



**The Corporation of the City of Stratford  
Committee of the Whole In-camera Session  
Minutes**

A meeting of the Committee of the Whole was held in In-camera Session on Monday, March 30, 2020 in the Council Chamber, City Hall, 1 Wellington Street, Stratford and electronically at 2:28 p.m.

**Council Present**

**in Council Chambers:** Mayor Mathieson - Chair presiding,

**Council Present**

**Electronically:** Councillors Beatty, Bunting, Burbach, Clifford, Gaffney, Henderson, Ingram, Ritsma, Sebben and Vassilakos.

**Regrets:**

**Staff Present in**

**Council Chambers:** Joan Thomson – Acting CAO, Tatiana Dafoe – Acting Clerk,

**Staff Present**

**Electronically:** Michael Humble – Director of Corporate Services, Ed Dujlovic – Director of Infrastructure and Development Services, John Paradis - Fire Chief, Jacqueline Mockler – Director of Human Resources, Kim McElroy - Director of Social Services, David St. Louis – Director of Community Services, \*Paula Lombardi - City Solicitor, \*Joani Gerber – CEO, investStratford

Prior to going to In-camera session, Item 1.0 was dealt with in open session.

Call to Order by Mayor Mathieson

## **1.0 Adjournment into In-camera Session**

Motion by Councillor Clifford and Councillor Vassilakos

**THAT the meeting adjourn to an In-camera Session to discuss:**

**4.1**

[REDACTED]

**4.2 Acting CAO's Update – COVID-19**

**[Security of municipal property of the municipality or local board (section 239.(2)(a)), And Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b))];**

**5.1**

[REDACTED]

**6.1 COVID-19 Financial Position of the City**

**[Security of municipal property of the municipality or local board (section 239.(2)(a)), And Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)), And A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k))].**

**Carried**

The meeting then adjourned to an In-camera session.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### 4.0 Report of the Acting Chief Administrative Officer

[REDACTED]

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- 4.2 Acting CAO's Update – COVID-19  
 Security of municipal property of the municipality or local board (section 239.(2)(a)), And  
 Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b))

**Objective:** To provide an update with respect to the COVID-19 Pandemic.

Attachments: – Facilities and Services Update – March 26, 2020

- Services by Priority
- Priority Projects
- Library Update
- investStratford Update
- Stratford Tourism Alliance Update

**Background and Analysis:**

- Following recommendations from HPPH and Province of Ontario
- Rapidly changing environment
- Communicating
- Implementing strategies to protect employees and the public while ensuring business continuity as possible

City Services/Operations	See attached Facilities and Services Update for current status  Posted to website and updated as necessary
City Departments	<p>Departments responding to service inquiries through telephone and email.</p> <p>Volume of inquiries in departments are lower, with the exception of Social Services.</p> <p>Work in departments continue as some employees on site, others working from home and others at home due to closed facilities.</p> <p>In response to COVID-19, staff working on specific issues related to emergency day care, emergency assistance to individuals and services for vulnerable individuals, keeping services open while ensuring safety of employees and the public.</p> <ul style="list-style-type: none"> <li>• Inspections continue with new protocol</li> <li>• Applications continue to be accepted and processed</li> <li>• Closure of Agri-plex – virtual programming for</li> </ul>

	<p>SLAAA – well received</p> <p>Some services/buildings have been closed as necessary (day care, rec centres, ice rinks, parks)</p> <p>Impacted employees are at home or redeployed as necessary. To be reassessed April 3.</p>
Human Resources	<p>Continue to meet with unions to discuss areas of concern.</p> <p>Protocols established for working at home, social distancing at work to maintain essential services in city buildings closed to the public.</p> <p>Absentee levels are monitored daily and staff adjustments made as needed.</p>
Council and Meetings	<p>Establishing electronic meetings</p> <p>Working with IT to implement technology needed</p> <p>Cancellation of Sub-committee meetings, Advisory Committee meetings until further notice</p>
Priority Projects	See attached Priority Projects List – subject to change
Communications	<p>City communications to the public have been mainly through our website, Social Media. Also some radio ads</p> <p>Communications to Council</p> <p>Communicating with staff – Daily Employee Updates</p> <p>Responding to media inquiries, requests for assistance from our agencies and partners</p> <p>Part of working groups on specific projects for messaging</p> <p>Links to reliable sources – Huron Perth Public Health, Province of Ontario, Government of Canada</p>
Emergency Control Groups	<p>Meeting weekly as needed. Corporate Leadership Team (CLT) meets daily and updates provided to Stratford ECG</p> <p>Regular updates with Perth County, Lower Tiers and St. Marys ECGs</p>
Risks	Updates from the City's insurer, monitoring of closed city buildings , sprinklers, fire alarms, security systems, public safety
Legal	Significant increase in new legislation requiring review and communications.
Partners / Stakeholders	Library – see attached Update



