



## **Regular Meeting of Council Agenda**

**Date:** April 20, 2020  
**Time:** 9:30 am  
**Location:** Council Chambers Level 2, City Hall

Due to COVID-19 this meeting will be conducted as a virtual meeting, with no public attendance. Only the Mayor, along with a clerk and audio/visual technician, will be in council chambers, with all other staff and members of council participating in the meeting by calling in remotely. The meeting will be live web streamed, as usual, and archived on the city website.

Pages

- 1. Call to Order:**
- 2. National Anthem:**
- 3. Regrets:**
- 4. Proclamations:**
  - 4.1 Parental Alienation Awareness Day - April 25, 2020
- 5. Motion to Approve Council Minutes:**

Confirm the minutes of the following meetings of Council:

  - 5.1 Regular meeting of Council February 24, 2020
  - 5.2 Special meeting of Council March 9, 2020
  - 5.3 Special meeting of Council March 12, 2020
  - 5.4 Special meeting of Council #1 March 24, 2020
  - 5.5 Special meeting of Council #2 March 24, 2020
  - 5.6 Special meeting of Council April 6, 2020
- 6. Recognitions and Achievements:**

**7. Presentations:**

**8. Declarations of Interest:**

**9. Delegations:**

Due to COVID-19 and this meeting being conducted as a virtual meeting, with no public attendance, the public will be able to submit delegation material in writing only, in advance, to the clerk at [clerks@burlington.ca](mailto:clerks@burlington.ca). Please submit delegation material by noon on Friday, April 17, 2020, and include your contact information in case a member of council has a question for you. This procedure will be followed until further notice.

**10. Recommendations from Standing Committees:**

- |  |   |        |
|--|---|--------|
| 10.1   | Environment, Infrastructure & Community Services meeting of March 9, 2020 | 1 - 4  |
| a. Low Density Residential and Infill Development – Managing Grading and Drainage (CW-08-20)   |   |        |
| Note: This item was referred to the Community Planning, Regulation and Mobility Committee meeting of Tuesday March 10, 2020.   |   |        |
| b. Climate Action Plan for Burlington (EICS-01-20)   |   |        |
| Note: This item was referred to the Community Planning, Regulation and Mobility Committee meeting of Tuesday March 10, 2020.   |   |        |
| c. Tyandaga - Park and Golf Course (RS-02-20)  |   |        |
| Note: This item was referred to the Community Planning, Regulation and Mobility Committee meeting of Tuesday March 10, 2020.   |   |        |
| 10.2   | Community Planning, Regulation & Mobility meeting of March 10, 2020       | 5 - 12 |
| a. Official plan and zoning by-law amendments and plan of subdivision for 2294 & 2300 Queensway Drive (PL-17-20)   |   |        |
| Refer community planning department report PL-17-20 regarding official plan and zoning by-law amendments and plan of subdivision for 2294 and 2300 Queensway Drive back to staff to work with the applicant on a revised plan. |   |        |

b. Kilbride Street Community Safety Zone (TS-08-20)

Direct the Director of Transportation Services to prepare an amending by-law for the approval of Council to designate Kilbride Street as a community safety zone.

c. Terms of Reference update for Housing and Development Liaison Committee (MO-03-20)

Direct the Interim Director of Community Planning to review and report back on revised terms of reference for the City's Housing and Development Liaison Committee.

d. Burlington Economic Development Strategic Planning Overview and 2020 Priorities (BEDC-01-20)

Receive and file burlington economic development corporation report BEDC-01-20 regarding Strategic Planning Overview and 2020 Performance Management Plan, including confidential appendices A & B.

e. Pop-Up Patio Program in downtown Burlington (PL-11-20)

Approve the continuation of the Pop-Up Patio Program for downtown Burlington; and

Authorize the Mayor and City Clerk to execute any documents in connection with this matter, subject to the satisfaction of the Executive Director of Legal Services.

f. Climate Action Plan for Burlington (EICS-01-20)

Approve the Burlington Climate Action Plan in Appendix A to report EICS-01-20; and

Approve the interim target for Burlington to reduce community emissions by 50% below 2016 levels by 2030; and

Approve the target for Burlington to become a net zero carbon community by 2050 (reducing emissions 100% below 2016 levels by 2050); and

Direct the Executive Director of Environment, Infrastructure and Community Services to report back in Q2 2020 after the release of the federal budget with the latest information and updated proposed timelines for the home energy retrofit program and human resource requirements to meet the goals of the climate

action plan.

g. Tyandaga - Park and Golf Course (RS-02-20)

Direct the Director of Recreation Services to complete an engagement process with the broader community and Tyandaga neighborhood on opportunities to further enhance both the golf experience and Park program for consideration in future budgets; and

Direct the Director of Recreation Services to review and investigate alternative financial models for Tyandaga, both operating and capital considerations and present options to Council in Q3 2020 with staff recommendations.

h. Low Density Residential and Infill Development - Managing Grading and Drainage (CW-08-20)

Approve the revised version of the Grading and Drainage Certification By-law 52-2018, as amended in Appendix A of capital works department report CW-08-20; and

Approve the revised version of the Drainage By-law 17-2018, as amended in Appendix B of capital works department report CW-08-20.

i. Heritage study staff direction (SD-02-20)

Note: This staff direction is from the Community Planning, Regulation & Mobility meeting minutes of January 16, 2020.

Direct the Director of Community Planning, in consultation with Heritage Burlington, to assess the heritage value and appropriate protections (including possible Heritage Act designations) for the potential built heritage resources and potential cultural heritage landscapes identified by ASI in their September 2019 "Cultural Heritage Resource Assessment of the Downtown Mobility Hub", with funding source to be determined, and report back to Council with the assessment and associated recommendations by Q4 of 2020.

j. Lions Park staff direction (SD-03-20)

Note: This staff direction is from the Community Planning, Regulation & Mobility meeting minutes of January 16, 2020.

Direct the Executive Director of Legal Services, working with the



Executive Director of Environment, Infrastructure, and Community Services, to report back with options for the future of Lions Park.

10.3 Corporate Services, Strategy, Risk & Accountability meeting of March 12, 2020

13 - 22

- a. Remuneration and expenses paid to Council and appointees for 2019 (F-06-20)

Note: This item was ratified at the March 24, 2020 Special Council Meeting.

- b. Financial status report as at December 31, 2019 (F-07-20)

Receive and file finance department report F-07-20 providing a financial status report as at December 31, 2019.

- c. 2020 proposed budget and tax levy for the Burlington Downtown Business Improvement Area (F-10-20)

Approve the 2020 proposed budget for the Burlington Downtown Business Improvement Area (BIA) as presented in appendix A of finance department report F-10-20 incorporating a Burlington Downtown BIA members' levy of \$815,700; and

Authorize the Chief Financial Officer to incorporate the resulting Burlington Downtown BIA tax rates into the 2020 tax levy by-law.

- d. 2020 proposed budget and tax levy for the Aldershot Village Business Improvement Area (F-11-20)

Approve the 2020 proposed budget for the Aldershot Village Business Improvement Area (BIA) as presented in appendix A of finance department report F-11-20 incorporating an Aldershot Village BIA members' levy of \$205,925; and

Authorize the Chief Financial Officer to incorporate the resulting Aldershot Village BIA tax rates into the 2020 tax levy by-law.

- e. 2019 retained savings (F-12-20)

Direct the Chief Financial Officer to allocate the 2019 retained savings based on the strategy outlined in finance department report F-12-20.

- f. 2020 Halton Court Services budget and business plan (L-05-20)

Approve the 2020 Halton Court Services budget as presented;  
and

Contribute \$50,000 from net revenues to the reserve fund  
during 2020 to ensure that requirements of the Reserve Fund  
Policy are met; and

Approve \$27,000 for computer hardware and software  
requirements with costs to be funded through the reserve fund.

- g. Mayor's travel for 2020 (MO-01-20)

Receive and file office of the mayor's report MO-01-20 providing  
information on the Mayor's planned travel in 2020 on behalf of  
the City of Burlington.

- h. 2019 status update on community engagement (CC-02-20)

Receive and file corporate communications and government  
relations report CC-02-20 providing a status update on  
community engagement.

- i. Proposed high-level corporate strategy workplan (CM-08-20)

Endorse the City of Burlington's high-level corporate strategy  
workplan as proposed and outlined in appendix A of city  
manager's office report CM-08-20.

- j. Advisory committee review (MO-04-20)

Direct the City Clerk to complete the review of advisory  
committees as follows:

New Consistency-Based Initiatives:

1. For all existing and future committees, review and create  
consistent terms of reference that provide standardized  
information about the role of the committee including:

- the general role of an advisory committee, what it is,  
what it isn't, and its relationship to council
- the unique purpose of the committee
- any specific tasks/activities expected to be undertaken  
by the committee in addition to advice being given to  
council (for example: public engagement, educational

workshops or seminars, cycling or walking tours, etc.)

- the expected tenure of committee and whether it will be a) legislated, b) standing (permanent), or c) task-oriented with a sunset provision
- a provision for mandated review, whether coinciding with each term of council or some other frequency
- details related to chair and membership, including alternates, and terms of office
- standardized training and orientation for new and returning members
- standardized recruitment and appointment procedures, including a broader range of methods used to recruit/notify the community of opportunities to volunteer
- the expected meeting schedule and frequency
- related budget, and the appropriate mechanism to request changes to budget
- the expected level of administrative support to be provided by clerks and the council-member-designate on the committee
- a dispute resolution process
- a code of conduct for members at meetings and when dealing with staff, the public and council
- a communications protocol for the committee, including stand-alone websites, webpages, and social feeds
- other matters arising as needed.

2. In service to recommendation #1 above, schedule a workshop for council to gain a consensus on the role, function, structure, standardized terms of reference, recruitment and tasks of advisory committees in general, and specifically the ones under the review section.

3. Review the input received from the public, council, action labs, and advisory committee review volunteer working team report and advise how the recommendations will be used.

4. Report back on options for greater engagement opportunities using digital technologies, civic lotteries, and other tools, and in what circumstances each tool would be best deployed.

5. Report back with a plan for open government to enhance transparency, accountability, and connection between

community members and city hall.

6. Report back on options for resident recognition programs and/or events, and exploring, among other possibilities:

a) revised/rebranded Burlington's Best/Civic Recognition/Inspire Burlington;

b) partnership with the Key to the City program; and/or

c) incorporating recognition into the annual Burlington Day festivities being developed by the mayor's office in partnership with the recreation services department to launch in 2021.

Status Quo/Existing Initiatives:

7. Maintain the provincially legislated committees intact - specifically Accessibility Advisory and Heritage Advisory - and complete recruitment of any new members and alternates where there are vacancies. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees.

8. Maintain those committees intact which have a clear mandate, longstanding history and are functioning well, specifically the Mundialization Committee, Downtown Parking Advisory Committee, and Sustainable Development Advisory Committee. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees.

9. Maintain, as-is, the newly formed Agricultural and Rural Affairs Advisory Committee which, as a new committee, already has updated terms of reference, current membership and a workplan. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees.

New Review-Based Initiatives:

10. Report back on the possibility of creating one advisory committee related to mobility that would incorporate the existing Cycling Advisory Committee and Integrated Transportation Advisory Committee. Determine whether to incorporate the proposed Transit Committee or establish as a stand-alone committee, using the terms of reference of the former Transit

Committee (Appendix A) as a starting point for review.

11. Strike a task force of community members to review the terms of reference developed for the former Waterfront Access and Protection Advisory Committee (Appendix B), and the recommendations arising from their final report to council (Appendix C) and report back with a recommendation on a structure moving forward for a Waterfront Committee, whether task-oriented/temporary, permanent standing committee, or other structure.

12. Consult with the Millennial, Seniors' Advisory, and Inclusivity Advisory Committees on items including, but not limited to role, activities, staff support, structure, membership selection and recruitment, tenure (standing or task-oriented), recommendations from the residents' report, and report back to council with options. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees. Items unique to specific committees to be discussed:

a) for the Millennial Committee: a name change to reflect the young adult population, and an age range to be determined (eg. 25-40, post-high-school 19-40, etc.).

b) for the Seniors' Advisory Committee: a name change to reflect older adults, and an age range review (eg. starting at 55+).

c) for the Inclusivity Advisory Committee: options to incorporate inclusivity in each advisory committee, with a dedicated member, or maintain a stand-alone committee.

13. Consult with the recreation services department to build on and potentially formalize the newly established Burlington Youth Council to engage high school students in Burlington and provide a connection to city council.

k. Staff directions from 2020 budget (F-46-19-2) (SD-04-20) (SD-05-20)

Defer staff direction 68 from appendix B of finance department report F-46-19-2 to the April 9, 2020 Corporate Services, Strategy, Risk and Accountability Committee.

Direct the Executive Director of Environment, Infrastructure &

Community Services to review the impact of increasing the gas tax allocation to transit from 75/25 to 70/30.

Direct the Chief Financial Officer to plan a Council Workshop in June of 2020 with the subject matter of "Vision to Focus - Budget 2021". The purpose is to allow staff and Council the opportunity to collaborate on high level priorities, values and vision leading into the 2021 budget process in an effort to concentrate the focus and priorities of Council.

- l. Confidential litigation report - October 1, 2019 to January 31, 2020 (L-02-20)

Direct the Executive Director of Legal Services or her designate to proceed in accordance with the instructions sought in matters 20, 21, 26, 32, 34 and 35 and that the balance of legal department report L-02-20 be received and filed.

- m. Confidential contingency reserve report - December 31, 2019 (F-08-20)

Receive and file finance department report F-08-20 providing the contingency report as at December 31, 2019.

- n. Confidential 2020 insurance renewal (L-08-20)

Receive and file legal department report L-08-20 providing a status update on the 2020 insurance renewal.

- o. Confidential update on a litigation matter (L-09-20)

Instruct the City Solicitor or her designate to proceed in accordance with the instructions sought in confidential legal department report L-09-20.

10.4 Environment, Infrastructure & Community Services Committee meeting of April 6, 2020

23 - 27

- a. Tender Award – Belvenia Road, Lomond Crescent and Ayr Place reconstruction (CW-07-20)

Award the tender for contract CW-20-02, Belvenia Road, Lomond Crescent and Ayr Place Reconstruction to DESO Construction Limited, 135 Highway 56, Caledonia, ON, for \$4,516,610.00 including HST, subject to the approval of Halton Region; and

Authorize the Mayor and City Clerk to sign any required agreements with the bidder named above, subject to the satisfaction of the City Solicitor; and

Approve the total cost of \$4,644,075 (Net HST) to be charged to Capital Order RL0327 and funded as follows;

Infrastructure Renewal Reserve Fund	\$542,850
Federal Gas Tax	\$1,284,176
City of Burlington Funding	\$1,827,026
Halton Region	\$2,817,049
Total Project Financing	\$4,644,075

- b. 2019 annual building permit revenues and expenses (BB-02-20)

Receive and file building and by-law department report BB-02-20 providing related information for the 2019 annual building permit revenues and expenses.

- c. Operating budget performance report as at December 31, 2019 (F-13-20)

Receive and file finance department report F-13-20 regarding operating budget performance report as at December 31, 2019.

- d. 2087-2103 Prospect Street - Section 37 community benefits (PL-07-20)

Approve community benefits in relation to the development proposal at 2087-2103 Prospect Street submitted by Children's Financial Group, c/o Ruth Victor & Associates, consisting of direct benefits as outlined in report PL-07-20; and

Direct Legal staff to prepare and execute an agreement pursuant to Section 37 of the *Planning Act* securing the benefits agreed to and to the satisfaction of the Director of Community Planning and the City Solicitor and that such Agreement be registered on title to the lands in a manner satisfactory to the City Solicitor to secure said community benefits; and

Direct the City Clerk and the Mayor to execute the amending by-law once the owner enters into the Section 37 Agreement.

- e. Integrated mobility plan – travel demand model funding (TS-11-

20)

Award the auxiliary contract for the development of the travel demand model of the Integrated Mobility Plan to Dillon Consulting Limited for \$192,902.30 including HST as outlined in Appendix A of transportation department report T-11-20; and

Authorize the execution of any contracts or contract amendments as may be required, subject to the satisfaction of the Executive Director of Legal Services and Corporation Counsel; and

Approve funding of \$250,000 for the purposes of expanding the scope of the Integrated Mobility Plan to include the development of a multi-modal travel demand model.

- f. Current Value Assessment and Taxation for Burlington Downtown Business Improvement Area (F-01-20)

Receive and file finance department report F-01-20 providing information on assessment and taxation for the Burlington Downtown Business Improvement Area (BDBIA).

- g. Legal update on a litigation matter (L-10-20)

Direct the Executive Director of Legal Services and Corporate Counsel or her designate to proceed in accordance with the instructions given in legal department report L-10-20.

**11. Motion to Approve Standing Committee Minutes:**

Approve the following minutes:

- 11.1 Environment, Infrastructure & Community Services meeting minutes of March 9, 2020
- 11.2 Community Planning, Regulation & Mobility meeting minutes of March 10, 2020
- 11.3 Corporate Services, Strategy, Risk & Accountability meeting minutes of March 12, 2020
- 11.4 Environment, Infrastructure & Community Services meeting minutes of April 6, 2020

**12. Reports of Municipal Officers:**



12.1	Comments on Bill 108 Regulations (CC-03-20)	28 - 37
	Receive the comments and feedback contained in Appendix A of this report and forward to the Province of Ontario, Minister of Municipal Affairs and Housing, as the City of Burlington's response to the consultation on the Proposed Regulatory Matters Pertaining to Community Benefits Authority under the Planning Act, the Development Charges Act, and the Building Code Act, ERO 019-1406;	
12.2	Winter Road Maintenance (RPF-05-20) - Time Sensitive	38 - 41
	Award contract RFT-307-20 Winter Road Maintenance to PAVE-TAR CONSTRUCTION LTD, 419 Attwell Drive, Etobicoke, ON M9W 5C4, for including HST; and	
	Authorize the Manager of Procurement Services to issue a purchase order, and/or sign any associated agreements subject to the satisfaction of the Executive Director of Legal Services, with the bidder named above; and	
	Authorize the Manager of Procurement Services to extend the contract for the term of the agreement subject to the conditions of the contract.	
12.3	Burlington Economic Development Corporation providing Team Burlington – COVID-19 Business Update (BEDC-03-20)	42 - 71
	Receive and file burlington economic development corporation report BEDC-03-20 providing Team Burlington – COVID-19 Business Update April 2020.	
12.4	COVID-19 (CM-03-20)	72 - 156
	Receive and file city manager's office report CM-03-20 with presentations as follows: <ul style="list-style-type: none"> <li>• CoVID-19 Emergency Response Strategy – presented by Executive Director Strategy, Risk &amp; Accountability</li> <li>• High-level financial impacts – presented by Chief Financial Officer; and</li> </ul>	
	Direct the City Manager to provide ongoing monthly updates, as required, related to the CoVID-19 City service strategy and the CoVID-9 financial update.	
12.5	Legislative framework during COVID-19 (CL-09-20)	157 - 178
	Approve By-law 21-2020 to amend By-law 04-2020, as amended, the	

City of Burlington Procedure By-law to allow for virtual delegations at electronic meetings, and to establish Committee of the Whole, as outlined in Appendix A to clerks department report CL-09-20.

