what they spent the money on and must do so to be eligible again the next year.

In response to clarification about ongoing grants, the Director stated that

he believes that multi-year commitments should be separated out and agreements entered into. He believes that community grants are for small amounts and typically one-time events.

As to how sports subsidies would be included in the budget, the Director stated that he needs to get a better idea from Community Services the number of fee subsidies and dollar values.

It was suggested by a Sub-committee member that the Council representatives on the Application Evaluation Committee be increased to 3.

Motion by Councillor Beatty

Sub-committee Recommendations: THAT the report of the Director of Corporate Services dated April 16, 2019, regarding the Proposed Revisions to the Community Grants Program be received for information;

AND THAT a final Community Grants Program policy be forwarded to Council for consideration of approval and adoption by by-law.

Carried

10. New Business

10.1 Asset Management Update

Sub-committee Discussion: Councillor Clifford requested an update on the status of asset management. The Director responded that he would list it on the next agenda, noting that there are a number of departments involved.

Motion by Councillor Clifford

Sub-committee Decision: THAT staff provide a report on the status of asset management.

Carried

11. 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 November 1, 2018

12. Next Sub-committee Meeting

The next Finance and Labour Relations Sub-committee meeting is May 21, 2019 at 3:30 p.m. in the Council Chamber, City Hall.

13. Adjournment

Motion by Councillor Beatty

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

Carried

Meeting Start Time: 3:30 p.m.

Meeting End Time: 4:50 p.m.