	STA – see attached Update investStratford – see attached Update
Resources for residents	Help Do Good website launched
Resources for businesses	Resources and information posted to city website Outreach to investStratford, BIA, Chamber, industry, business sectors
Next Steps	Continuing to plan as situation changes, respond to areas of concern and plan for longer term

**Financial impact:** As noted in the COVID-19 Financial Position Report to deal with reduced revenue and increased expenditures of the City. In addition, the City is tracking preparation, response and recovery costs for reimbursement of any eligible costs if financial assistance becomes available to municipalities. Resources have been identified with our agencies and partners to work on protecting and promoting the local economy.

#### **Alignment with Strategic Priorities:**

##### **Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

##### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

**Staff recommendation:** THAT the Acting CAO's Update on COVID-19 be received;  
AND THAT direction be provided.

**In-camera Discussion:** The Acting CAO provided an overview of the actions taken to date by the Corporate Leadership Team.

\*Councillor Gaffney departed the meeting at 2:55 p.m., and returned at 2:57 p.m.

Attached to the agenda was a list of services by priority and priority projects to be continued.

The Director of Social Services advised the day care centres were closed on March 17, 2020. On March 22, 2020, the Province of Ontario announced there would be an exemption which would allow certain facilities to open in order to provide emergency child care for frontline and essential workers. At this time the City is looking for direction to submit an application to open the Anne Hathaway Day Care Centre. An application is also being submitted to permit a secondary location in North Perth.

It was questioned what ages would be accepted if approved. The Director of Social Services advised it would be for children up to age 12.

Whether staff have been approached about this initiative was questioned. The Director advised they had not been approached.

The safety for the children and staff was questioned. The Director advised calls with the Province are being held daily and that Toronto will be the first municipality to obtain a licence and their experience can be learned from.

\*The agenda then moved to Item 6.1.

**In-camera Direction:** No direction was given on this item.

[REDACTED]

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## **6.0 Report of the Director of Corporate Services**

### 6.1 COVID-19 Financial Position of the City

Security of municipal property of the municipality or local board (section 239.(2)(a)), And

Personal matters about an identifiable individual(s) including municipal employees or local board employees (section 239.(2)(b)), And

A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (section 239.(2)(k))

**Objective:** To review the financial position of the City.

Attachment - Three Month Cash Flow Statement

**Analysis:** The COVID-19 virus has had a significant impact on our community and City operations. Many functions of the City have been impacted and most of them have financial implications to the City's budget.

Unlike senior levels of government, municipal governments are not permitted to run deficits and borrow money for operating purposes. Impacts on municipal operations need to be identified early and addressed with a strategy to fund any shortfall.

A brief timeline of significant events is as follows:

- 13<sup>th</sup> March - Closure of Stratford Public Library
- 16<sup>th</sup> March - Closure of all City recreation facilities
- 17<sup>th</sup> March - Closure of Administrative Offices to the public
- 19<sup>th</sup> March - Transit riders now entering through the rear door and no payment required
- 21<sup>st</sup> March – Landfill closed to the public. Open for contractors.
- 22<sup>nd</sup> March – City playgrounds closed.

I have attached a three month cash flow statement that shows the financial impact to the City we are presently experiencing. This is the first time we have experienced a complete pause on City operations and mass job losses in the community leading to immediate and widespread financial hardship among our residents. It is prudent to consider a short time horizon and then revisit initiatives if needed towards the end of May. Other municipalities are also taking this approach (Cambridge and Kitchener). While every effort has been made to provide reasonable estimates, it has been extremely challenging to provide an estimate with any reasonable margin of error.

Staff have endeavored to estimate in unknown territory, but the most prudent approach is to allow a period of time to gather sufficient data in this new economic environment, before we can advise Council with any certainty what the financial impact will be going forward.

By way of example, we can now discuss some of the issues and convey our assumptions and estimates.

### **1. Property taxes.**

There is a tax due date on April 9<sup>th</sup>. There is likely to be a number of taxpayers who will not be able to meet the instalment date due to sudden loss of income.