- 12.6 COVID-19 Special Parking Enforcement Areas (TS-17-20) 179 - 186

Approve the amendment to the City of Burlington Parking and Idling By-law 39-2016 to establish special enforcement areas and increased fines due to the COVID-19 Emergency, as attached as Appendix A to Report TS-17-20, in a form satisfactory to the City Solicitor.

**13. Notices of Motion:**

**14. Motions:**

- 14.1 Shared Streets Burlington Motion (ADM-02-20) 187 - 188

Direct the Director of Transportation Services to assess, create and implement as soon as possible, and with input from other city departments and members of the Cycling and ITAC Committees, a "Shared Streets Burlington" Pilot Project with the goal of temporarily closing portions of roadways to allow for safer physical distancing for pedestrians and cyclists for the duration of the COVID-19 pandemic.

**15. Motion to Receive and File Council Information Packages:**

Receive and file the following Information Packages, having been prepared and distributed to Council:

- 15.1 Council Information Package February 27, 2020
- 15.2 Council Information Package March 5, 2020
- 15.3 Council Information Package March 12, 2020
- 15.4 Council Information Package March 20, 2020

**16. Motion to Receive and File Information Items:**

Receive and file the following items, having been considered by Council:

- 16.1 Delegation correspondence from James Feilders regarding climate action plan for Burlington (EICS-01-20) 189 - 201
- 16.2 Correspondence from Hunter Lawson regarding Integrated mobility plan – travel demand model funding (TS-11-20) 202 - 202

- 16.3 Memo from Lynn Robichaud, Sr. Sustainability Coordinator, Environment, Infrastructure & Community Services regarding Climate Action Plan for Burlington (EICS-01-20)

203 - 296

**17. Motion to Approve By-Laws:**

Enact and pass the following by-laws which are now introduced, entitled and numbered as indicated below:

- 17.1 19-2020: A by-law to exempt Lot 2 and Part Lot 3 as in 187648, Plan 408 in the City of Burlington, in the Regional Municipality of Halton, from the provisions of Part Lot Control.
- 17.2 20-2020: A by-law to amend Traffic By-law 86-2007, as amended, for installation of traffic control changes and designation of Kilbride Street as a community safety zone.
- 17.3 21-2020: A by-law to amend By-law 04-2020 to provide for the rules of order of Council and its Committees.
- 17.4 22-2020: Official Plan Amendment 115 – to redesignate a portion of lands at 2087-2103 Prospect Street to “Residential – High Density” to permit the development of 36 stacked townhouses, dwelling units at 2087-2103 Prospect Street.
- 17.5 23-2020: A by-law to amend By-law 17-2018 being a by-law to regulate the drainage of property in the City of Burlington.
- 17.6 24-2020: A by-law to amend By-law 52-2018, being a by-law to regulate the altering of grades or drainage on Low Density Residential Lands.
- 17.7 25-2020: A by-law to amend By-law 39-2016 being a by-law to regulate parking and idling in the City of Burlington to create special parking enforcement areas with increased penalties during the COVID-19 pandemic state of emergency.
- 17.8 26-2020: A by-law to authorize a request for the issuing of debentures by the Regional Municipality of Halton for Tender Award – New Street Resurfacing - Walkers Line to Burloak Drive.
- 17.9 2020-412: A by-law to amend By-law 2020, as amended; to permit the development of 36 stacked townhouses in two blocks to replace 8 existing fourplex at 2087-2103 Prospect Street.

**18. Motion to Confirm Proceedings of the Council Meeting:**

Enact and pass By-law Number 27-2020, being a by-law to confirm the proceedings of Council at its meeting held Monday, April 20, 2020 being read a

first, second and third time.

19. Verbal update on COVID-19 from City Manager Tim Commisso and Mayor Marianne Meed Ward.

20. Statements by Members:

21. Motion to Adjourn:

Adjourn this Council now to meet again at the call of the Mayor.



## **Environment, Infrastructure & Community Services Committee Meeting**

### **Minutes**

Date: March 9, 2020  
Time: 6:30 pm  
Location: Council Chambers Level 2, City Hall

Members Present: Lisa Kearns, Rory Nisan, Shawna Stolte, Paul Sharman, Angelo Bentivegna, Mayor Marianne Meed Ward

Member Regrets: Kelvin Galbraith (Chair)

Staff Present: Tim Commisso, Chris Glenn, Allan Magi, David Thompson (Audio/Video Specialist), Suzanne Gillies (Clerk)

#### **1. Declarations of Interest:**

None.

#### **2. Delegation(s):**

- 2.1 Delegation from Hassaan Basit, Conservation Halton, regarding Support for Ontario's Conservation Authorities (MO-05-20)
- 2.2 Mary Alice St. James, A.C.T., spoke regarding Low Density Residential and Infill Development- Managing Grading and Drainage (CW-08-20)
- 2.3 Leslie Barbetta spoke regarding Low Density Residential and Infill Development- Managing Grading and Drainage (CW-08-20)
- 2.4 Ken Crew spoke regarding Low Density Residential and Infill Development- Managing Grading and Drainage (CW-08-20)
- 2.5 Bryan Purcell, The Atmospheric Fund, spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.6 Julie O'Brien spoke regarding Climate Action Plan for Burlington (EICS-01-20)

- 2.7 Vince Fiorito, Friends of Sheldon Creek, spoke regarding Climate Action Plan for Burlington (EICS-01-20)
- 2.8 Anna Pautler, Bay Area Climate Change Council, spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.9 Paul Frith, Ontario Geothermal Association, spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.10 Gabriella Kalapos, Clean Air Partnership, spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.11 Patricia Robinson expressed concerns with fireworks as it relates to the Climate Action Plan for Burlington (EICS-01-20)
- 2.12 Mervyn Russell, Halton Chapter Council of Canadians, spoke regarding Climate Action Plan for Burlington (EICS-01-20)
- 2.13 Scott Kirby spoke regarding the Climate Action Plan for Burlington (EICS-01-20)
- 2.14 Lawson Hunter spoke regarding the Climate Action Plan for Burlington (EICS-01-20)
- 2.15 Carolyn Barnes, Burlington Sustainable Development Advisory Committee, spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.16 Lisa Kohler, Halton Environmental Network, spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.17 Paul Fletcher spoke in support of the Climate Action Plan for Burlington (EICS-01-20)
- 2.18 Peter Sangster, spoke regarding Climate Action Plan for Burlington (EICS-01-20)
- 2.19 Steve Rieck, Dads Against Dirty Air (DADA), expressed concerns with the Climate Action Plan for Burlington (EICS-01-20)

**3. Consent Items:**

- 3.1 Low Density Residential and Infill Development – Managing Grading and Drainage (CW-08-20)

Moved by Mayor Meed Ward

**Refer capital works department report CW-08-20 regarding low density residential and infill development - managing grading and**

**drainage to the Community Planning, Regulation and Mobility  
Committee meeting on Tuesday March 10, 2020.**

**CARRIED**

**4. Regular Items:**

**4.1 Climate Action Plan for Burlington (EICS-01-20)**

Moved by Mayor Meed Ward

**Refer environment, infrastructure and community services report  
EICS-01-20 regarding climate action plan for Burlington to the  
Community Planning, Regulation & Mobility Committee meeting on  
Tuesday, March 10, 2020.**

**CARRIED**

**4.2 Tyandaga - Park and Golf Course (RS-02-20)**

Moved by Mayor Meed Ward

**Refer department of recreation services report RS-02-20 regarding  
Tyandaga Park and Golf Course to the Community Planning,  
Regulation, and Mobility Committee meeting on Tuesday March 10,  
2020.**

**CARRIED**

**4.3 Support for Ontario's Conservation Authorities (MO-05-20)**

Moved by Mayor Meed Ward

**Refer mayor's office report MO-05-20 regarding support for Ontario's  
Conservation Authorities to the Community Planning, Regulation  
and Mobility Committee meeting on Tuesday, March 10, 2020.**

**CARRIED**

**5. Confidential Items:**

None.

**6. Procedural Motions:**

None.

**7. Information Items:**

Moved by Mayor Meed Ward

Refer the motion to receive and file the following 8 items to the Community Planning, Regulation and Mobility Committee meeting on Tuesday, March 10, 2020.

- 7.1 Staff presentation regarding Climate Action Plan for Burlington (EICS-01-20)
- 7.2 Delegation material from Hassaan Basit, Conservation Halton, regarding Support for Ontario's Conservation Authorities (MO-05-20)
- 7.3 Delegation material from Mary Alice St. James, A.C.T., regarding Low Density Residential and Infill Development- Managing Grading and Drainage (CW-08-20)
- 7.4 Delegation material from Leslie Barbetta regarding Low Density Residential and Infill development- Managing Grading and Drainage (CW-08-20)
- 7.5 Delegation material from Vince Fiorito, Friends of Sheldon Creek, regarding Climate Action Plan for Burlington (EICS-01-20)
- 7.6 Delegation material from Patricia Robinson regarding Climate Action Plan for Burlington (EICS-01-20)
- 7.7 Delegation material from Mervyn Russell regarding Climate Action Plan for Burlington (EICS-01-20)
- 7.8 Delegation material from Steve Rieck, Dads Against Dirty Air (DADA), regarding Climate Action Plan for Burlington (EICS-01-20)

**8. Staff Remarks:**

**9. Committee Remarks:**

**10. Adjournment:**

8:01 p.m. (recessed), 8:08 p.m. (reconvened)

Chair adjourned the meeting at 10:01 p.m.





## **Community Planning, Regulation & Mobility Committee Meeting**

### **Minutes**

Date: March 10, 2020  
Time: 9:30 am  
Location: Council Chambers Level 2, City Hall

Members Present: Shawna Stolte (Chair), Rory Nisan, Kelvin Galbraith, Lisa Kearns, Paul Sharman, Angelo Bentivegna

Member Regrets: Mayor Marianne Meed Ward

Staff Present: Tim Commisso, Heather MacDonald, Jamie Tellier, Allan Magi, Chris Glenn, Vito Tolone, David Thompson (Audio/Video Specialist), Jo-Anne Rudy (Clerk)

#### **1. Declarations of Interest:**

None

#### **2. Statutory Public Meetings:**

The Community Planning, Regulation and Mobility Committee, in accordance with Section 34 of the Planning Act, as amended, held Public Meeting No. 3-20 on March 10, 2020 to consider the official plan and zoning by-law amendments and plan of subdivision for 2294 and 2300 Queensway Drive. Having considered the oral and written comments received from staff and delegations, the Community Planning, Regulation and Mobility Committee referred report PL-17-20 back to staff.

- 2.1 Recommendation report for an official plan amendment, zoning by-law amendment and plan of subdivision for 2294 & 2300 Queensway Drive (PL-17-20)

Moved by Councillor Kearns

Refer community planning department report PL-17-20 regarding official plan and zoning by-law amendments and plan of subdivision for 2294 and

2300 Queensway Drive back to staff to work with the applicant on a revised plan.

**CARRIED**

- a. Stephen Fraser, A.J. Clarke and Associates Ltd. spoke to the official plan and zoning by-law amendments and plan of subdivision for 2294 & 2300 Queensway Drive and requested a referral. (PL-17-20)
- b. Reza Eslami, Icon Architects, provided information on the official plan and zoning by-law amendments and plan of subdivision for 2294 & 2300 Queensway Drive. (PL-17-20)
- c. Michael Bousfield expressed concern with the official plan and zoning by-law amendments and plan of subdivision for 2294 and 2300 Queensway Drive as it relates to traffic issues, height and density. (PL-17-20)
- d. Staff presentation regarding an official plan amendment, zoning by-law amendment and plan of subdivision for 2294 & 2300 Queensway Drive. (PL-17-20)
- e. Delegation material from Stephen Fraser, A.J. Clarke and Associates Ltd., regarding official plan and zoning by-law amendments and plan of subdivision for 2294 & 2300 Queensway Drive. (PL-17-20)
- f. Delegation material from Reza Eslami, Icon Architects, regarding official plan and zoning by-law amendments and plan of subdivision for 2294 & 2300 Queensway Drive. (PL-17-20)

**3. Delegation(s):**

- 3.1 Jessica Priest-Brown requesting waste/recycling containers in drive-thru locations (CPRM-01-20)

Note: this delegation was deferred to the April 7, 2020 meeting

- 3.2 Roman Talkowski spoke to the Climate Action Plan for Burlington. (EICS-01-20)

- 3.3 Doug Brown spoke to the Climate Action Plan for Burlington. (EICS-01-20)

**4. Consent Items:**

- 4.1 Kilbride Street Community Safety Zone (TS-08-20)

Moved by Councillor Galbraith

Direct the Director of Transportation Services to prepare an amending by-law for the approval of Council to designate Kilbride Street as a community safety zone.

**CARRIED**

- 4.2 Terms of Reference update for Housing and Development Liaison Committee (MO-03-20, SD-06-20)

Moved by Councillor Galbraith

Direct the Interim Director of Community Planning to review and report back on revised terms of reference for the City's Housing and Development Liaison Committee.

**CARRIED**

**5. Regular Items:**

- 5.1 Burlington Economic Development Strategic Planning Overview and 2020 Priorities (BEDC-01-20)

Moved by Councillor Sharman

Receive and file burlington economic development corporation report BEDC-01-20 regarding Strategic Planning Overview and 2020 Performance Management Plan, including confidential appendices A & B.

**CARRIED**

- 5.2 Pop-Up Patio Program in downtown Burlington (PL-11-20)

Moved by Councillor Kearns

Approve the continuation of the Pop-Up Patio Program for downtown Burlington; and

Authorize the Mayor and City Clerk to execute any documents in connection with this matter, subject to the satisfaction of the Executive Director of Legal Services.

**CARRIED**

- 5.3 Climate Action Plan for Burlington (EICS-01-20, SD-07-20)

Moved by Councillor Nisan

Approve the Burlington Climate Action Plan in Appendix A to report EICS-01-20; and

Approve the interim target for Burlington to reduce community emissions by 50% below 2016 levels by 2030; and

Approve the target for Burlington to become a net zero carbon community by 2050 (reducing emissions 100% below 2016 levels by 2050); **and**

**Direct the Executive Director of Environment, Infrastructure and Community Services to report back in Q2 2020 after the release of the federal budget with the latest information and updated proposed timelines for the home energy retrofit program and human resource requirements to meet the goals of the climate action plan.**

**CARRIED**

5.4 Tyandaga - Park and Golf Course (RS-02-20)

Moved by Councillor Galbraith

Direct the Director of Recreation Services to complete an engagement process with the broader community and Tyandaga neighborhood on opportunities to further enhance both the golf experience and Park program for consideration in future budgets; and

Direct the Director of Recreation Services to review and investigate alternative financial models for Tyandaga, both operating and capital considerations and present options to Council in Q3 2020 with staff recommendations.

**CARRIED**

5.5 Support for Ontario's Conservancy Authorities (CAs) (MO-05-20)

Note: this item was approved at the Special Council meeting of March 12, 2020

Moved by Councillor Kearns

Approve the following resolution and direct the Mayor to send the attached letter (Appendix A) to the ministers and premier:

WHEREAS the City of Burlington is a member of Conservation Halton (CH) and is represented on their Board of Directors;

WHEREAS the municipally appointed board of directors determines the policies, priorities and budget of the CAs;

WHEREAS the City of Burlington has been well-served by Conservation Halton;

WHEREAS the CAs are watershed-based organizations providing programs and services that contribute to a safer, sustainable environment and address climate change

WHEREAS the CAs have flood management programs employing a watershed-based approach that monitors stream flow, water levels and climatic conditions, forecasts flooding, issues flood warnings, regulates development activities in natural hazards, educates the public about flooding, operates flood management infrastructure, protects natural cover and manages storm water to help reduce the impacts of flooding;

WHEREAS the CAs are partners with municipalities in developing the science and policy to manage drinking water source protection;

WHEREAS the CAs own, manage and operate a valuable network of conservation areas that provide access to green space and family-friendly education and recreation activities for our growing communities that inform the public about a wide array of topics including watershed management, wildlife, and Canadian culture and heritage, contributes to the local economy, provides jobs for youth and promotes health and wellness for our residents and provides outdoor experiential education to local school children and encourages communities to embrace and value our natural and scenic assets;

WHEREAS the CAs undertake reforestation and landscape restoration and aid landowners in making changes on their properties in support of naturalization or water quality protection within the watershed;

WHEREAS the CAs provide the Region with technical expertise in support of its planning and infrastructure delivery, education and health programs;

WHEREAS flowing accounts for the largest portion of disaster recovery costs in Canada;

WHEREAS CAs are important partners in on-the-ground and cost-effective initiatives to address climate change; WHEREAS work by CH on updating floodplain mapping will be beneficial for community development and land use planning, flood forecasting and warnings, and emergency planning and responses;

WHEREAS the role of CAs in reviewing community development is essential for creating sustainable communities and protecting our natural resources;

WHEREAS the Municipality has service agreements with each CA for planning and other services;

WHEREAS the CA must be able to charge fees, and derive revenue from its facilities, programs and services as appropriate to reduce the burden to the tax levy;

AND WHEREAS the Ontario provincial government has cut 50% from their \$7.4 million Natural Hazards Transfer Payment Grant (Section 39) to Ontario conservation.

**CARRIED**

**5.6 Low Density Residential and Infill Development - Managing Grading and Drainage (CW-08-20)**

Moved by Councillor Bentivegna

Approve the revised version of the Grading and Drainage Certification By-law 52-2018, as amended in Appendix A of capital works department report CW-08-20; and

Approve the revised version of the Drainage By-law 17-2018, as amended in Appendix B of capital works department report CW-08-20.

**CARRIED**

**6. Confidential Items:**

None

**7. Procedural Motions:**

Moved by Councillor Sharman

Move into closed session in accordance with the following provisions under the Municipal Act, sections 239(2)(k) a position, plan, procedure, criteria or instruction to the applied to any negotiations carried on or to be carried on, by, or on behalf of the municipality or local board with respect to burlington economic development corporation report BEDC-01-20 regarding their strategic planning overview and 2020 priorities.

**CARRIED**

**8. Information Items:**

Moved by Councillor Nisan

Receive and file the following 12 items, having been given due consideration by the Community Planning, Regulation and Mobility Committee.

**CARRIED**

- 8.1 Presentation by Anita Cassidy, Executive Director, Burlington Economic Development Corporation, regarding Strategic Planning Overview and 2020 Priorities (BEDC-01-20)
- 8.2 Confidential presentation regarding Burlington Economic Development Strategic Planning Overview and 2020 Priorities (BEDC-01-20)
- 8.3 Staff presentation regarding Climate Action Plan for Burlington (EICS-01-20)
- 8.4 Delegation material from Hassaan Basit, Conservation Halton, regarding support for Ontario's Conservation Authorities (MO-05-20)
- 8.5 Delegation material from Mary Alice St. James, A.C.T., regarding low density residential and infill development - managing grading and drainage (CW-08-20)
- 8.6 Delegation material from Leslie Barbetta regarding low density residential and infill development - managing grading and drainage (CW-08-20)
- 8.7 Delegation material from Vince Fiorito, Friends of Sheldon Creek, regarding Climate Action Plan for Burlington (EICS-01-20)
- 8.8 Delegation material from Patricia Robinson regarding Climate Action Plan for Burlington (EICS-01-20)
- 8.9 Delegation material from Mervyn Russell regarding Climate Action Plan for Burlington (EICS-01-20)
- 8.10 Delegation material from Steve Rieck, Dads Against Dirty Air (DADA), regarding Climate Action Plan for Burlington (EICS-01-20)
- 8.11 Delegation material from Roman Talkowski, Halton Action for Climate Emergency Now (HACEN) regarding Climate Action Plan for Burlington (EICS-01-20)

8.12 Delegation material from Doug Brown, BFAST, regarding Climate Action Plan for Burlington (EICS-01-20)

**9. Staff Remarks:**

**10. Committee Remarks:**

**11. Adjournment:**

11:02 a.m. (closed), 12:05 p.m. (public), 12:10 p.m. (recessed), 1:15 p.m. (reconvened), 1:18 p.m. (closed), 2:45 p.m. (public), 2:46 p.m. (recessed), 2:54 p.m. (reconvened), 4:08 p.m. (recessed), 6:30 p.m. (reconvened)

Chair adjourned the meeting at 7:50 p.m.





**Corporate Services, Strategy, Risk and Accountability Committee Meeting**  
**Minutes**

Date: March 12, 2020  
Time: 9:30 am  
Location: Council Chambers Level 2, City Hall

Members Present: Rory Nisan (Chair), Kelvin Galbraith, Lisa Kearns, Shawna Stolte, Paul Sharman, Angelo Bentivegna

Member Regrets: Mayor Marianne Meed Ward

Staff Present: Tim Commisso, Kwab Ako-Adjei, Joan Ford, Sheila Jones, Heather MacDonald, Nancy Shea-Nicol, Kevin Arjoon, David Thompson (Audio/Video Specialist), Georgie Gartside (Clerk)

**1. Declarations of Interest:**

- Councillor Galbraith - L-02-20 Appendix C - confidential litigation report. Kelvin Galbraith indicated that his family residence is within 50 metres of the development. This matter was not discussed during the closed session meeting and therefore, Councillor Galbraith was not required to leave Council Chambers during the closed session.

**2. Delegation(s):**

- 2.1 Jim Young, on behalf of the volunteer working team, spoke regarding the advisory committee review. (MO-04-20)

**3. Consent Items:**

- 3.1 Remuneration and expenses paid to Council and appointees for 2019 (F-06-20)

Moved by Councillor Sharman

Receive and file finance department report F-06-20 regarding remuneration and expenses paid to Council and appointees for 2019.

**CARRIED**

3.2 Financial status report as at December 31, 2019 (F-07-20)

Moved by Councillor Sharman

Receive and file finance department report F-07-20 providing a financial status report as at December 31, 2019.

**CARRIED**

3.3 2020 proposed budget and tax levy for the Burlington Downtown Business Improvement Area (F-10-20)

Moved by Councillor Sharman

Approve the 2020 proposed budget for the Burlington Downtown Business Improvement Area (BIA) as presented in appendix A of finance department report F-10-20 incorporating a Burlington Downtown BIA members' levy of \$815,700; and

Authorize the Chief Financial Officer to incorporate the resulting Burlington Downtown BIA tax rates into the 2020 tax levy by-law.

**CARRIED**

3.4 2020 proposed budget and tax levy for the Aldershot Village Business Improvement Area (F-11-20)

Moved by Councillor Sharman

Approve the 2020 proposed budget for the Aldershot Village Business Improvement Area (BIA) as presented in appendix A of finance department report F-11-20 incorporating an Aldershot Village BIA members' levy of \$205,925; and

Authorize the Chief Financial Officer to incorporate the resulting Aldershot Village BIA tax rates into the 2020 tax levy by-law.

**CARRIED**

3.5 2019 retained savings (F-12-20)

Moved by Councillor Sharman

Direct the Chief Financial Officer to allocate the 2019 retained savings based on the strategy outlined in finance department report F-12-20.

**CARRIED**

3.6 2020 Halton Court Services budget and business plan (L-05-20)

Moved by Councillor Sharman

Approve the 2020 Halton Court Services budget as presented; and

Contribute \$50,000 from net revenues to the reserve fund during 2020 to ensure that requirements of the Reserve Fund Policy are met; and

Approve \$27,000 for computer hardware and software requirements with costs to be funded through the reserve fund.

**CARRIED**

3.7 Mayor's travel for 2020 (MO-01-20)

Moved by Councillor Sharman

Receive and file office of the mayor's report MO-01-20 providing information on the Mayor's planned travel in 2020 on behalf of the City of Burlington.

**CARRIED**

**4. Regular Items:**

4.1 2019 status update on community engagement (CC-02-20)

Moved by Councillor Kearns

Receive and file corporate communications and government relations report CC-02-20 providing a status update on community engagement.

**CARRIED**

4.2 Proposed high-level corporate strategy workplan (CM-08-20)

Moved by Councillor Kearns

Endorse the City of Burlington's high-level corporate strategy workplan as proposed and outlined in appendix A of city manager's office report CM-08-20.

4.3 Advisory committee review (MO-04-20)

Moved by Councillor Stolte

Direct the City Clerk to complete the review of advisory committees as follows:

**New Consistency-Based Initiatives:**

1. For all existing and future committees, review and create consistent terms of reference that provide standardized information about the role of the committee including:

- the general role of an advisory committee, what it is, what it isn't, and its relationship to council
- the unique purpose of the committee
- any specific tasks/activities expected to be undertaken by the committee in addition to advice being given to council (for example: public engagement, educational workshops or seminars, cycling or walking tours, etc.)
- the expected tenure of committee and whether it will be a) legislated, b) standing (permanent), or c) task-oriented with a sunset provision
- a provision for mandated review, whether coinciding with each term of council or some other frequency
- details related to chair and membership, including alternates, and terms of office
- standardized training and orientation for new and returning members
- standardized recruitment and appointment procedures, including a broader range of methods used to recruit/notify the community of opportunities to volunteer
- the expected meeting schedule and frequency
- related budget, and the appropriate mechanism to request changes to budget
- the expected level of administrative support to be provided by clerks and the council-member-designate on the committee

- a dispute resolution process
  - a code of conduct for members at meetings and when dealing with staff, the public and council
  - a communications protocol for the committee, including stand-alone websites, webpages, and social feeds
  - other matters arising as needed.
2. In service to recommendation #1 above, schedule a workshop for council to gain a consensus on the role, function, structure, standardized terms of reference, recruitment and tasks of advisory committees in general, and specifically the ones under the review section.
  3. Review the input received from the public, council, action labs, and advisory committee review volunteer working team report and advise how the recommendations will be used.
  4. Report back on options for greater engagement opportunities using digital technologies, civic lotteries, and other tools, and in what circumstances each tool would be best deployed.
  5. Report back with a plan for open government to enhance transparency, accountability, and connection between community members and city hall.
  6. Report back on options for resident recognition programs and/or events, and exploring, among other possibilities:
    - a) revised/rebranded Burlington's Best/Civic Recognition/Inspire Burlington;
    - b) partnership with the Key to the City program; and/or
    - c) incorporating recognition into the annual Burlington Day festivities being developed by the mayor's office in partnership with the recreation services department to launch in 2021.

**Status Quo/Existing Initiatives:**

7. Maintain the provincially legislated committees intact - specifically Accessibility Advisory and Heritage Advisory - and complete recruitment of any new members and alternates where there are vacancies. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees.

8. Maintain those committees intact which have a clear mandate, longstanding history and are functioning well, specifically the Mundialization Committee, Downtown Parking Advisory Committee, and Sustainable Development Advisory Committee. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees.

9. Maintain, as-is, the newly formed Agricultural and Rural Affairs Advisory Committee which, as a new committee, already has updated terms of reference, current membership and a workplan. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees.

**New Review-Based Initiatives:**

10. Report back on the possibility of creating one advisory committee related to mobility that would incorporate the existing Cycling Advisory Committee and Integrated Transportation Advisory Committee. Determine whether to incorporate the proposed Transit Committee or establish as a stand-alone committee, using the terms of reference of the former Transit Committee (Appendix A) as a starting point for review.

11. Strike a task force of community members to review the terms of reference developed for the former Waterfront Access and Protection Advisory Committee (Appendix B), and the recommendations arising from their final report to council (Appendix C) and report back with a recommendation on a structure moving forward for a Waterfront Committee, whether task-oriented/temporary, permanent standing committee, or other structure.

12. Consult with the Millennial, Seniors' Advisory, and Inclusivity Advisory Committees on items including, but not limited to role, activities, staff support, structure, membership selection and recruitment, tenure (standing or task-oriented), recommendations from the residents' report, and report back to council with options. Once the consistency exercise of recommendation #1 is complete, update the terms of reference accordingly to include standardized information applicable to all committees. Items unique to specific committees to be discussed:

a) for the Millennial Committee: a name change to reflect the young adult population, and an age range to be determined (eg. 25-40, post-high-school 19-40, etc.).

b) for the Seniors' Advisory Committee: a name change to reflect older adults, and an age range review (eg. starting at 55+).

c) for the Inclusivity Advisory Committee: options to incorporate inclusivity in each advisory committee, with a dedicated member, or maintain a stand-alone committee.

13. Consult with the recreation services department to build on and potentially formalize the newly established Burlington Youth Council to engage high school students in Burlington and provide a connection to city council.

**CARRIED**

4.4 Staff directions from 2020 budget (F-46-19-2) (SD-04-20) (SD-05-20)

Moved by Councillor Kearns

Defer staff direction 68 from appendix B of finance department report F-46-19-2 to the April 9, 2020 Corporate Services, Strategy, Risk and Accountability Committee.

**CARRIED**

Gas tax allocation staff direction (SD-04-20)

Moved by Councillor Bentivegna

Direct the Executive Director of Environment, Infrastructure & Community Services to review the impact of increasing the gas tax allocation to transit from 75/25 to 70/30.

**CARRIED**

Vision to Focus Budget 2021 staff direction (SD-05-20)

Moved by Councillor Stolte

Direct the Chief Financial Officer to plan a Council Workshop in June of 2020 with the subject matter of "Vision to Focus - Budget 2021". The purpose is to allow staff and Council the opportunity to collaborate on high

level priorities, values and vision leading into the 2021 budget process in an effort to concentrate the focus and priorities of Council.

**CARRIED**

**5. Confidential Items:**

- 5.1 Confidential litigation report - October 1, 2019 to January 31, 2020 (L-02-20)

Moved by Councillor Stolte

Direct the Executive Director of Legal Services or her designate to proceed in accordance with the instructions sought in matters 20, 21, 26, 32, 34 and 35 and that the balance of legal department report L-02-20 be received and filed.

**CARRIED**

- 5.2 Confidential contingency reserve report - December 31, 2019 (F-08-20)

Moved by Councillor Stolte

Receive and file finance department report F-08-20 providing the contingency report as at December 31, 2019.

**CARRIED**

- 5.3 Confidential 2020 insurance renewal (L-08-20)

Moved by Councillor Stolte

Receive and file legal department report L-08-20 providing a status update on the 2020 insurance renewal.

**CARRIED**

- 5.4 Confidential update on a litigation matter (L-09-20)

Moved by Councillor Stolte

Instruct the City Solicitor or her designate to proceed in accordance with the instructions sought in confidential legal department report L-09-20.

**CARRIED**



**6. Procedural Motions:**

Moved by Councillor Sharman

Move into closed session in accordance with the following provisions under the Municipal Act, sections 239 (e) litigation or potential litigation affecting the municipality or local board, including matters before administrative tribunals, with respect to legal department report L-02-20 providing the quarterly litigation update and legal department report L-09-20 providing an update on a litigation matter.

**CARRIED**

**7. Information Items:**

Moved by Councillor Sharman

Receive and file the following four items, having been given due consideration by the Corporate Services, Strategy, Risk and Accountability Committee.

**CARRIED**

- 7.1 Delegation material from Jim Young, on behalf of the volunteer working team, regarding the advisory committee review (MO-04-20)
- 7.2 Correspondence from Jason Manayathu, Carm Anthony Piro and James Schofield regarding the advisory committee review (MO-04-20)
- 7.3 Staff presentation regarding the 2019 status update on community engagement (CC-02-20)
- 7.4 Staff presentation regarding the proposed high-level corporate strategy workplan (CM-08-20)

**8. Staff Remarks:**

Tim Commisso, City Manager, provided an update on the city's actions regarding COVID-19.

**9. Committee Remarks:**

**10. Adjournment:**

10:55 a.m. (recessed), 11 a.m. (reconvened), 12:01 p.m. (recessed), 1:04 p.m. (reconvened), 1:36 p.m. (closed), 3:22 p.m. (public)

Chair adjourned the meeting at 3:54 p.m.





## **Environment, Infrastructure & Community Services Committee Meeting**

### **Minutes**

Date: April 6, 2020

Time: 9:30 am

Location: Council Chambers- members participating remotely.

Members Present: Kelvin Galbraith (Chair), Lisa Kearns, Rory Nisan, Shawna Stolte, Paul Sharman, Angelo Bentivegna, Mayor Marianne Meed Ward

Staff Present: Tim Commisso, Nick Anastasopoulos, Laura Boyd, Jamie Tellier, Joan Ford, Sheila Jones, David Lazenby, Heather MacDonald, Allan Magi, Nancy Shea-Nicol, Vito Tolone, David Thompson (Audio/Video Specialist), Suzanne Gillies (Clerk), Kevin Arjoon

#### **1. Declarations of Interest:**

None

#### **2. Delegation(s):**

#### **3. Consent Items:**

- 3.1 Tender Award – Belvenia Road, Lomond Crescent and Ayr Place reconstruction (CW-07-20)

Moved by Councillor Nisan

Award the tender for contract CW-20-02, Belvenia Road, Lomond Crescent and Ayr Place Reconstruction to DESO Construction Limited, 135 Highway 56, Caledonia, ON, for \$4,516,610.00 including HST, subject to the approval of Halton Region; and

Authorize the Mayor and City Clerk to sign any required agreements with the bidder named above, subject to the satisfaction of the City Solicitor; and

Approve the total cost of \$4,644,075 (Net HST) to be charged to Capital Order RL0327 and funded as follows;

Infrastructure Renewal Reserve Fund	\$542,850
Federal Gas Tax	\$1,284,176
City of Burlington Funding	\$1,827,026
Halton Region	\$2,817,049
Total Project Financing	\$4,644,075

**CARRIED**

3.2 2019 annual building permit revenues and expenses (BB-02-20)

Moved by Councillor Nisan

Receive and file building and by-law department report BB-02-20 providing related information for the 2019 annual building permit revenues and expenses.

**CARRIED**

3.3 Operating budget performance report as at December 31, 2019 (F-13-20)

Moved by Councillor Nisan

Receive and file finance department report F-13-20 regarding operating budget performance report as at December 31, 2019.

**CARRIED**

3.4 COVID-19: Relief Business Improvement Area: Main Street Small Business Support (CPRM-01-20)

This item was withdrawn

**4. Regular Items:**

4.1 2087-2103 Prospect Street - Section 37 community benefits (PL-07-20)

Moved by Councillor Kearns

Approve community benefits in relation to the development proposal at 2087-2103 Prospect Street submitted by Children's Financial Group, c/o Ruth Victor & Associates, consisting of direct benefits as outlined in report PL-07-20; and

Direct Legal staff to prepare and execute an agreement pursuant to Section 37 of the *Planning Act* securing the benefits agreed to and to the satisfaction of the Director of Community Planning and the City Solicitor and that such Agreement be registered on title to the lands in a manner satisfactory to the City Solicitor to secure said community benefits; and

Direct the City Clerk and the Mayor to execute the amending by-law once the owner enters into the Section 37 Agreement.

**CARRIED**

4.2 Integrated mobility plan – travel demand model funding (TS-11-20)

Moved by Councillor Stolte

Award the auxiliary contract for the development of the travel demand model of the Integrated Mobility Plan to Dillon Consulting Limited for \$192,902.30 including HST as outlined in Appendix A of transportation department report T-11-20; and

Authorize the execution of any contracts or contract amendments as may be required, subject to the satisfaction of the Executive Director of Legal Services and Corporation Counsel; and

Approve funding of \$250,000 for the purposes of expanding the scope of the Integrated Mobility Plan to include the development of a multi-modal travel demand model.

**CARRIED**

4.3 Current Value Assessment and Taxation for Burlington Downtown Business Improvement Area (F-01-20)

Moved by Councillor Kearns

Receive and file finance department report F-01-20 providing information on assessment and taxation for the Burlington Downtown Business Improvement Area (BDBIA).

**CARRIED**

- 4.4 Verbal update on COVID19 from City Manager Tim Commisso and Mayor Meed Ward

**5. Confidential Items:**

- 5.1 Legal update on a litigation matter (L-10-20)

Moved by Mayor Meed Ward

Direct the Executive Director of Legal Services and Corporate Counsel or her designate to proceed in accordance with the instructions given in legal department report L-10-20.

**CARRIED**

**6. Procedural Motions:**

- 6.1 Motion to proceed into closed session

Moved by Councillor Sharman

Move into closed session in accordance with the following provisions under the Municipal Act, sections 239 (e) litigation or potential litigation affecting the municipality or local board, including matters before administrative tribunals, with respect to legal department report L-10-20 regarding an update on a litigation matter; and

sections 239(a) the security of the property of the municipality or local board and (b) personal matters about an identifiable individual, including municipal or local board employees regarding the ongoing COVID 19 emergency.

**CARRIED**

**7. Information Items:**

Moved by Councillor Nisan

Receive and file the following 3 items, having been given due consideration by the Environment, Infrastructure and Community Services Committee.

**CARRIED**

- 7.1 Correspondence from Burlington for Accessible Sustainable Transit (BFAST) regarding integrated mobility plan- travel demand model funding (TS-11-20)
- 7.2 Correspondence from Lawson Hunter regarding integrated mobility plan- travel demand model funding (TS-11-20)
- 7.3 Correspondence from Burlington Chamber of Commerce and Burlington Downtown Business Association regarding Current Value Assessment and Taxation for Burlington Downtown Business Improvement Area (F-01-20)
- 8. **Staff Remarks:**
- 9. **Committee Remarks:**
- 10. **Adjournment:**
  - 12:20 p.m. (closed), 12:21 p.m. (recessed), 1:00 p.m. (reconvened in closed), 3:04 p.m. (public)
  - Chair adjourned the meeting at 3:09 p.m.