The gross dollar amount of any unpaid taxes is not at risk to the City because taxes payable are always recovered. But the cash flow impact of not receiving payments on time leads to a subsequent loss of investment income or increased cost of borrowing. The City sets its tax due dates with regard to the cash flow needs required by itself and others. For example, we have to remit School Board payments 30<sup>th</sup> June whether we have received property taxes from all taxpayers or not. If taxpayers are in arrears, the City essentially has to use its own funds to make full payment that is required by the school boards. June 30<sup>th</sup> school boards payment has been deferred to 30<sup>th</sup> September.

For these reasons, all municipalities encourage payment of property taxes by the required due date. Late payment accounts are charged a penalty after the due date has passed and monthly interest on outstanding balances at the end of each month.

Our April 9<sup>th</sup> tax instalment is in the amount of approximately \$18million. \$15 million for City budgeted purposes and \$3 million for education taxes due to the School Boards.

About 46% of accounts are signed up for monthly pre-authorized payment method, 18% are paid by banks and mortgage companies and the remaining 36% are self-directed and taxpayers are responsible for paying the amount themselves by the instalment due date.

Historically, about \$1 million or 5% of the total instalment amount is not paid by the due date. A few days after the due date a penalty amount is added to late accounts, and this is about \$12,000

At the end of each month, interest is added, and because some accounts may have past due amounts dating back up to 24 months, the interest amount is generally around \$35,000 per month.

This is in the normal course of business, but how to anticipate what may happen in today's economic climate. Reports have circulated that up to 50% of Canada's population expect to have difficulty making rent or mortgage payments at this time. There are also reports that commercial landlords predict 30% of tenants may default on April 1<sup>st</sup> rent payment. Staff have little to go on and there is no past experience upon which to base any assumptions.

The only sure way to project a future impact would be to wait until we have at least some experience from this due date. By April 10<sup>th</sup>, we will have some baseline information to project what to expect in the future if the current situation continues for several months.

Staff have used an assumption range of 10% to 20% rate of default (in addition to the customary 5%)

This would represent a dollar amount of \$1.85million to \$3.7million. The penalty amount generally applied on this amount would be \$23,000 to \$46,000, and the month end interest amount for both April and May would be a further \$23,000 to \$46,000 range if no amounts are paid down during that time.

Staff are recommending that the penalty and interest applicable to the April tax instalment due date amounts be waived until August. Staff are not recommending that any amount of penalty and interest applicable to past arrears be waived as some of these amounts have been due for many months and not related in any way to the COVID-19 pandemic.

## **2. Water and Sewer Utility Billings**

Similar comments as above in that the gross amount of unpaid utility billings is not at risk and will be collected in the future. As above, the problems to the City are related to cash flow and the costs of short term borrowing if utility bills are not paid on the due date.

Festival Hydro perform billing services on the City's behalf and they advise customary interest charges on past due accounts to be approximately \$2,500 per month.

Staff have used a very broad range to project non-payment of water and sewer bills in April because there is no basis for any certainty.

Staff are suggesting that anywhere between 10% and 50% of April utility bills may be unpaid. This represents a cash flow challenge of \$96,000 to \$483,000 and the interest applied at month end could be in the range of \$1,200 to \$6,000

Staff are recommending that the penalty and interest applicable to the April utility due date amounts be waived until August. Staff are not recommending that any amount of penalty and interest applicable to past arrears be waived as some of these amounts have been due for many months and not related in any way to the COVID-19 pandemic.

## **2. Parking Revenue**

Paid parking rates were suspended mid-March to facilitate the changeover to the new rates approved in the 2020 budget to become effective 1<sup>st</sup> April 2020.

Notwithstanding, the free parking currently being offered, lots and metered spots are substantially empty due to the closure of most downtown business and self-isolation measures. Even if we were charging for parking, there would be little or no revenue at the present time. See attached three month cash flow statement for amount.

Options to consider:

- Continue to offer free parking until the commencement of the Festival Theatre season.

## **3. Community Centres**

Community Centres and recreation facilities were closed to the public on 16<sup>th</sup> March. Projections on lost facility booking and program revenue are based on approved budgeted amounts only, as there is no information transferred from the booking software PerfectMind into our accounting system Great Plains for the 2020 fiscal year. Until 3<sup>rd</sup> April, staff are on payroll and either at home or working in the facilities. See attached three month cash flow statement for amount.

Options to consider:

- [REDACTED]
- [REDACTED]

## **4. Anne Hathaway Daycare Centre**

The Anne Hathaway Daycare Centre closed 17<sup>th</sup> March. Staff are on payroll until 3<sup>rd</sup> April at home. Cash flow sheet shows loss of fee revenue and offset by small monthly savings from a closed building.

Options to consider:

- Option One: may re-open with provincial funding to provide for free, emergency childcare for eligible workers deemed so by the Ministry of Education. In this option, day care workers would be operating the facility.
- Option Two: if day care remains closed,

[REDACTED]

### **5. Housing Division**

Tenants in rent geared to income (RGI) housing units who have lost employment or had income reduced will pay less rent and the social services subsidy to housing providers will increase.

Options to consider: None, this is beyond our control. There may be a lag of a month or two before this comes into effect.

### **6. Increased Cleaning and Janitorial Cost**

Options to consider:

[REDACTED]

### **7. Transit Service**

As the schools and employment centres shut down, transit ridership decreased significantly.

On 19<sup>th</sup> March, for the purposes of social distancing, a change was made for riders to enter the bus by the rear door and no fare would be collected. As with Paid Parking revenue, even if we were charging full transit fare, we wouldn't be meeting budgeted revenue targets right now, because the ridership has dwindled. At the current state we are losing an additional approx \$76,000 on a monthly basis.

Options to consider:

- while ridership is this low and social distancing requirements in effect, consider reducing service to hourly.
- [REDACTED]
- [REDACTED]
- Reinstate requirement for fare payment
- Continue with a no fare rear door policy as it provides for limited driver passenger contact.
- Install plexi-glass screens for the protection of drivers. Transit has looked into this and advise of an option to segregate a Driver from a Passenger is a specifically designed shield. There are numerous styles available and some

Transit Agencies are piloting these presently. Range about \$8,000.00-\$10,000.00 each (14 buses so max \$140,000.00). From order to install about 3-5 months...subject to availability.

### **8. Landfill Closed to The Public**

On 21<sup>st</sup> March the Landfill was closed to the public for the protection of our attendants so they no longer need to handle cash payments. Landfill remains open to commercial clients. Loss of revenue in this state is approx. \$10,000 per week or \$40,000 on a monthly basis. In addition, in the week since the public closure we are also experiencing a reduction in traffic from contractors too.

Options to consider:

- Reinstate public access to the Landfill
- Start using existing Moneris machine for "tap" public transactions (Interac or Credit card). Software problem currently being investigated by IT
- If reduction in activity continues, consider reduction in hours of operation for a period of time.

### **9. No Charge Garbage Collection**

Staff have been asked to investigate the cost of offering no cost garbage collection. The financial impact of this would be a loss of revenue of \$24,000 per week or \$104,000 per month. Revenue loss is based on all residents using the free bag offer. If Council wishes to consider this, recommend it apply to 1 bag per household per fee – all other bags would require bag tags in order to be picked up.

Options to Consider:

- How to fund this initiative by replacing lost revenue by a reduction in expenses.
- How and when to reinstate this. Would quickly become the norm.
- Retaining the requirement for paid bag tags for curbside collection
- The Green Bin program begins April 6 and provides opportunity for residents to reduce their garbage output if they divert applicable materials to the Green Bin.

### **Summary**

I have split the cash flow sheet into three distinct sections

- A - Staff suggestions for initial community support provisions
- B - Items over which we have no control
- C - Other items for consideration

The sum of sections A and B amount to \$1.1million financial impact for the period to 31<sup>st</sup> May. If items from Section C are implemented or continued, the cost would increase further.

The issue becomes how the City can adjust to these revised budget estimates by reducing expenditures elsewhere.

Options to consider:

- Estimates are extremely difficult because we have never been in this situation before.
- By 31<sup>st</sup> May we will have a baseline upon which to measure decision-making if these measures have to continue for a further period.
- Using one time sources of funding – note that one time sources of funding do not cover ongoing monthly commitments very well, but may be used in short term situations.
  - Defer capital projects from approved budget list and use capital reserve funding to offset temporary revenue shortfalls 31<sup>st</sup> May. Note, these capital items will reappear for completion in 2021.
  - Use 2019 operating surplus (current estimate approx. \$1m) to cover revenue shortfall to 31<sup>st</sup> May.



- Beyond the term scope of this review, but long term need to consider hydro revenue will be down due to no “peak hours” rate.
- Investment income will drop significantly as we have seen two 0.5% rate drops in the past week. Bank of Canada rate now at 0.25%

Staff recommend an approach to community support provisions similar to what other municipalities are taking.