**SUBJECT: City of Burlington comments regarding ERO 019-1406  
(Bill 108)**

**TO: Mayor and Members of Council**

**FROM: Corporate Communications and Government Relations**

Report Number: CC-03-20

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: n/a

Date to Council: April 20, 2020

---

### **Recommendation:**

Receive the comments and feedback contained in Appendix A of corporate communications and government relations report CC-03-20 and forward to the Province of Ontario, Minister of Municipal Affairs and Housing, as the City of Burlington's response to the consultation on the Proposed Regulatory Matters Pertaining to Community Benefits Authority under the Planning Act, the Development Charges Act, and the Building Code Act, ERO 019-1406.

### **PURPOSE:**

#### **Vision to Focus Alignment:**

- Increase economic prosperity and community responsive city growth
- Support sustainable infrastructure and a resilient environment
- Building more citizen engagement, community health and culture

---

### **Background and Discussion:**

On June 6, 2019 the *More Homes, More Choice Act, 2019* received Royal Assent. Schedule 12 of the Act, once proclaimed, establishes a new authority under the



Planning Act for municipalities to charge for community benefits with respect to land to be developed and redeveloped. Community benefits charges would help municipalities fund municipal infrastructure such as land for parks, affordable housing and child care facilities.

The Fall Economic Forecast (Nov. 2019) introduced several amendments to the community benefits charge provision, including new transition provisions for alternative parkland dedication and a mechanism to appeal a municipality's community benefits charge by-law to the Local Planning Appeal Tribunal.

The City submitted comments in June 2019 to the proposed Bill 108 and in August 2019 regarding the initial proposed regulations pertaining to the Community Benefits Authority as well as proposed changes to the Development Charges Act.

On September 3, 2019 all changes to the Planning Act, except for those related to the Community Benefits Charge authority came into force. Parts of schedule 3 of Bill 108 were proclaimed on January 1, 2020 relating to the Development Charges Act. The changes impacted development charge rates and timing and collection of development charges for certain types of development (Report F-09-20).

On Feb. 28, 2020 the Ministry of Municipal Affairs and Housing posted a regulatory proposal for public comments to ERO 019-1406, Proposed Regulatory Matters Pertaining to Community Benefits Authority under the Planning Act, the Development Charges Act, and the Building Code. Municipalities across the province were invited to participate in a technical briefing, via teleconference, on the afternoon of February 28, 2020. Comments were originally due on March 31, but the Province extended the deadline to April 20, 2020.

As it pertains to the Development Charges Act, this new posting includes changes to the regulations that were posted in June 2019. The new draft regulation will allow for "soft" services to continue under the Development Charges Act funding framework. The services include: public libraries (including library resources), long-term care, park development (not parkland acquisition), recreation facilities (including arenas and community centres) and public health. Another important change is that the growth-related capital costs for these services would now be eligible for 100 per cent development charge funding; mandatory 10 per cent discount is removed. Both changes are considered positive.

Bill 108 provides municipalities with option of acquiring land needed to build new parks using one of the following tools under the Planning Act:

1. Applying a basic parkland dedication rate in which a maximum of either 5 per cent (for a residential development) or 2 per cent (for a commercial or industrial) of a proposed development is dedicated as parkland or cash-in-lieu.

2. Alternatively, a municipality can establish a community benefits charge by-law to collect funds to acquire land for parks as well as other community benefits (see Appendix A, proposed change 3 for a further listing of benefits). If both a municipality and developer agree, a developer could provide land for parks, rather than a payment.

If a municipality has a community benefits charge by-law in place it can no longer apply the basic parkland dedication provisions of the Planning Act.

Furthermore, Section 37 of the Planning Act allowing Council to permit an increase to the height and density of a development in return for the provisions of facilities, services, or other amenities that benefit the surrounding community will no longer be available upon proclamation of Schedule 12 to the *More Homes, More Choice Act*. The existing s. 37 of the Planning Act will be repealed and the new s. 37 (community benefits charges) will be in force.

If a municipality implements a community benefits charge by-law the amount of community benefits charges a municipality can collect on any development cannot exceed a prescribed percentage of the land value determined on the day before a building permit issued. The proposed percentages are:

- Single-Tier Municipalities                      15%
- Lower-Tier Municipalities                      10%
- Upper-Tier Municipalities                      5%

For the City of Burlington, the proposed percentage would be 10 per cent. It is unclear how the community benefits charge cap was determined and what financial analysis supported it. There are varying land values across the Province, as well as within the City of Burlington. The form of development has a significant impact on the percentage of land value calculation. At this time, it is too soon to quantify the impact of the 10 per cent cap as there are a number of variables that will take time to analyze, including a parks study and assessment of future development. Having one cap across the province and for all types of development (high vs low density, residential vs non-residential) is not reasonable. Staff are of the opinion that the Province will need to undertake further consultation with municipalities in order to determine the feasibility of a singular cap or multiple caps that will allow for municipalities (both single and two-tier) to meet the service needs under the community benefits charge authority. Appendix A of this report includes details of the staff review, interpretations and impacts of the 10 per cent cap.

## Financial Matters:

At this time based on the information provided by the Province staff are unable to comment on the full financial impact of the proposed regulatory matters as a number of details remain unspecified. Further, an extensive amount of work is required to determine the reasonability of the maximum percentage of land value cap (10 per cent for Burlington) on a potential community benefits charge, and how that may impact the City's ability to meet growth needs. Additional consultation with municipalities will be required to determine the feasibility of a single cap to allow for municipalities to meet growth related parkland needs.

### Analysis

The chart below provides a sample of nine (9) properties in Burlington, to demonstrate the range of variability between the maximum community benefits charge compared to the existing per unit charge for park dedication, based on site density and property location. All site locations are situated in the Burlington's downtown two (2) are constructed and the remaining sites are in various stages of the planning process. The approximate density per ha derived from each site range from 256 to 1766 (6-27 stories).

	Property A	Property B	Property C	Property D	Property E	Property F	Property G	Property H	Property I	Total
C.B.C. Cap @10%	\$ 0.600	\$ 1.280	\$ 0.320	\$ 0.535	\$ 0.850	\$ 0.529	\$ 0.366	\$ 0.600	\$ 0.212	\$ 5.292
\$5,500 per unit cap	\$ 0.935	\$ 1.249	\$ 0.215	\$ 1.320	\$ 1.705	\$ 0.902	\$ 0.352	\$ 1.007	\$ 0.633	\$ 8.316

(Millions)

With the community benefits charge maximum of 10 per cent applied to these select properties the City can expect to achieve a maximum of \$5.3 million. This falls short of the \$8.3 million we would receive under the previous \$5,500 per unit park dedication cap - resulting in an overall revenue loss to the City of approximately \$3 million. The previous per unit park dedication cap considers density as the driver behind the City's revenue requirements for parkland and as such is more aligned with servicing anticipated growth resulting from the increased density.

It is important to note that the comparison only includes park dedication versus the community benefits charge and does not consider existing Section 37 height and density provisions that are currently imposed by the City. These Section 37 agreements would no longer be allowable with the new regulation, further impacting the revenue neutrality. The lack of clear definitions of capital costs and eligible services in the community benefits charge raise doubt in the City's ability to collect for public benefits in the same manner it has in the past.

Staff is of the opinion, as detailed in the attached appendix, that the objective of revenue neutrality for municipalities will not be achieved, and as such growth will not pay for growth.

### **Total Financial Impact**

Bill 108 introduces significant changes which are anticipated to impact the City's ability to ensure that "growth pays for growth" to the maximum extent possible. The changes that have already been proclaimed and those that are open to comment will increase administrative costs and financial risk. Proposed regulatory matters pertaining to the community benefits authority may further impact the revenue neutrality of Bill 108.

---

### **Climate Implications**

Not applicable.

---

### **Engagement Matters:**

The City, the Region and the local area municipalities have discussed the ERO 019-1406, Proposed Regulatory Matters Pertaining to Community Benefits Authority under the Planning Act, the Development Charges Act, and the Building Code. The City is also a member of the MFOA working group. Staff participate in weekly roundtable discussions with other participating municipalities and regions throughout Ontario to and share comments and discuss the impacts of Bills 108 and 138.

---

### **Conclusion:**

The comment period for ERO No. 019-1406 expires on April 20, 2020. Staff are recommending that this report and related appendices be endorsed by Council and submitted to the Province, as the City of Burlington's comments on the proposed regulations related to Bill 108.

---

Respectfully submitted,

Reena Bajwa

Coordinator of Financial Strategies and Business Consulting

905-335-7600, ext. 7896, and

Helen Walihura

Government Relations Manager

905-335-7600, ext. 7895

**Appendices:**

A. ERO 019-1406 City of Burlington Comments

**Report Approval:**

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.

## **City of Burlington Comments**

### **Development Charges:**

The City of Burlington is pleased that growth related services as they pertain to park development, recreation and public libraries are restored within the development charge (DC). This along with the removal of the 10% statutory deduction for these services represent positive changes. The development charge legislation applies to growth and therefore every development will contribute DC funding that municipalities require for these growth-related capital costs and reduce the amount required from property taxes.

### **Community Benefits Charge**

**Park Dedication:** Unfortunately, ERO 019-1406 does not further deliver on the Ministry's promise to be revenue neutral and predictable. The former density provisions of the Planning Act ensured that high, medium and low-density development projects were all treated equitably by setting a per dwelling unit density formula similar to Development Charges, that was fully scalable and applicable to developments of varying densities; based on the principle that each dwelling unit creates incremental demand for parks. By replacing the fully scalable formula with a fixed percentage, low density and non-residential developments could have a greater share of costs than high and medium density developments resulting in serious inequity and unpredictability.

Furthermore, the prescribed fixed percentages proposed in ERO 019-1406 are projected to seriously impact the ability of municipalities to provide adequate park supply especially in higher density areas where parks are needed most. This presents a particular challenge in municipalities such as Burlington which is largely built-out with little remaining greenfield and where the majority of future growth will be in the form of intensification. As well the land value, which sets a cap for the community benefit charge, is not related to the cost of providing services. Imposing a cap based on land value means that the community benefit charge may not change over time to reflect project costs. The prescribed cap should be anchored in the costs to service growth. Without this link, growth will not pay for growth.

It should be further noted that high density development, by nature, places more demand on the park system than low density due to the lack of amenity space and green space in a high-density setting compared to yards, parks and open space already available in low density residential neighborhoods. Like the Development Charge legislation, municipalities need to be able to charge park dedication on per unit basis and not based on a prescribed percentage of land value.

**Appendix A - CC-03-20 Comments on Bill 108 Regulations,  
File Number 155-03-01**

It would be better for the Ministry and municipalities to explore alternatives to a fixed, prescribed percentage that are scalable to density and still provide some upper limit predictability. For example, many municipalities, including Burlington, currently have in place fixed maximum rates per dwelling unit instead of a fixed maximum percentage of land value. Fixed maximum cash-in-lieu rates per dwelling unit are scalable, predictable, defensible and align nicely with Development Charges per unit.

To continue on the premise of predictability, land values are unpredictable in nature and unknown without site specific development information. The prescribed percentage as discussed does not consider the impacts of density and land value fluctuations that can be based on location, development, and market behaviour. The chart below demonstrates the range of variability in site value based on site density and property location of nine (9) sample properties in Burlington. All properties are in downtown Burlington, of which two (2) are constructed and the remaining are in various stages in the planning process. The approximate density per ha derived from each site ranges from 256 to 1766 (6-27 stories). Based on the community benefit charge methodology the value of the site (land value) drives the community benefit charge, for Burlington (lower tier municipality) it is capped at a maximum of 10 per cent. With the community benefits charge maximum of 10 per cent applied to these select properties the City of Burlington can expect to achieve a maximum of \$5.3 million. This falls short of the \$8.3 million we would receive under the previous \$5,500 per unit park dedication cap - resulting in an overall revenue loss to the City of Burlington of approximately \$3 million. The previous per unit park dedication cap considers density as the driver behind the City's revenue requirements for parkland and as such is more aligned with servicing anticipated growth resulting from the increased density.

It is important to note that the comparison only includes park dedication versus the community benefits charge and does not consider existing Section 37 height and density provisions that are currently imposed by the City of Burlington. These Section 37 agreements would no longer be allowable with the new regulation, further impacting the revenue neutrality.

	Property A	Property B	Property C	Property D	Property E	Property F	Property G	Property H	Property I	Total
C.B.C. Cap @10%	\$ 0.600	\$ 1.280	\$ 0.320	\$ 0.535	\$ 0.850	\$ 0.529	\$ 0.366	\$ 0.600	\$ 0.212	\$ 5.292
\$5,500 per unit cap	\$ 0.935	\$ 1.249	\$ 0.215	\$ 1.320	\$ 1.705	\$ 0.902	\$ 0.352	\$ 1.007	\$ 0.633	\$ 8.316

(Millions)

The increased population growth as a result of high-density development will also have a significant impact on existing park infrastructure even with an increase of new parkland. Previous legislation permitted municipalities to finance park renewal with cash-in-lieu of parkland dedication. Municipalities should have the flexibility to fund park renewal projects from the community benefits charge to address the pressures of increased park use as a result of growth.

**Timing:** The specified date for transition one year after the community benefits charge authority is in effect, presents a challenging time frame for any municipality to comply with. Time is required to consider the new community benefits charge methodology, collect data, complete a parks plan, conduct a public process, pass a by-law, and develop an appraisal and collection process. It takes the City of Burlington 18 months to complete a development charges background study and by-law, which is a similar process. Eighteen months at minimum should be considered for transition. The completion of a parks plan is also required as part of the strategy, that alone could take up to a year to complete. If all municipalities are working on developing a community benefits charge strategy, as well as developing a parks plan at the same time, availability of consultants will also have a considerable impact on transition timing. To assist in managing the transition across the province the transition date should be the later of two years or the expiration of each municipality's current development charges by-law. This ensures consistency and alignment between the community benefits charge and development charge.

**Definition of Capital Cost:** The Development Charges Act has an existing definition for capital costs which includes land, buildings, capital leases, furnishing and equipment, various types of studies and approvals, etc. Will these types of capital costs continue to be eligible as capital infrastructure under a community benefits charge, including the costs to complete the community benefits charge strategy and related plans? Municipalities prepare overarching plans, to strategically guide their future, which cover a range of services. Making the preparation of these documents eligible for recovery promotes integrated long-term planning. Also, will the cost of land appraisals, including annual appraisal studies, be an eligible recoverable community benefits charge cost? Additionally, the cost of an appeal to LPAT to support the strategy should be eligible for funding from community benefits charge revenues.

The City of Burlington urges the Ministry to further consult with municipal partners on alternatives to the prescribed maximum rates that are scalable, consistent, predictable and equitable.



**Appendix A - CC-03-20 Comments on Bill 108 Regulations,  
File Number 155-03-01**

	Property A	Property B	Property C	Property D	Property E	Property F	Property G	Property H	Property I	Total
C.B.C. Cap @10%	\$ 0.600	\$ 1.280	\$ 0.320	\$ 0.535	\$ 0.850	\$ 0.529	\$ 0.366	\$ 0.600	\$ 0.212	\$ 5.292
\$5,500 per unit cap	\$ 0.935	\$ 1.249	\$ 0.215	\$ 1.320	\$ 1.705	\$ 0.902	\$ 0.352	\$ 1.007	\$ 0.633	\$ 8.316

(Millions)



**SUBJECT: Winter Road Maintenance**

**TO: Mayor and Members of Council**

**FROM: Roads, Parks and Forestry Department**

Report Number: RPF-05-20

Wards Affected: All

File Numbers: 820-01

Date to Committee: N/A

Date to Council: April 20, 2020

---

**Recommendation:**

Award contract RFT-307-20 Winter Road Maintenance to PAVE-TAR CONSTRUCTION LTD, 419 Attwell Drive, Etobicoke, ON M9W 5C4, for \$2,171,295.00 including HST; and

Authorize the Manager of Procurement Services to issue a purchase order, and/or sign any associated agreements subject to the satisfaction of the Executive Director of Legal Services, with the bidder named above; and

Authorize the Manager of Procurement Services to extend the contract for the term of the agreement subject to the conditions of the contract.

**PURPOSE:**

**Vision to Focus Alignment:**

This report outlines the options to consider in following the Vision to Focus plan and the City's declared climate emergency:

- Focus Area 2: Improving Integrated City Mobility

**Background and Discussion:**

On February 4, 2020, the City issued RFT-307-20. Thirteen bids were received, however the bidder who submitted the lowest compliant bid decided to withdraw their bid, forfeiting their \$10,000 bid security.

Under normal circumstances, contracts with a value of less than \$5,000,000 can be awarded by a DA Award Report. However, because the lowest compliant bidder withdrew their bid, we must award to the next lowest compliant bidder, and therefore, in

accordance with Procurement By-law 24.4.2, a council report is required in order to proceed with an award.

### **Strategy/process**

#### **Procurement Process:**

Advertised / Issue Date:	February 4, 2020
Advertised Methods(s):	Bid & Tenders
Closing Date:	March 4, 2020
Number of Bids Received:	13
Total Number of Compliant bids:	13

#### **Bid Results:**

No.	Name of Company	Total Bid including HST
1	Pacific Paving Ltd	Bid withdrawn
2	PAVE-TAR CONSTRUCTION LTD.	\$2,171,295.00
3	A & G The Road Cleaners Ltd.	\$2,258,685.13
4	Ashland Paving Ltd.	\$2,259,712.98
5	Melrose Paving Co. Ltd.	\$2,633,440.99
6	ROA INC.	\$2,894,834.57
7	Steed and Evans Limited	\$3,034,280.52
8	Rafat General Contractor Inc.	\$3,043,372.50
9	MSO Construction, a division of Miller Paving Limited	\$3,119,986.50
10	Gazzola Paving Limited	\$3,250,026.90
11	Ferrovia Services Canada Ltd	\$3,901,788.30
12	Emcon Services Inc.	\$4,259,250.17
13	CSL Group Ltd	\$4,450,392.00

### **Procurement By-law 19-2014 - excerpt**

#### **24.4 Procurement from \$100, 000 up to but not including \$5,000,000**

A delegated authority report is required and must meet the following criteria:

- A competitive Bid process has been utilized
- Recommended Bidder is the lowest Compliant Bidder (s) meeting specifications in the case of a Tender or the highest scoring Proponent(s) in the case of a Proposal
- **Budget approval exists for the Procurement**
- Manager of Procurement Services, Director of Finance, and the respective General Manager or City Manager has provided written approval

**24.4.2** If one or more of the criteria in 24.4 is not met, a report to Council will need to be written to seek process approval.

## **Financial Matters:**

There will be a requirement for a 2021 budget increase, which will be addressed as part of the 2021 budget process.

### **Term of Contract**

Initial Term: Six (6) year period – May 1, 2020 to April 30, 2026

Prices shall be held firm for the first Winter Season. After the first Winter Season, the unit prices as Bid by the Contractor may be adjusted annually in accordance with the average annual rate of change in Consumer Price Index (CPI), for all items, Ontario using the month of May as the adjustment month. Any adjustments shall have a maximum ceiling of 5% in any given year.

Extensions: The City reserves the right to renew this Contract for the following two (2) additional two (2) year periods:

- May 1, 2026 to April 30, 2028
- May 1, 2028 to April 30, 2030

### **Total Financial Impact**

The total cost of \$1,955,318.40 (Net HST) to be distributed to Operating Budget accounts outlined below.

### **Source of Funding**

Funding for this contract is provided in the Operating Budget:

Account number 552601 33500 -Primary Roads

Account number 552602 33500 -Local Roads

Account number 552630 33500 -Dundas Road

### **Other Resource Impacts**

Not Applicable

---

## **Climate Implications**

With this contracted service and expected efficiencies in our operations, it is anticipated that under normal winter conditions we will be able to reduce our salt consumption.

---

## **Engagement Matters:**

Not applicable.

**Conclusion:**

In accordance with the Procurement By-law 19-2014; because one of the criteria in 24.4 was not met, we are seeking process approval from Council in order to proceed with an award to Pave-Tar Construction.

---

Respectfully submitted,

Mark Adam

Manager of Road Operations

905-333-6166 ext. 6160

**Report Approval:**

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.



**SUBJECT: Team Burlington – COVID-19 Business Update April 2020**

**TO: Mayor and Members of Council**

**FROM: Burlington Economic Development Corporation**

Report Number: BEDC-03-20

Wards Affected: All

File Numbers: 125

Date to Committee: Select date

Date to Council: April 20, 2020

---

**Recommendation:**

Receive and file burlington economic development corporation report BEDC-03-20 providing Team Burlington – COVID-19 Business Update April 2020.

**PURPOSE:**

**Vision to Focus Alignment:**

- Increase economic prosperity and community responsive city growth
- Deliver customer centric services with a focus on efficiency and technology transformation

**Executive Summary:**

Since the emergence of the COVID-19 crisis, we have been taking a coordinated approach with Burlington's business support organizations (Team Burlington), which includes Burlington Economic Development, Burlington Chamber of Commerce, Burlington Downtown Business Association, Aldershot Village BIA, and Tourism Burlington, in supporting businesses during COVID-19. Team Burlington is reassessing our workplans and priorities daily as the COVID-19 crisis continues to ensure our business community has the most up-to-date resources, information and support they need. During this challenging time, we are focusing our efforts on:

1. Keeping our business community well informed as relevant and timely information becomes available.
2. Providing key tools/resources to support organizations during this very difficult time.
3. Working closely with our community partners to play a key leadership role for the business community and connecting organizations to support business.
4. Advocating for the interests of business and the provision of relief measures to ensure the viability of businesses into the future with all levels of government.
5. Developing recovery plans so we are poised to support the restart of business and welcome new development when we are able.

We have created a one stop shop for business resources and updates on COVID -19 hosted on the Burlington Chamber of Commerce's website at <https://burlingtonchamber.com/team-burl-supporting-burl-business-during-covid-19/> and have developed a Team Burlington Business Support Forum Series.

In the short term, we will be focused on providing the support and resources needed to get our businesses through this crisis. This will mean supporting our business community through a shop/love local campaign to encourage consumers to continue to patronize local businesses and where necessary use alternative means to secure goods and services (e.g. e-commerce, contactless delivery, curbside pick-up, etc.), as well as support for other sectors looking to innovate to deliver essential services (e.g. manufacturers where it is possible to re-tool). We will also be supporting our essential businesses through service delivery programs focused on maintaining a healthy workforce and helping recruit/replenish the workforce where needed. Based on the latest census data, 35.9% of Burlington's labour force falls into the high-risk category (ages 50-64) for COVID-19 meaning our labour pool for essential businesses is at high risk of impact by the virus.

In the long-term, we will be focused on supporting an economy that is fundamentally changed and almost certainly in recession. A prolonged closure of non-essential businesses may lead many to permanently close their operations and create a ripple effect across the economy of unemployment. Focusing on supporting the growth and attraction of successful businesses together with helping our existing businesses recover from the crisis will be essential to our community's long-term economic health and viability. This will require a total rethinking and retooling of the economic development strategy, locally, regionally, provincially and nationally.

Team Burlington is leveraging our partner organizations, including the Ontario Chamber of Commerce, Canadian Chamber of Commerce, Innovation Corridor Council, Ontario Business Improvement Area Association and Tourism Industry Association of Ontario. Burlington Economic Development has become a leader of a newly formed GTA Economic Development Working Group. This will help pool the resources of economic development offices across the GTA to understand the impacts of COVID-19 on business and provide support, research and advocacy to all levels of government on the economic supports needed to get business through this crisis.

## **Background and Discussion:**

Team Burlington is reassessing our workplans and priorities daily as the COVID-19 crisis continues to ensure our business community has the most up-to-date resources, information and support they need. During this challenging time, we are focusing our efforts on:

1. Keeping our business community well informed as relevant and timely information becomes available.
2. Providing key tools/resources to support organizations during this very difficult time.
3. Working closely with our community partners to play a key leadership role for the business community and connecting organizations to support business.
4. Advocating for the interests of business and the provision of relief measures to ensure the viability of businesses into the future with all levels of government.
5. Developing recovery plans so we are poised to support the restart of business and welcome new development when we are able.

The City of Burlington closed all public access to facilities and moved to an essential services delivery model as of March 15. A state of emergency was also declared by Mayor Meed Ward for the City of Burlington on March 22 encouraging the closure of all non-essential businesses to support physical distancing. The City of Burlington has/will be enacting the following measures to support business during the COVID-19 crisis:

- Waiving of interest and penalty on delayed property tax payments
- Free Transit
- Free Parking

A timeline of Federal and Provincial measures and local impacts is contained in the COVID-19 Economic Overview in Appendix A. On March 23, the Ontario Government ordered the mandatory closure of all non-essential workplaces effective as of Tuesday, March 24 at 11:59 p.m. for 14 days. On March 30, this closure was extended until April 13 with the possibility of extending this order as the situation evolves. On April 3, the list of essential businesses that are permitted to operate was further reduced.

Throughout this timeframe, Team Burlington has worked closely with our provincial and federal counterparts and released several updates on what the supports mean for the business community. Since March 13, Team Burlington has moved virtual and is coordinating with our team and our partners through various channels. Burlington Economic Development has also launched a business support number for companies to call for business assistance.



## **COVID-19 Actions and Response**

Since the emergence of the COVID-19 crisis, Team Burlington has been taking a coordinated approach in supporting businesses. We have created a one stop shop for business resources and updates on COVID -19 hosted on the Burlington Chamber of Commerce's website at <https://burlingtonchamber.com/team-burl-supporting-burl-business-during-covid-19/>.

We are meeting daily to review Federal and Provincial announcements and how we communicate the impacts for business, what support needs we are seeing from the business community, creating educational opportunities and resources, and advocating for different levels of business support.

We are also coordinating meetings with economic development offices across the Greater Toronto Area (GTA) to set up an economic development working group on COVID-19 and economic recovery. This will help pool the resources of economic development offices across the GTA to understand the impacts of COVID-19 on business and provide support, research and advocacy to all levels of government on the economic supports needed to get business through this crisis.

We are already seeing significant economic impacts from the necessary measures the government is taking to address COVID-19. With the impacts of some Provinces ordering the closure of non-essential retail and restaurants, Service Canada received 2.13 million EI claims during the last two weeks of March which represents approximately 12% of Canada's labour force being jobless. This was just in the early stages of the crisis and we can expect economic impacts to increase based on the mandated closure of additional businesses deemed non-essential. This means the indefinite closure of businesses that are not vital to supporting the food supply chain, national/local infrastructure and efforts to fight COVID-19.

In the short-term, we are focused on providing the support and resources needed to get our businesses through this crisis. In the long-term, we will be focused on supporting an economy that is fundamentally changed and almost certainly in recession. A prolonged closure of non-essential businesses may lead many businesses to close permanently and create a ripple effect across the economy of unemployment. We will be moving from economic development focused on supporting the growth and attraction of successful businesses to helping our existing businesses recover. This will require a total rethinking and retooling of the economic development strategy, locally, regionally, provincially, and nationally.

## **COVID-19 Virtual Business Support Forums**

Team Burlington is hosting a series of business forums. Each forum will focus on a different level of government in order to help make sense of the information being rolled out, as well as the economic impacts that are already occurring at different scales.

The first session on Municipal and Regional Business Support was held on April 2 and had municipal and regional representatives available, including Mayor Meed Ward and Tim Commisso for a Q&A and to provide an update. Over 70 businesses participated in this session and a recording of the session has been made available online at <https://www.youtube.com/watch?v=coJxfMn5Eoo>

The second session on Provincial & Federal Business Support took place on April 6. This forum focused on Provincial and Federal COVID-19 updates as it pertains to businesses and included MPP Effie J. Triantafilopoulos, Oakville North—Burlington; MPP Jane McKenna, Burlington; MP Karina Gould, Burlington; MP Pam Damoff, Oakville North—Burlington; Federal Minister of Economic Development and Official Language, Melanie Joly; and provincial Associate Minister of Small Business and Red Tape Reduction, Prabmeet Sarkaria. Over 60 businesses participated in this session and a recording of the second session has also been made available online at <https://www.youtube.com/watch?v=yCydmJppORo>

These sessions provided the business community with timely information and are available online at: <https://burlingtonchamber.com/team-burl-supporting-burl-business-during-covid-19/>

A third session focusing on Small Business issues has been scheduled for April 16 and a fourth session focused on tourism recovery initiatives will take place in late April/early May. Future sessions are being planned on an ongoing basis as business needs are identified to support them through both crisis and economic recovery.

## **Long Term Economic Recovery Planning and Support**

A survey conducted by the Toronto Region Board of Trade on the Impacts of COVID-19 on March 30-31, 2020, had 104 respondents, including 69% from Halton Region/Hamilton; more details are contained in Appendix A: COVID-19 Economic Overview. This survey pointed to:

- 68% decline in average revenue forecasted over the next 30 days
- 40% have laid off staff; another 29% are considering laying off staff
- 42% of businesses can sustain themselves for more than 3 months with the current social distancing measures in place
- 86% of businesses indicated they need more information and assistance to effectively access the business relief measures and programs recently announced by the federal, provincial and municipal governments.

These are just the short-term impacts to businesses, and we can expect much greater impacts to the viability of our local business community the longer this crisis continues. At present, Team Burlington is focusing our efforts on supporting businesses through the crisis and is already beginning to think about long-term economic impacts and the supports needed to sustain and grow our local businesses over the long term. As we move forward, Team Burlington will be engaging the City of Burlington and other partners to create a coordinated approach on the supports we can provide businesses at the local level and continue advocacy to other levels of government to provide businesses the tools and resources they need to survive and thrive in the post COVID-19 economy.

---

### **Financial Matters:**

Currently initiatives have been funded through individual Team Burlington member's budgets; however, additional funding support may be required as we move forward with recovery initiatives.

---

### **Climate Implications**

The implementation of Team Burlington – COVID-19 Response does not have any major climate implications. One of the unintended results of closures and reduction of services has been reduced greenhouse gas emissions.

---

### **Engagement Matters:**

The contents of this report have been developed based on business feedback, in conjunction with our Team Burlington Partners and their members.

---

### **Conclusion:**

Thank you for receiving our Team Burlington – COVID-19 Business Update April 2020. We look forward to engaging with Council on an ongoing basis on the supports needed to ensure our local economy can be sustained through both the economic crisis and recovery associated with COVID-19.

Respectfully submitted,

Anita Cassidy  
Executive Director  
Burlington Economic Development Corporation  
905-332-9415 x 7258

### **Appendices:**

A. COVID-19 Economic Overview

### **Notifications:**

Brian Dean, Executive Director, Burlington Downtown Business Association

[Brian@burlingtondowntown.ca](mailto:Brian@burlingtondowntown.ca)

Carla Nell, President & CEO, Burlington Chamber of Commerce

[Carla@burlingtonchamber.com](mailto:Carla@burlingtonchamber.com)

Judy Worsley, Executive Director, Aldershot Village BIA

[Judy@aldershotbia.com](mailto:Judy@aldershotbia.com)

Pam Belgrade, Executive Director, Tourism Burlington

[Pam.Belgrade@burlington.ca](mailto:Pam.Belgrade@burlington.ca)

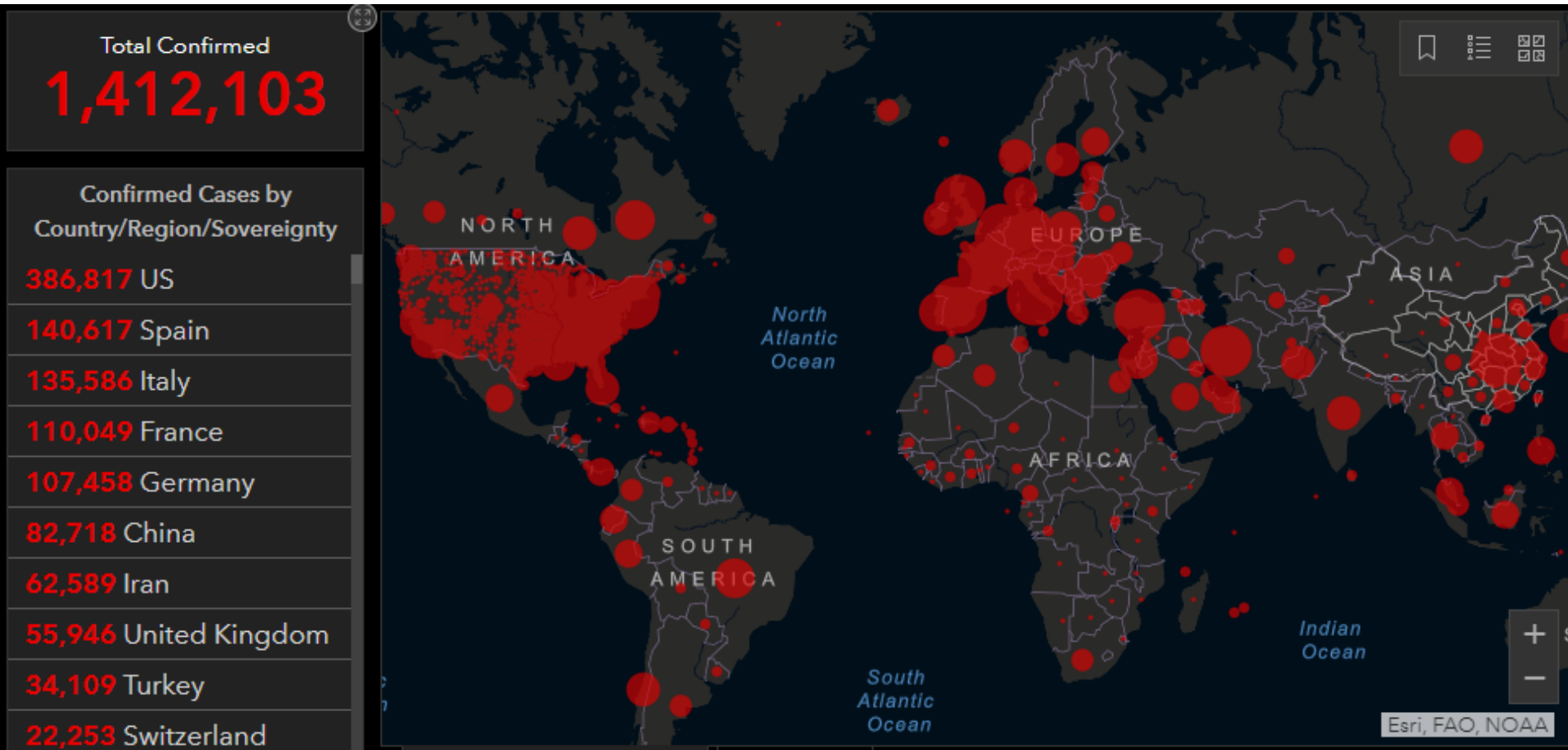
### **Report Approval:**

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.

# COVID-19 Timeline

- November 2019 First Case Wuhan China
- March 14, 2020 – Burlington Parks & Rec Facilities and Agencies closed to public, including 414 Locust and TechPlace.
  - Many City Services moved virtual. TechPlace programming postponed or moved virtual.
  - March 16 – All City Facilities closed to public, March 17 – Ontario declared emergency and closed
    - All bars and restaurants to take out only
    - Schools and Childcare
    - Rec facilities, libraries and theatres
- March 21 – Federal Government Closed Border to non essential travel
- March 21 – Mayor Meed Ward Declared an Emergency in City of Burlington
- March 24 – Province mandated closure all non-essential businesses for 14 days.
- March 30 – Province extended mandated closure all non-essential businesses until April 13.
- April 3 – Province reduced list of essential businesses

# COVID-19 Current Situation (April 7, 2020)



**Canada Cases: 17,046    Ontario Cases: 4,726**

# COVID-19 Government Business Support

Local	Provincial	Federal
<ul style="list-style-type: none"><li>- Tax Relief for 2020 filings</li><li>- Free Transit</li><li>- Free Parking</li></ul>	<ul style="list-style-type: none"><li>- Lowered Electrical Rates</li><li>- Implementation of the Municipal Emergency Act</li><li>- Deferred Taxes</li><li>- Extension of Validation Periods for Commercial Vehicles</li><li>- Covid-19 Emergency Relief Fund</li><li>- Multiple Employment Supports</li></ul>	<ul style="list-style-type: none"><li>- CERB Program</li><li>- Expanded EI eligibility</li><li>- Boosted Canada Child Benefits</li><li>- Deferred Taxes, GST/HST and Import Duties</li><li>- CEBA Program</li><li>- Canada Wage Subsidy</li><li>- New Loan Guarantee (EDC)</li><li>- New Co-Lending Program (BDC)</li><li>- Easing of the Canada Account</li><li>- Cutting of Interest Rates</li></ul>

## Gaps in Support to date

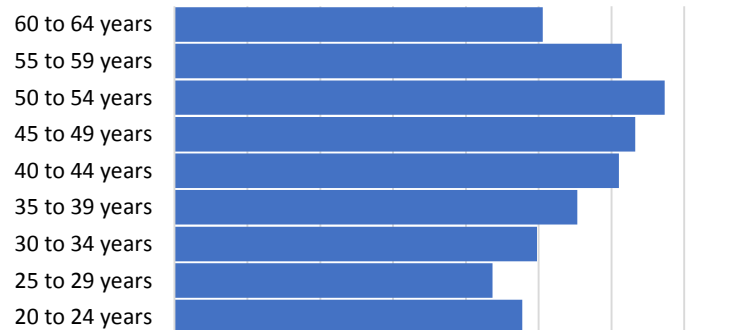
- Constraints on Municipal Support
- Lack of Health & Safety Guidance for business
- Uncertainty on essential business
- Unclear on direct contacts for supports at federal and provincial level and program rollout
- Direct guidance on how manufactures can retool



# COVID-19 Labour Impact

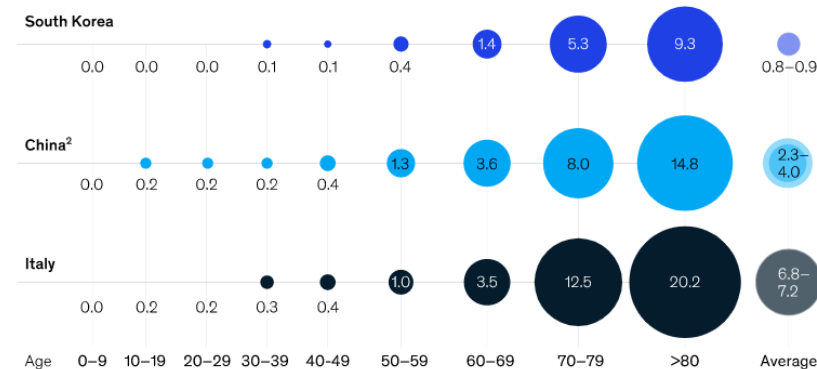
## Burlington's Labour Demographics

### Burlington's Labour Force Age



Source: Statistics Canada, Census Profile 2016

### Case-fatality rate by age segment,<sup>1</sup> % mortality



<sup>1</sup>As of data from Feb 11, 2020, in China and as of March 16 and 15, 2020, in South Korea and Italy, respectively.