- Consider an initial short term time horizon – one month or two months. We have no idea the length of time this state of emergency will be in place. We can always reassess in mid-May if extension is warranted.
- While estimates of property tax defaults are completely unknown and assumptions unproven, start simple. With the commitment to expand or enhance community support soon in the future once we understand the financial impact of the largest item being property taxes.
- An example:

## **Economic Response Plan**

*"Strengthening Our Community: Attracting People and Investment"*



**Immediate relief and flexibility for residents and businesses**

- Waive penalty and interest related to the 9th April property tax instalment due-date and stop all progressive collection activities until 31<sup>st</sup> May 2020.
- Waive penalties, interest, late payment charges and other fees related to water and sewer billing and stop all progressive collection activities until 31<sup>st</sup> May 2020.
- Suspend any water meter disconnections.
- Suspend the transfer of overdue water accounts to the property tax account to assist landlords
- Free parking until 31<sup>st</sup> May 2020 or commencement of Festival Theatre season.
- Waive interest on any general invoices from the City until 31 May 2020.
- Suspend the non-sufficient fund administration fee for returned payments until 31 May 2020.
- Credits or refunds for cancelled community programs and services.

**Financial impact:** As noted

**Alignment with Strategic Priorities:** Strengthening our Plans, Strategies and Partnerships

**CLT Recommendations:** THAT the following approach to community support provisions similar to what other municipalities are taking, be undertaken:

- Consider an initial short term time horizon – one month or two months and to reassess in mid-May if extension is warranted;
- While estimates of property tax defaults are completely unknown and assumptions unproven, start simple. With the commitment to expand or enhance community support soon in the future once we understand the financial impact of the largest item being property taxes;

An example: Economic Response Plan

Immediate relief and flexibility for residents and businesses:

- Waive penalty and interest related to the 9th April property tax instalment due-date and stop all progressive collection activities,
- Waive penalties, interest, late payment charges and other fees related to water and sewer billing and stop all progressive collection activities,
- Suspend any water meter disconnections,

- Suspend the transfer of overdue water accounts to the property tax account to assist landlords,
- Free parking until 31<sup>st</sup> May 2020 or commencement of Festival Theatre season,
- Waive interest on any general invoices from the City until 31 May 2020,
- Suspend the non-sufficient fund administration fee for returned payments until 31 May 2020,
- Credits or refunds for cancelled community programs and services.

THAT the Corporate Leadership Team (CLT) be authorized to implement the following recommendations [Phase 1] as necessary and the Acting CAO to report to Council with updates:

1. THAT the penalty and interest applicable to the April tax instalment due date amounts be waived until August;
2. THAT the penalty and interest applicable to the April utility due date amounts be waived until August;

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7. THAT the City continue with a no fare / rear door policy as it provides for limited driver passenger contact until August;
8. THAT the City continue with the requirement for paid bag tags for curbside collection;
9. THAT one time sources of funding be used in short term situations:
  - a) In consultation with CLT, defer capital projects from approved budget list and use capital reserve funding to offset temporary revenue shortfalls to 31<sup>st</sup> May, and these capital items reappear for completion in 2021;
  - b) Use 2019 operating surplus (current estimate approx. \$1m) to cover revenue shortfall to 31<sup>st</sup> May.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

THAT the Treasurer be directed to utilize the following sources of funding to offset these additional costs:

[REDACTED]

- The deferral of capital projects to be identified by CLT and reallocation of capital reserve transfers
- The utilization of 2019 operating surplus

AND THAT a reassessment be undertaken in mid-May to evaluate their continuation.

**In-camera Discussion:** The Director of Corporate Services provided an overview of the report. Two financial items of concern to the City is the cash flow shortage and the loss of revenue.

The Director advised approximately 67 properties have removed themselves from the pre-authorized withdrawal list. At this time the City is confirmed to receive approximately \$5 Million, with \$13 Million outstanding.

At this time the City is not receiving cash flow from various sources and there is a need to find this income elsewhere, potentially through borrowing.

It is estimated that the City has lost approximately \$400,000 from parking, transit and community facilities revenue due to the pandemic. The report outlined a two

month cash flow forecast and it is expected there will be a \$1.1 Million shortfall. The dire state of the City's financial position was reiterated.

It was questioned whether the Province will be offering any assistance to municipalities. Mayor Mathieson advised there are three ways the Province may offer assistance:

1. allow municipalities to run a deficit for the first time;
2. provide a per capita amount to each municipality which would be adjusted based on services delivered;
3. provide a one-time conditional grant.