<sup>2</sup>Data reported from China Feb 11, 2020, reports 2.3%, however latest deaths/cases from WHO indicate this may be higher.  
Source: China CDC; Korea CDC; L'Istituto Superiore di Sanità (ISS) Italy; WHO; McKinsey analysis

Higher Risk Age Segment (ages 50-64)  
→ amounts to 35.9% of Burlington's labour force

# COVID-19 Labour Impact

## Most Impacted Sectors

Burlington Businesses and Jobs		
Agriculture (11)	Businesses	25
	Jobs	329
Retail (44-45)	Businesses	849
	Jobs	13,360
Tourism (5615)	Businesses	19
	Jobs	123
Healthcare (62)	Businesses	557
	Jobs	7,838
Hospitality (72)	Businesses	447
	Jobs	7,412

Source: Halton Employment Survey, 2018

Sectors expected to be most impacted by COVID-19:

- Agriculture
- Retail
- Tourism
- Healthcare
- Hospitality

In Burlington, a total number of **1,897** businesses and **29,062** jobs may be directly affected by the virus

## COVID-19 Local Business Impacts to date

- Small Business Closures, Cashflow shortages & Layoffs
- Sales/Contracts paused and cancelled
- Critical Infrastructure supply chain under increased pressure
- Uncertainty on Health & Safety for Essential Business
- Labour force and recruitment concerns
- Uncertainty & delays for investments & Expansions

# TEAM Burlington COVID-19 Response

## WE ARE IN THIS TOGETHER

Team Burlington is here to support your business during COVID-19



# TEAM Burlington COVID-19 Response

- Keeping our business community informed
- Key tools/resources to support
- Leading community partners and connecting organizations to support business,
- Advocating for the interests of business and the provision of relief measures
- Supporting long term economic recovery

# Team Burlington COVID-19 Resources



Team Burlington Business Support Forum Series

Business Support for COVID-19

Business Support Phone Lines

Economic Relief for SMEs

Business Toolkits

Government Updates

Mental Health Resources

# COVID-19 Virtual Business Support Forum Series

Team Burlington has organized the COVID-19 Virtual Business Support Forum Series, a 3-part video conference series to provide businesses of all sizes with an opportunity to ask questions and hear from subject matter experts, as well as key leaders and decision-makers from all levels of government.

1. Municipal and Regional Business Support Forum – April 2
  - Over 60 business participated
  - Webinar available online
2. Provincial & Federal Business Support Forum – April 6
3. Small Business Support Forum – April 16
4. Tourism Industry Recovery Forum - late April/early May

# Team Burlington Business Support Forum Series

## Questions asked by the Business Community

- How has the City defined Essential Services and is business support considered essential?
- How is the City of Burlington supporting small business?
- Are there relief measures related to property taxes?
- Will zoning ease off for small businesses needing to promote themselves through: having a sign on a lawn, parking etc.
- What is happening with respect to development application review and circulation during this time?
- What best practices would you recommend for essential businesses to support health and safety of employees?
- Are plastic screens and masks useful in stopping the infections and should we be implementing these in our business?
- Why are so many things preemptively closed for months when we don't yet have a handle on how long the outbreak will last?
- What is the economic impact on the city and the city's and region's budget?
- Is the City and Region considering any other measures to support businesses?
- How can businesses support the hospital and coordinate to meet healthcare needs?

## Questions asked by Team Burlington

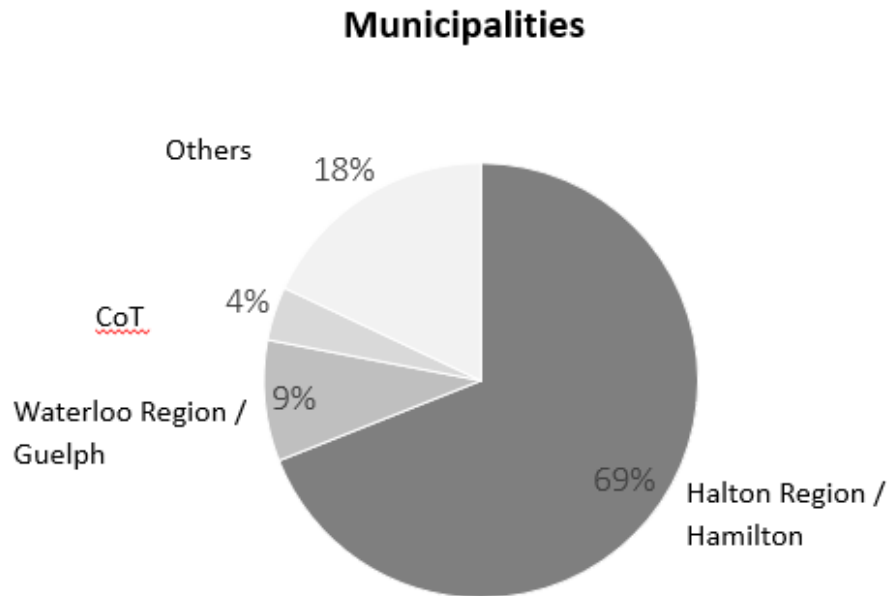
- What impacts are you experiencing as a result of the COVID-19 pandemic?
- What is your current business status?
- Has your organization had to lay-off staff?
- How have your sales been impacted?
- What are your immediate business concerns?



# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

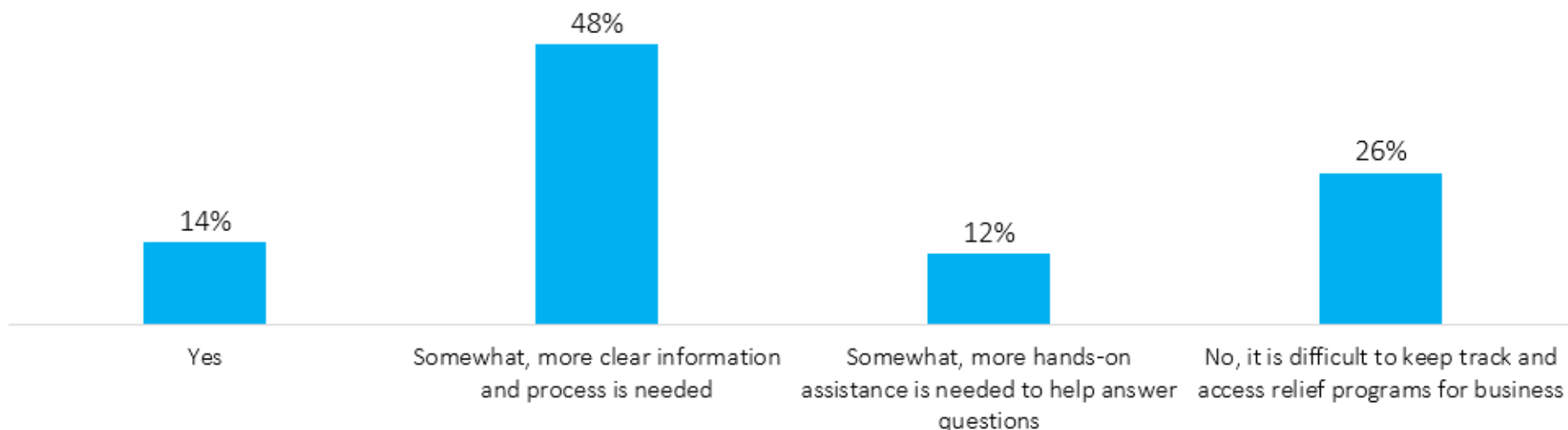
## Questionnaire Sample Composition

Total Respondents: 104 companies



# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

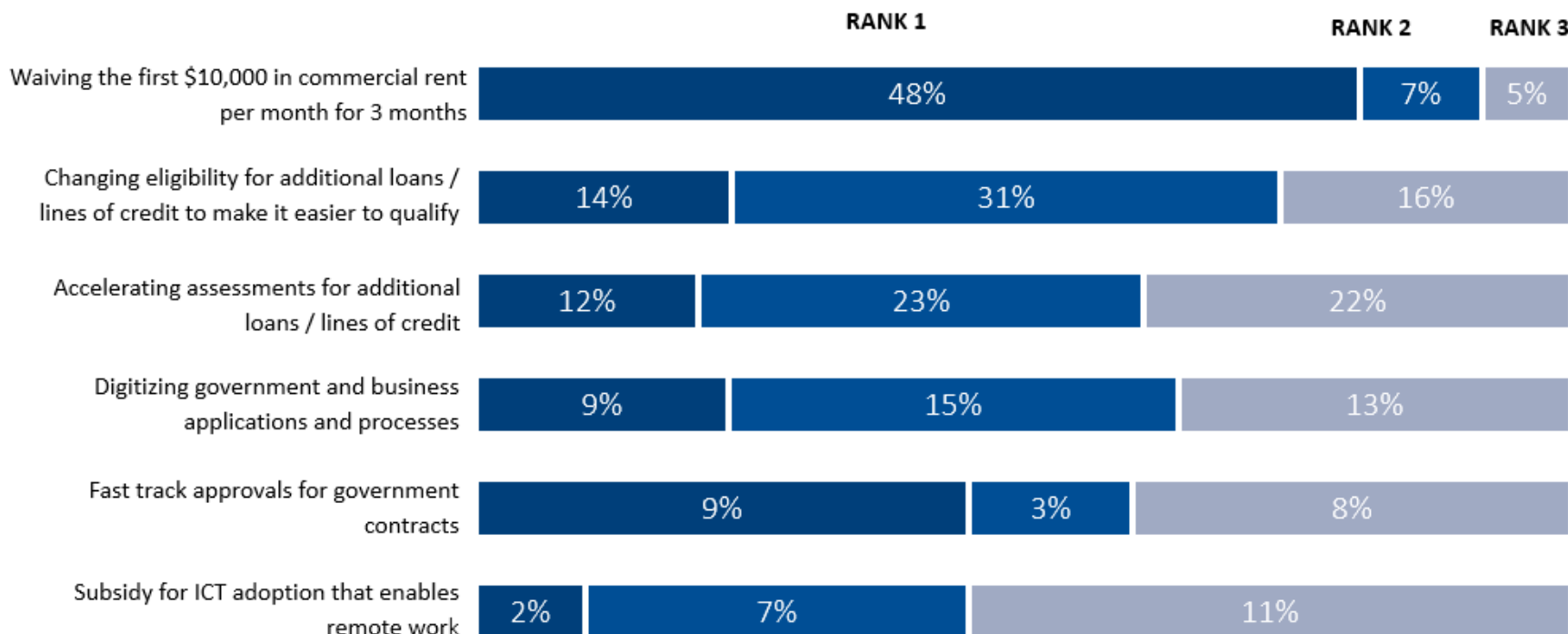
Q1. Does your business have the information it needs to effectively access the business relief measures and programs recently announced by the federal, provincial and municipal governments?



Base: 104 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

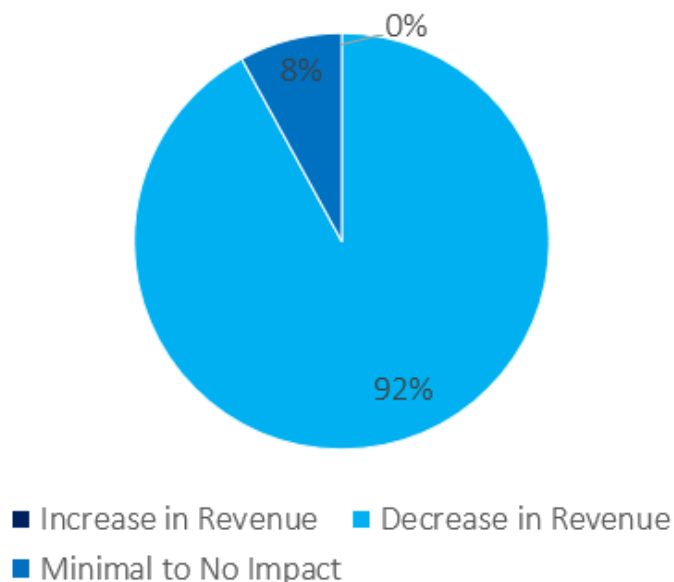
Q2. Governments have recently announced several measures to help businesses stay afloat. What is the most important additional support you still require from the government to help you stay in business. Please rank the top three government measures that you believe will help you stay in business



Base: 104 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

Q3. How do you expect COVID-19 will impact your revenue over the next 30 days?

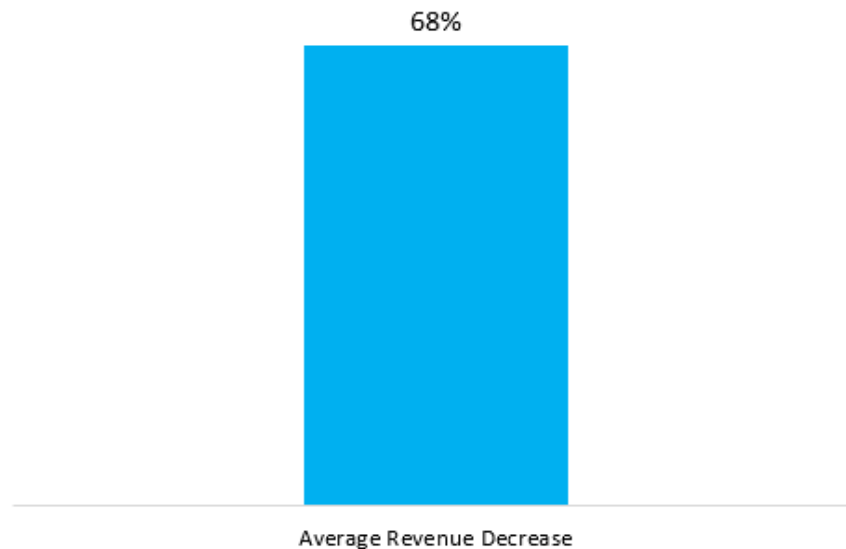


Base: 104 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

Q3a. How much do you expect your revenue to decrease over the next 30 days?

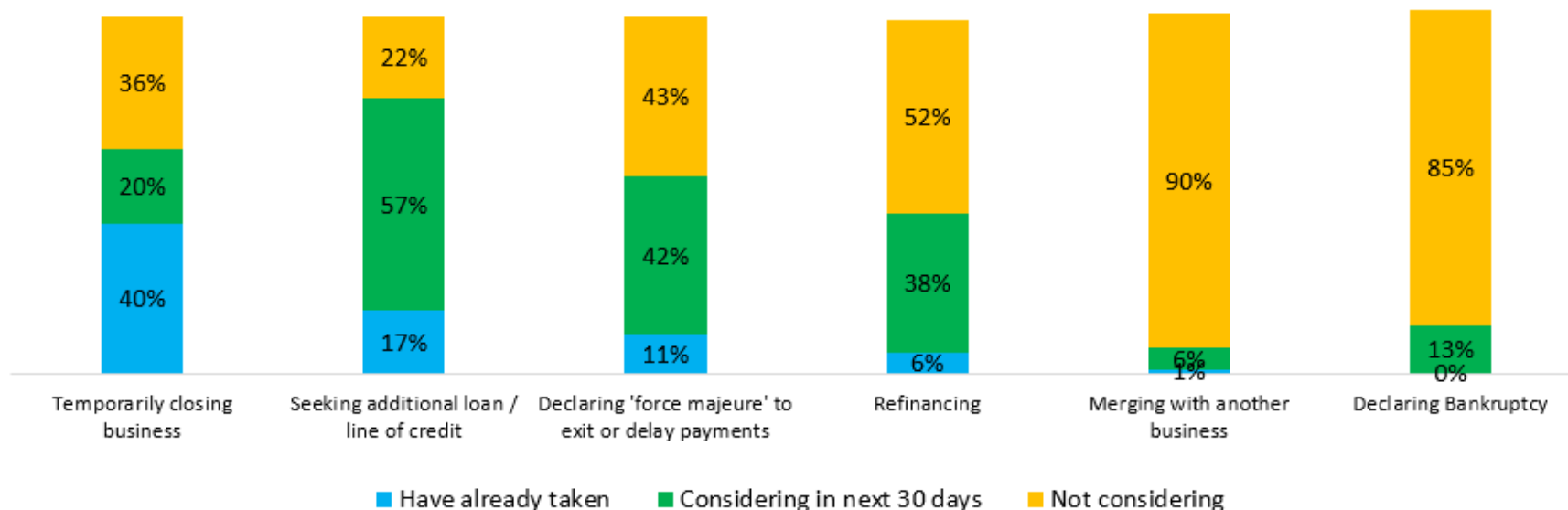
Average Revenue Decrease by (in percentage):



Base: 93 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

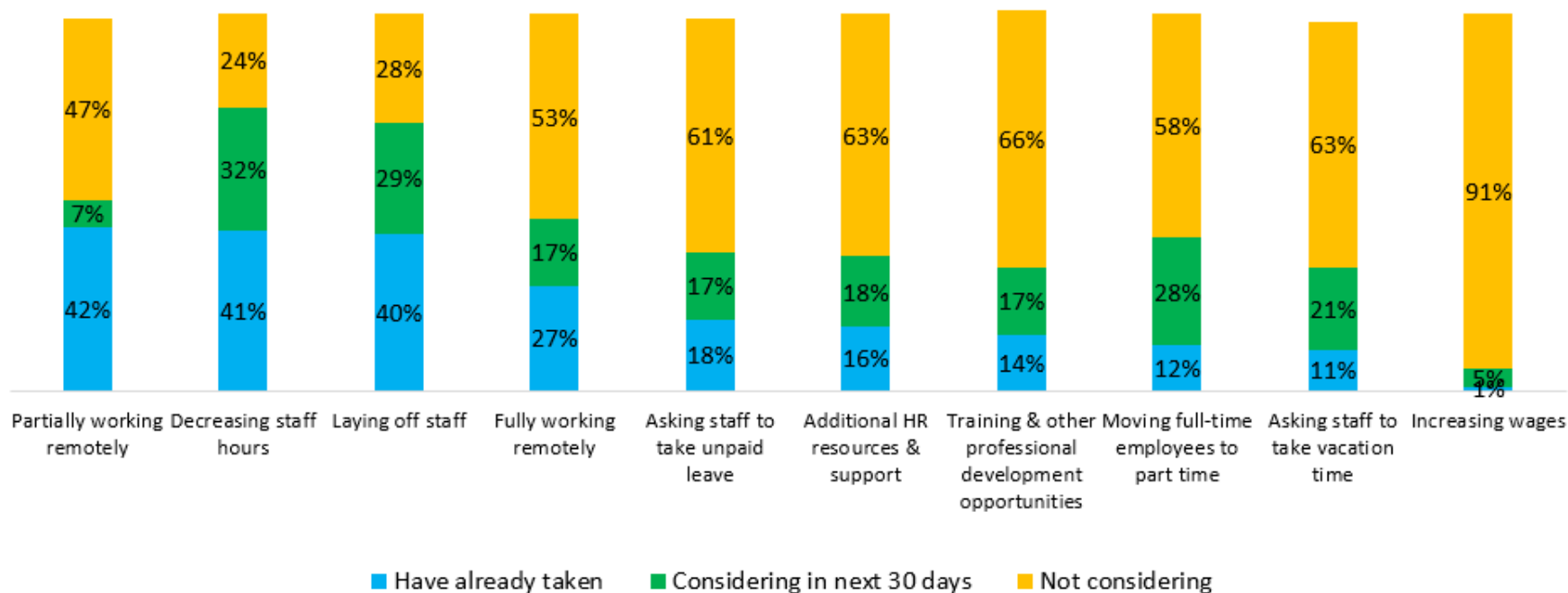
Q4. What measures to improve your liquidity have you taken or are you considering, in reaction to COVID-19?



Base: 104 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

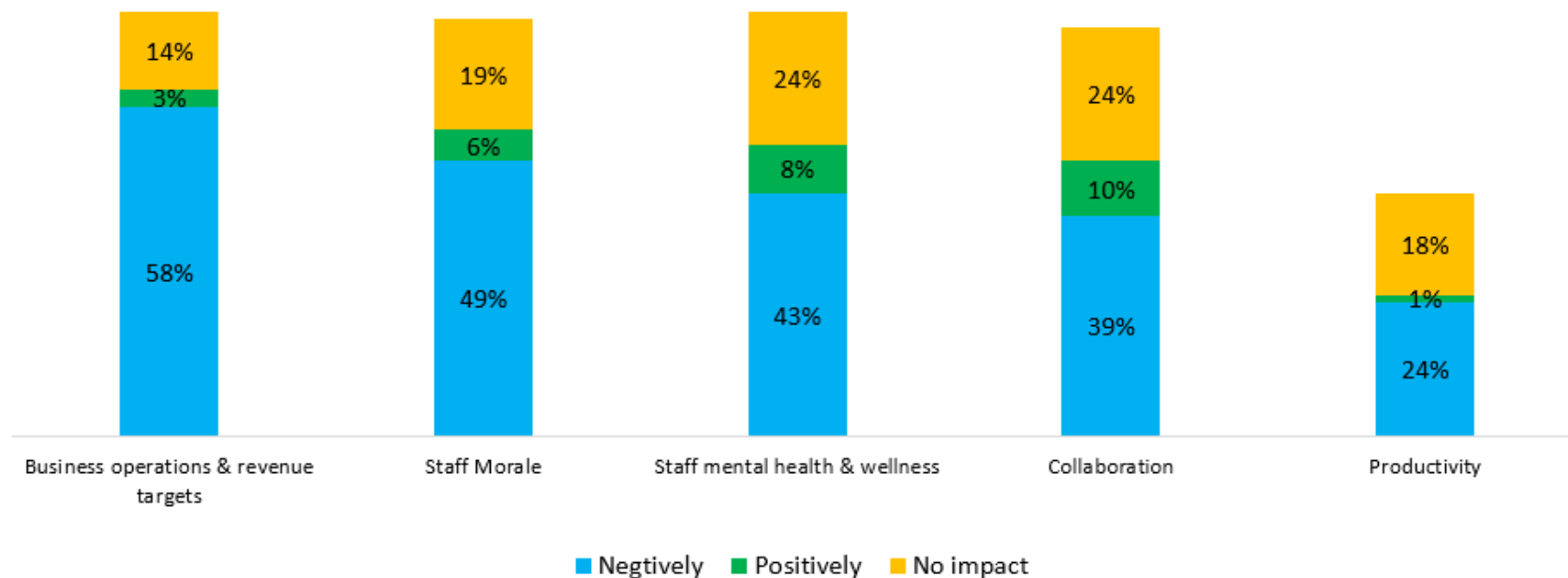
Q5. What measures associated with staffing have you taken or are you considering, in reaction to COVID-19?



Base: 104 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

Q5a. Has working remotely impacted your business positively, negatively or has it made no difference.



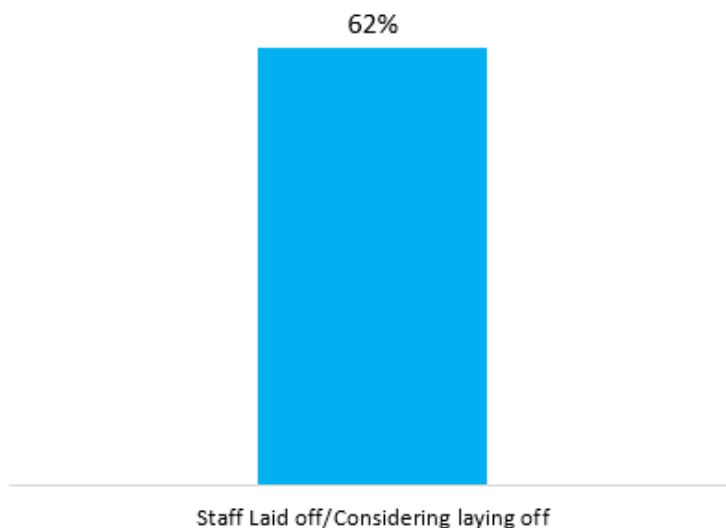
Base: 72 companies



# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

Q5b. What percentage of your staff have you laid off or are you considering laying off?

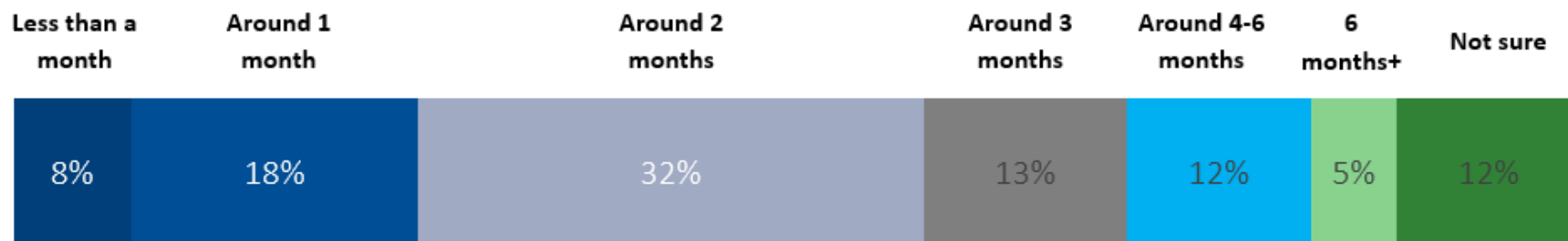
Percentage of Staff laid off / considering laying off



Base: 72 companies

# Toronto Region Board Of Trade: Impact Of Covid-19 Survey Questions And Results

Q6. How long do you estimate your business can sustain itself while current social distancing measures are in place?



Base: 93 companies

# COVID-19 Long Term Economic Impacts

- Significant impacts to hospitality and retail sector
  - Short term – business closures
  - Long Term – drop in consumer spending capacity
- Higher Unemployment rates
- Housing market shifts
- Economic growth slowing; recession likely
- Onshoring and near shoring become more important
- Technology becomes a greater competitive advantage
- Foreign Direct Investment becomes more difficult



**SUBJECT: COVID-19**

**TO: Mayor and Members of Council**

**FROM: City Manager's Office**

Report Number: CM-03-20

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: April 20, 2020

Date to Council: April 20, 2020

---

**Recommendation:**

Receive and file city manager's office report CM-03-20 with presentations as follows:

- CoVID-19 Emergency Response Strategy – presented by Executive Director Strategy, Risk & Accountability
- High-level financial impacts – presented by Chief Financial Officer; and

Direct the City Manager to provide ongoing monthly updates, as required, related to the CoVID-19 City service strategy and the CoVID-9 financial update.

**PURPOSE:**

**Vision to Focus Alignment:**

- Increase economic prosperity and community responsive city growth
- Improve integrated city mobility
- Support sustainable infrastructure and a resilient environment
- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

---

**Background and Discussion:**

Since the arrival of the CoVID-19 virus in Canada, the City has been on high alert; making the necessary decisions to amend our operations with the goal to continue to

protect the health and safety of the Burlington community and City of Burlington staff and do our part to limit the spread of CoVID-19.

A Rapid Response Working Group (RRWG) was established March 6, 2020 to make initial assessments of immediate actions to limit the spread of the virus through facilities, fleet, Fire, and counter services.

In compliance with the City's Municipal Emergency & Continuity Management Program, the RRWG transitioned to the Crisis Management Team (CMT) on March 13, 2020. The CMT transitioned to the Hybrid Emergency Control Group (ECG) on March 17, 2020 to manage and monitor city operations and the community response. The City declared a state of emergency on March 21, 2020.

### **Strategy/process**

#### *CoVID-19 Emergency Response Strategy*

The City of Burlington CoVID-19 emergency response strategy defines the City's resource needs over the next 3-month operating period to deal with the affects and impacts of the virus on our community and staff.

This strategy establishes the scope of work for continued support of:

- the delivery of essential services,
- the City's emergency operations center,
- our work from home program,
- our flexible workforce for redeployment of resources to assist in other essential areas.

This strategy and the resulting 3-month workplans will be reviewed on a regular cycle to ensure relevancy for operations given the situation and circumstances of this dynamic environment.

#### *High-level Financial Impacts*

Since the establishment of the Rapid Response Working Group, a number of decisions affecting city services have been made with respect to the City's response to the CoVID-19 pandemic. These decisions, as well as any future decisions, will affect the city's overall financial position.

This high-level presentation provides the estimated revenue impacts, expenditure savings and cash flow projections for the 3-month period. This reporting sets the stage for monthly updates as new information and/or projections change.

The greatest uncertainty at this stage relates to time horizon and recovery, as it is unclear how long restrictions resulting from CoVID-19 will remain and similarly once lifted, what the transition back to a normal state will resemble.

To this end, staff will consider scenario planning and modelling for future reporting.

---

### **Financial Matters:**

The city's 2020 operating budget will be impacted by the actions taken to continue to protect the health and safety of the Burlington community and City staff and do our part to limit the spread of CoVID-19. 2020 remains the focus as 2021 can be assessed through the development of the 2021 Budget process (with the benefit of further information acquired during 2020). Also, the mitigation is focused on the operating budget as the growth-related revenues and expenditures associated with the capital program (i.e. development charges) and external revenues (i.e. Gas Tax) will be managed through the related reserve funds intended for that purpose.

### **Total Financial Impact**

The extent of the impact on the operating budget and capital program is currently being analyzed based on known conditions and stated assumptions.

---

### **Climate Implications**

The effect of the actions taken by the City to protect the health and safety of the Burlington community and City of Burlington staff and to limit the spread of CoVID-19 pandemic may result in reductions of fossil fuel use and other environmental impacts of facility and vehicle/equipment operations.

---

### **Engagement Matters:**

The City has engaged with the local agencies, boards and commissions and Team Burlington to maintain open lines of communication and share information about decisions and on-going actions. Throughout this event, the City has been in regular communication with our municipal and regional counterparts to share information and align responses where appropriate.

---

### **Conclusion:**

During the first three weeks, the City has been responding to the ever-changing nature of this pandemic. We are continuing to assess our financial health and seeking ways to minimize a year-end unfavourable financial position. Our focus is on the next three months of continuing operations, albeit in different locations and ways, with the objective of minimizing the disruption in city services. We are being proactive while maintaining agility to pivot and respond to the myriad of issues and changes this dynamic situation continues to present.

---

Respectfully submitted,

Sheila M. Jones

Executive Director, Strategy, Risk & Accountability

905-335-7600 ext. 7872

Joan Ford

Chief Financial Officer

ext. 7652

**Appendices:**

- A. City of Burlington CoVID-19 Emergency Response Strategy Presentation and Appendix
- B. High-level Financial Impacts Presentation

**Report Approval:**

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.

# CM-03-20 Appendix A - Summary of Service Activities



## COVID-19 Emergency Response Strategy Service Work Plan as of April 20, 2020

### **1. Why are we establishing a 3-month work plan?**

To define the City's resource needs over the next 3-month operating period to deal with the affects and impacts of the virus on our community and staff.

### **2. What are our assumptions as of April 8, 2020?**

We expect we will still be operating in a state of emergency, with continued activation of our emergency plan, for the next three months.

We will maintain critical and essential services and infrastructure.

We anticipate City staff will be affected by the virus.

City facilities, parks and amenities, currently closed, will remain closed unless required by Province of Ontario or Halton Region Public Health.

Trending seasonal extreme weather events will add known, unknown impacts and additional resource needs.

Regular service delivery will be affected in some areas.

Some services cannot be delivered from home.

Work performed from home will contribute to continued productivity and delivery of city services.

### **3. What are our guiding principles as of April 8, 2020?**

Staff health and safety will be paramount in continuing operations.

We will continue to support our remote work from home program.

We will build flexibility into our workforce to support redeployment of qualified staff to respond to additional emergency situations and urgent services.

We will be fiscally responsible in our decisions.

We will maintain open and transparent communications.

We will regularly report to Council.

Services responding to an emergency or urgent situation will be a priority.

Full-time employees will continue to work in capacities to support our designated categories of service, support the emergency control group, and/or support re-deployment of resources.

Compliance with changes and amendments to provincial and federal regulations.



## Table of Contents

<b>Department</b>	<b>Page</b>
City Manager's Office Corporate Management.....	3
Corporate Communications & Government Relations.....	4
Customer Experience.....	6
Legal & Halton Court Services.....	7
Finance.....	8
ITS & Corporate Projects - BI/ERP/EAMS.....	9
Human Resources.....	12
Community Planning.....	13
Building & By-Law.....	14
Capital Works.....	16
Clerk's Department.....	20
Roads Parks & Forestry.....	21
Transit.....	24
Recreation.....	25
Fire.....	26
Transportation.....	28

**Corporate Management - City Manager's Office**

Description of the Service Delivery Activity	Categories
Leadership of Emergency Control Group (ECG) and related emergency activities	are required to meet legislative requirements,
Approving corporate reports	support services necessary to keep essential services operating,
Approval corporate invoices	fulfill contractual, legal & financial obligations.
Communication with BLT and Council	support services necessary to keep essential services operating,
Participation on ECG	support employee and public health, safety and security,
Back up on ECG	support employee and public health, safety and security,
Corporate Emergency Strategy	support services necessary to keep essential services operating,
SRT	support services necessary to keep essential services operating,
BLT	support services necessary to keep essential services operating,
Daily Team Scrums	support services necessary to keep critical and essential services operating,
Weekly Check in with Mayor	support services necessary to keep essential services operating,
Development/Analysis/Monitoring of the 3 month Strategy	support services necessary to keep essential services operating,
Other work as assigned to support ECG	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Vision to Focus Dashboard	Work with BI team to continue the development of a reporting dashboard
Enterprise Change Management -Prosci Rapid Launch approach and Corporate Project support	Develop and launch the Rapid Launch program with Prosci Assist with Project teams in the development of a change management program for major corporate project (CRM, ERP, EAMS)
Risk Governance Framework	Research and develop the corporate approach for risk governance
Strategic Integrated V2F Reporting	Execute on the Corporate Strategy Workplan as presented to Council
Covid Dashboard	Participate on the working team to develop an operational dashboard related to Covid 19 impacts and effects

## Corporate Communications and Government Relations

Description of the Service Delivery Activity	Categories
Monitor provincial and federal briefings and legislation	support services necessary to keep essential services operating,
Monitor and identify provincial and federal funding opportunities	support services necessary to keep essential services operating,
Co-ordination of City comments on new legislation and regulation. Preparation of staff reports.	As required to meet legislative requirements
Monitor Canada-wide municipal news and issues related to COVID-19	support services necessary to keep essential services operating,
Advocacy to upper levels of government on issues of importance to Burlington, directly and via LUMCO/AMO	support services necessary to keep essential services operating,
Lead and write content for media releases	support services necessary to keep essential services operating,
Update media list and release of media releases and statements	support services necessary to keep essential services operating,
Lead media coordination and responses	support services necessary to keep essential services operating,
Write and approve web content	support services necessary to keep essential services operating,
Write and approve all City media ad content	support services necessary to keep essential services operating,
Negotiate and coordinate all City media buys to communicate City efforts	support services necessary to keep essential services operating,
Lead on external key messages for public communication	Lead on external key messages for public communication
Lead on internal key messages for staff communication	support employee and public health, safety and security,
ECG team member	are required to meet legislative requirements,
EOC team members	are required to meet legislative requirements,
Support Council with messaging and communication needs i.e. e-newsletter content, media ads	support services necessary to keep essential services operating,
Communicate to Council comms updates and Halton Region communication updates/key messaging	support services necessary to keep essential services operating,
Manage, write and post all social media content on corporate and Rec social media channels	support services necessary to keep essential services operating,
Monitor and respond to public comments on corporate and Rec social media channels	support services necessary to keep essential services operating,
Monitor trends on social media to elevate City content	support services necessary to keep essential services operating,
Flag inappropriate comments on social media to appropriate departments to maintain accuracy and brand management throughout the incident	support services necessary to keep essential services operating,
Send Rec E-Newsletter and provide results per service level agreement	support services necessary to keep essential services operating,
Corporate Communications lead for Communications call with Mayor and Tim daily	enable critical community services and supports, including COVID-19 mitigation and recovery
Run daily COVID-19 CCGR meetings to meet ECG/EOC requirement	are required to meet legislative requirements,
Lead on updating content on 360 and staff phone line for internal communications	support employee and public health, safety and security,
Assist with staff Town Hall vendor sourcing, coordination, writing of content (i.e. scripts) and communication	support employee and public health, safety and security,
Assist with public Town Hall vendor sourcing, coordination, writing of content (i.e. scripts) and communication	support services necessary to keep essential services operating,
Send Service Burlington and Business Continuity and Emergency Planning position daily internal and external COVID-19 key messages	are required to meet legislative requirements,
Lead communication tactics for all departments, COVID-19 related and regular business/projects	support services necessary to keep essential services operating,
Create communications plans/tactics for all COVID-19 related items and regular business/projects	support services necessary to keep essential services operating,
Create FAQs, issues docs and briefing notes	support services necessary to keep essential services operating,
Prepare content for spring/summer City Update brochure for all households in Burlington	support services necessary to keep essential services operating,
Lead coordination with Communications Managers at Halton Region and regional municipalities to share and coordinate COVID resources/messaging	enable critical community services and supports, including COVID-19 mitigation and recovery
Coordinate content push through TV Burlington channels	support services necessary to keep essential services operating,
Send Rec E-Newsletter and provide results per service level agreement	support services necessary to keep essential services operating,
Graphic design to support external and internal communications in accessible formats	are required to meet legislative requirements,
Updating and managing the internal and external website(s)	support services necessary to keep essential services operating,
Incoming and outgoing mail support	support services necessary to keep essential services operating,
Corporate printer fleet management	support services necessary to keep essential services operating,