\*A request was made to move to Item 5.1

**In-camera Discussion:** Returning to this item, discussion was held on the sale of garbage bag tags and the associated fee. The Director of Infrastructure and Development Services advised the fee covers the cost of collection and processing of recycling. At this time there will be no financial breaks given by the contractor.

Concern was expressed with requiring people to purchase bag tags. It was noted bag tags can be purchased from grocery stores and they can be delivered through the Help Do Good community initiative.

\*Councillor Clifford absent from the meeting at 3:57 p.m., and returned at 3:59 p.m.



The Director of Social Services advised a roll of bag tags have been given to the United Way for distribution among the vulnerable.

The protocol the contractor follows if a garbage bag does not have a tag was questioned. The Director of Infrastructure and Development Services advised the contractor has been directed to leave the bag if there is no tag.

It was questioned whether staff can update plans which have not been accomplished due to current workloads, priorities and projects. The Director of Infrastructure and

Development Services advised staff are working on various projects still and will update plans, if possible.

Discussion was held on the water bills. A request was made for staffing levels at outside boards to be reviewed and for a review of shared services to be undertaken. A further request was made for staff to contact community grant recipients to advise funds can only be spent as approved and any remaining funds should be returned to the City.

An update was provided on the:

- establishment of a Community Safety and Well Being Plan Advisory Committee to carry out long-term planning related to COVID-19 and to develop a local plan for community safety and well-being that includes evidence-based strategies and programs to address local priorities.,
- development of recovery programs,
- submission of an application for the purpose of creating an Economic Recovery Task Force, through investStratford, to develop a recovery plan. It was noted FedDev support, in the amount of \$150,000 - \$200,000, is available.

The Director of Social Services requested direction to submit an application to the Province for the provision of emergency child care for front line and emergency staff at the Anne Hathaway Day Care. The costs to operate are \$76,500 per month.

**In-camera Direction:** Motion by Councillor Clifford and Councillor Vassilakos **THAT the following approach to community support provisions similar to what other municipalities are taking, be undertaken:**

- **Consider an initial short term time horizon – one month or two months and to reassess in mid-May if extension is warranted;**
- **While estimates of property tax defaults are completely unknown and assumptions unproven, start simple. With the commitment to expand or enhance community support soon in the future once we understand the financial impact of the largest item being property taxes;**

**An example: Economic Response Plan**

**Immediate relief and flexibility for residents and businesses:**

*"Strengthening Our Community: Attracting People and Investment"*

- **Waive penalty and interest related to the 9th April property tax instalment due-date and stop all progressive collection activities,**
- **Waive penalties, interest, late payment charges and other fees related to water and sewer billing and stop all progressive collection activities,**
- **Suspend any water meter disconnections,**
- **Suspend the transfer of overdue water accounts to the property tax account to assist landlords,**
- **Free parking until 31<sup>st</sup> May 2020 or commencement of Festival Theatre season,**
- **Waive interest on any general invoices from the City until 31 May 2020,**
- **Suspend the non-sufficient fund administration fee for returned payments until 31 May 2020,**
- **Credits or refunds for cancelled community programs and services.**

**THAT the Corporate Leadership Team (CLT) implement the following recommendations [Phase 1] as necessary and the Acting CAO to report to Council with updates:**

**15. THAT the penalty and interest applicable to the April tax instalment due date amounts be waived until August;**

**16. THAT the penalty and interest applicable to the April utility due date amounts be waived until August;**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**21. THAT the City continue with a no fare / rear door policy as it provides for limited driver passenger contact until August;**

**22. THAT the City continue with the requirement for paid bag tags for curbside collection;**

**23. THAT one time sources of funding be used in short term situations:**

- c) In consultation with CLT, defer capital projects from approved budget list and use capital reserve funding to offset temporary revenue shortfalls to 31<sup>st</sup> May, and these capital items reappear for completion in 2021;**
- d) Use 2019 operating surplus (current estimate approx. \$1m) to cover revenue shortfall to 31<sup>st</sup> May.**

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

**THAT the Treasurer be directed to utilize the following sources of funding to offset these additional costs:**

█ [REDACTED]

█ [REDACTED]

- **the deferral of capital projects to be identified by CLT and reallocation of capital reserve transfers**
- **The utilization of 2019 operating surplus**

**THAT a reassessment be undertaken in mid-May to evaluate their continuation;**

**THAT a review of staffing levels of outside boards and the potential to review shared services be undertaken;**