Print production and support	support services necessary to keep essential services operating,
Assist/lead COVID-19 townhalls for both staff and public	support employee and public health, safety and security,
Assist with COVID-19 communications	support employee and public health, safety and security,
Respond to getinvolved@burlington.ca emails (COVID-19)	support employee and public health, safety and security,
Meet & assist COB staff w large/important (i.e. IMP, citizen committee review) projects that require public input.	fulfill contractual, legal & financial obligations.
Move engagement temporarily to online only. Investigate other less expensive virtual townhalls.	fulfill contractual, legal & financial obligations.
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Development and deployment of a new digital storefront website	Replace broken and outdated DSF application
Corporate photo asset management	Archiving and managing our corporate photo library to cloud photo site
Audit and enhancement of all public facing webpages	Review of all burlington.ca webpages for accuracy, accessibility and relevance
Form Builder integration work	
Development of iCreate and FormBuilder web training materials	
Supporting the development of the V2F dashboard	
Engagement HQ site audits	keep info up to date on the site
Create engagement resource catalogue for staff	Develop a resource for staff to accompany the checklist and engagement plan templates
Volunteer Management	Respond to all inquiries to voluteer@burlington.ca
Roll out of Better Impact volunteer software	Roll out w both the community and staff
Plan for the Food for Feedback event	Plan the Sept 19 event that enables face to face engagement for a number of city projects.
Re-engage the Charter Action Team	Schedule ChAT meetings

## Customer Experience

Description of the Service Delivery Activity	Categories
CRM: Provision of back up technical support and training for Service Burlington Operations including issues management and COVID-19 changes. Includes vendor-to-cob ongoing sys admin training.	enable critical community services and supports, including COVID-19 mitigation and recovery,
Service Burlington: Compile customer information in CRM	
answer public enquiries via phone, email, CRM, social media and liaise with community stakeholders	enable critical community services and supports, including COVID-19 mitigation and recovery,
Coordinate meetings for Councillors and customers and staff and create regular communications	support services necessary to keep essential services operating,
Process death registrations; issue burial permits	are required to meet legislative requirements,
Dealing of marriage licenses; Commissioner of Oaths and FOI Requests	are required to meet legislative requirements,
*Phone calls (possibly pending)	enable critical community services and supports, including COVID-19 mitigation and recovery,
Cashiering Services	support services necessary to keep essential services operating,
Property Information Request	enable critical community services and supports, including COVID-19 mitigation and recovery,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
CRM: user training video production, training manual updates, SOP updates, staff training activities, including onboarding new staff as part of Operations (or Project)	Updating of training documentation and creation of initial training video for CRM users
CRM: Remediation of audit findings	Reference CRM Audit Report October 11, 2019
CRM: Phase 2 project charter & planning activities.	Develop project plan and revise project charter following Steering Committee decision on CRM in April
CRM: Phase 2 Staffing impact analysis, operations model planning	
CRM: Phase 2 deployment - business requirements analysis. Also new deployment to M. Greenlee to support Customer Service - Business	Consultation and facilitation with first Phase 2 department and vendor on planning for configuration/build of CRM system. CRM Team, Dept staff + vendor
CRM: Determine scope of Web page redesign to deploy changes as CRM departments are launched	Review of pilot eSolutions API integration with CRM for Steering Committee decision on using CRM in existing or revamped COB website
CRM: Technical upgrades (telephony system - July, vendor cloud services provider change - May, vendor software version upgrade - April 16th)	3 technical changes identified: update to call center telephony software driven by ITS; move from Data Dimension cloud services to Amazon cloud services, upgrade to CRM software. Both require planning, testing, deployment.
CRM: MS Dynamics reports development	Development or enhancement of key reports to analyze Service Burlington and departmental CRM case management.
CRM: Phase 2 Communications & change management activities	Revisions and approval of change mgmt plan following approval of Project Charter and Project Plan which both provide direction to the changes being managed
Online Forms analysis	Participate in review of technology used and business drivers for online forms to determine guidelines on using CRM for online customer enquiries. Fabi is on review team.
Development of CX strategy & roadmap, objectives and key performance indicators	Research and development of CX roadmap, objectives and KPI's
Work with BEDC and Business Customers to support Business Development	are required to meet legislative requirements,
Maintain coordinated communication and track priority development files	are required to meet legislative requirements,
Work with CX team to develop staff training and customer centric approach	are required to meet legislative requirements,
Review policies and procedures related to City development review	are required to meet legislative requirements,
Corporate Team-CRM, One Window, IT Steering Committee	are required to meet legislative requirements,
SOPs	Document procedures for Operating Manual
Administration	managing RDS, Helpdesk tickets, web page updates; closure notices; voicemail; phones; internal City emails
Operational CRM Support	training, working sessions, vendor training, reporting
Enhance issue resolution, Work with customers navigating development applications, including legislative/regulatory processes.	are required to meet legislative requirements,
Customer Experience Team/CRM/ERP/EAMS, provide support and perform work for all teams including Service Burlington and EOC Scribe	support services, financial, procedures, reporting, CRM, EOC necessary to keep essential services operating

### Corporate Legal Services

Description of the Service Delivery Activity	Categories
Provision of Legal Advice and Guidance to Council and the Administration: Corporate/High Profile Matters	fulfill contractual, legal & financial obligations.
Member of Emergency Control Group	enable critical community services and supports, including COVID-19 mitigation and recovery,
Departmental Emergency Staff Meetings	support services necessary to keep essential services operating,
Manage External Counsel (retain, instructions, accounts)	support services necessary to keep essential services operating,
Departmental Administration	support services necessary to keep essential services operating,
Review Committee Reports	support services necessary to keep essential services operating,
Provision of Legal Advice and Guidance to various City departments(Covid 19 Related)	fulfill contractual, legal & financial obligations.
Legal Drafting	fulfill contractual, legal & financial obligations.
Processing Insurance Claims	fulfill contractual, legal & financial obligations.
Payment to External Counsel/Services; processing accounts	Payment of Accounts
Provide legal advice to Mayor and Council and Administration	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
On-going Management of Department	Approving timesheets, approving accounts
Burlington Leadership Team	attendance of the BLT meetings
Strategy and Risk Team	attendance of the SRT meetings
Participate on Various Staff Teams - School Closures, BEDC/MDC review, LaSalle Park Marina	
Provision of Legal Advice and Guidance to various City departments (not Covid 19 related)	providing opinion and legal advice
Legal Drafting	drafting legal documents
On-going Management of External Counsel	reviewing reporting letters and advice, providing instructions, approving accounts
Support to staff	retrieve mail
ECG Scribe	take minutes of ECG meetings
Support to staff & ECG	take minutes of daily Staff Update Meeting
Processing Department Invoices	process payments to external counsel and other legal services

### Halton Court Services

Description of the Service Delivery Activity	Categories
attend court and other hearings	are required to meet legislative requirements,
process disclosure, prepare summons, review evidence,	are required to meet legislative requirements,
respond to police inquiries	support services necessary to keep essential services operating,
respond to public inquiries	are required to meet legislative requirements,
oversee management of prosecution unit	are required to meet legislative requirements,
discuss resolutions with defendants	required to meet legislative requirements,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
finalize case administrator P&P manual	review and update manual
prepare quick ref. guide for CAMS users	determine FAQ and prepare guide
reorganize police calendars	review, cull and assemble calendars
continuous learning - prosecutors	review PAO conference materials
continuous learning - prosecutors	review revised LSO rules
continuous learning - prosecutors	review free LSO courses/bulletins
develop training materials for PT III pros.	compile part III training materials
familiarization with PT III prosecutions	review MAG draft pros. Handbook
expand pros. skill set - bylaws	review PAO materials on bylaws
training guide for new prosecutors	develop vol 2 of per diem manual
records retention - culling	identify/organize records for storage
strategic delivery of services post emergency	develop plan to respond to court delays
BPM opportunities	review case admin functions
develop case law/precedent database	review/update PAO caselaw database
V2F - increased use of technology	improved disclosure of ICCS videos
V2F - customer service	brainstorm ways to reduce # of court app.
V2F - customer service	update pros. Section of HCS website
V2F - customer service	BMP new ER process
V2F - customer service	review MAG statistics for trends

## Finance

Description of the Service Delivery Activity	Categories
Payroll Services	support services necessary to keep essential services operating,
Accounts Payable	support services necessary to keep essential services operating,
Pcard	support services necessary to keep essential services operating,
Investments	support services necessary to keep essential services operating,
Accounts Receivable	support services necessary to keep essential services operating,
Procurement	support services necessary to keep essential services operating,
Property Tax Billing	are required to meet legislative requirements,
Property Tax Collection	are required to meet legislative requirements,
Review and Approval of DA reports	support services necessary to keep essential services operating,
Variance reporting	fulfill contractual, legal & financial obligations.
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
2021 Budget Preparation & User Fees	annual work to deliver a budget to council
Reserve Fund Review	review existing R&RFs and consider Green Fund
Debt Policy Review	review existing policy in light of JV needs and home retrofit program
Property Tax Software	Implementation of a new software platform
Development Charge Administration	by-law interpretation & remittances
Capital Closure Report	Annual review of capital projects that can be closed
Treasurers Statement	Annual legislated report for council/public
Brainstorm CBC strategy process	New legislation under Bill 108
Annual Financial Statements	External audit review
Procurement By-law Review	Updated By-law
Delegated Authority By-law Review	Updated By-law
Municipal Accommodation Tax	Introduction of new tax
Brownfield CIP	BEDC reviewing new CIP program
FIR	Provincial requirement to complete
Review of Finance Policies	Various - based on required timelines
Review and clearing of Curb Bonds	
Reconciliation of GL accounts	Financial control
Council Travel and expense policy	BLT Direction
Cost centre/cost element/GL review	prep for new ERP
Development-Financial Requirements	Planning/engineering requirements

## Information Technology

Description of the Service Delivery Activity	Categories
Priority incidents and urgent request management for critical and major software solutions	support services necessary to keep essential services operating,
Priority incidents and urgent request management (Help Desk - Access Management, hardware/software support)	support services necessary to keep essential services operating,
Maintenance of critical corporate technology infrastructure (network - LAN, WAN, Internet, Core Applications and Databases, Phones, Mobility, Servers, Storage, Patches and Updates, Backups, Disaster Recovery)	support services necessary to keep essential services operating,
Security management including threat monitoring, detection, and incident management	support services necessary to keep essential services operating,
IT solution delivery of urgent project - Banner 9 upgrade	support services necessary to keep essential services operating,
IT solution delivery of urgent project - HireDesk replacement with Recruit Right	support services necessary to keep essential services operating,
IT solution delivery of urgent project - EmpCenter Upgrade to version 20.1	support services necessary to keep essential services operating,
IT solution delivery of urgent project - Corporate POS	support services necessary to keep essential services operating,
IT Solution delivery of urgent project - AVL Replacement, ITS BA Role	support services necessary to keep essential services operating,
IT Solution delivery of urgent project - Fire RMS, ITS BA Role	support services necessary to keep essential services operating,
IT Solutions delivery of urgent project - Property Tax Replacement, ITS BA Role	support services necessary to keep essential services operating,
Urgent procurement of technology and its implementation	support services necessary to keep essential services operating,
Activation and support of the EOC	support services necessary to keep essential services operating,
AV Support for Council, Committee and other Virtual Meetings	support services necessary to keep essential services operating,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Amanda 7 Project Activities	documentation, FAQ creation, development of training videos, continued support of staff, training new staff, refinement to application user groups and security
Ongoing ITS Lifecycle Management of Infrastructure	for non-critical software and hardware infrastructure support including daily monitoring, patching, application of upgrades, backups, disaster recovery
ITS Administrative support	includes calendar / meeting management, minutes, invoice payments, contract management, etc.
ITS Communication service	includes update to 360 and general IT updates to the corporation
DAAP, ITS BA Role , Supv	ongoing investigation and project planning for various DAAP initiatives
Investigation and potential implementation of new collaboration tools (e.g. MS Teams) for remote access, staff town halls, etc.	ongoing investigation into expansion of existing tools and acquisition of new tools to assist staff under the new remote working environment
ITS-9624 Mobile Access Security Enhancements (2020-2021)	Project timeline escalated due to demand for staff remote access & heightened security needs.
ITS-9575 RPF - AVL Replacement	OCT 2020 requirement to meet legislative service. Schedule impact. Need to determine when the RFP to be posted. Risk of not meeting Oct 2020 implementation of mandatory legislative service is increasing.
ITS-9603 Travel Time System	V2F Travel time measurements



## BI - Business Intelligence Program

Description of the Service Delivery Activity	Categories
Program Management	fulfill contractual, legal & financial obligations.
Master Data Management Roadmap	support services necessary to keep essential services operating,
COVID-19 Impact Dashboard	enable critical community services and supports, including COVID-19 mitigation and recovery,
Vision to Focus Integrated Reporting	support services necessary to keep essential services operating,
Production Dashboard Support	support services necessary to keep essential services operating,
Business Objects Replacement	support services necessary to keep essential services operating,
Complete In Progress Dashboards	enable critical community services and supports, including COVID-19 mitigation and recovery,
Anonymous Internal Access for Fire Training Data	support employee and public health, safety and security,
Skills Development	support services necessary to keep essential services operating,
Essential Project Support	support services necessary to keep essential services operating,
Production Data Integration Support	support employee and public health, safety and security,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Data Quality Assessment	Complete data quality profiling for People and Property records in AMANDA; Participate in the Data Quality Assessment for EAMS project
Develop New Dashboards	Develop new implementations of data-driven dashboards in HR, Recreation and RPF
Enhance Existing Dashboards	Refine data-driven dashboards for Asset Management, IT Services, Finance and Fire
Research and Demo WebFOCUS 8207	Investigate new features of 8207 and assess potential benefit for BI implementation
Information Builders Training Courses	Continue building skills with Information Builders technology through formal courses
Operations Support Guide	support services necessary to keep essential services operating,

## EAMS - Enterprise Asset Management Solution

Description of the Service Delivery Activity	Categories
EAMS Procurement Management: Negotiation Meetings	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Procurement Management: Conduct Procurement	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Procurement: Review of Draft Agreements	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Procurement: Prepare Delegated Authority Report	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Stakeholder Management: Prep for ESSC Meetings	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Stakeholder Management: EAMS Advisory Committee Meetings	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Stakeholder Management: EAMS Core Team Meetings	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Project Management - Planning and Documentation	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Configuration & Implementation Planning Support	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Timesheets and Payroll (complete the As Is BPM, develop To Be BPM RPF, develop To Be BPM Transportation, project management)	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Data Quality Assessment (complete procurement, current data inventory analysis, data inventory workshops, complete data inventory findings, develop data actions road map, project management)	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Avantis Decommission (map out current environment, project management)	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
EAMS Project Management Support (support the EAMS project manager in their tasks)	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),

## ERP - Enterprise Resource Planning Program

Description of the Service Delivery Activity	Categories
ERP Software RFP: Stage 3 evaluation and shortlist for Stage 4 - score Stage 3 Technical/Integration	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 3 evaluation and shortlist for Stage 4 - score Stage 3 Functionality/Ease Of Use	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 create agenda and script for Proponents - Payroll, Time and Attendance	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 create agenda and script for Proponents - HCM	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),

ERP Software RFP: Stage 4 create agenda and script for Proponents - Financials	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 create agenda and script for Proponents - Budgets and Planning	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 create agenda and script for Proponents - Technical and Integrations	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 Discovery Meetings with shortlisted Proponents	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 Advisory Team Members Orientation	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Stage 4 Detailed Demonstrations	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Evaluate Proponents and Shortlist for Negotiations	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Software RFP: Negotiate with Proponent(s)	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
ERP Privacy Impact Assessment	protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
ERP Software RFP: Stage 4 Detailed Demonstrations - Advisory team members included	Inviting SMEs from all departments to observe and provide feedback provides value, especially when it comes to change management.
ERP Change management plans	Develop change management plan and approach
ERP User Experience information gathering and validation	2 Interns were selected to help us map out user experience plans, pain points, etc.
Enterprise Software Steering Committee meetings	Coordinating and supporting Steering committees and other support tasks assigned for ERP/EAMS Program that include financial, communication
ERP Program Team Recruitment: Data/Information resource	Prepare job descriptions, develop recruitment plan
ERP Procurement: Implementation Partner	Prepare RFP to secure professional services for implementation and configuration of software

## Human Resources

Description of the Service Delivery Activity	Categories
Inventory - sourcing, maintenance and distribution of PPE, cleaners and disinfectants	support employee and public health, safety and security,
Work Refusals	are required to meet legislative requirements,
Answering employee questions about health and safety	support employee and public health, safety and security,
Compliance with OHRC and OHS with regards to employee complaints (investigations)	are required to meet legislative requirements,
Benefits administration	support employee and public health, safety and security,
Answering employee questions about employment (layoffs, leaves etc.), payroll codes and current status.	support employee and public health, safety and security,
Input payroll Changes	are required to meet legislative requirements,
Determining legislative requirements for conclusions of employment, redeployments, leaves, etc.	are required to meet legislative requirements,
Processing Conclusions of Employments, Redeployments, etc	are required to meet legislative requirements,
Ensuring adherence of collective agreements - and consulting with union leads	fulfill contractual, legal & financial obligations.
Determining and creating Pay Codes	support services necessary to keep essential services operating,
Troubleshooting emp centre issues	support services necessary to keep essential services operating,
Recruitment for essential services	support services necessary to keep essential services operating,
Scribe for EOC	support services necessary to keep essential services operating,
Process WSIB and disability claims	required to meet legislative requirements,
Replace Hire Desk by June 30, 2020	fulfill contractual, legal & financial obligations.
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Develop People Leader Onboarding Program	Research, Consult and Design Program
Develop Employee Onboarding Program	Research, Consult and Design Program
Recognition System Project - OC Tanner	Work on the project deliverables
Joint Health and Safety Committee Meetings	Legislative requirement to hold meetings with the various committees
HR Involvement in ERP Vendor selection	HR is one of the primary business owners in the ERP project. Vendor selection will continue
HR Administration	Continue with supplying employees mortgage letters, retirement information
Non-union Job Evaluation	Prepare groundwork for job evaluation project
Recruitment for non-essential services - time permitting	Time permitting - start recruitment activity for non-essential positions
Non-Mandatory E-Learning modules	Provide additional e-learning opportunities
Workplace Culture Initiatives	Re-focus culture initiatives to fit current workplace situation
Diversity and Inclusion Project	Work on Project Deliverables
Prepare third-party medical RFP	Prepare groundwork for RFP

## Community Planning

Description of the Service Delivery Activity	Categories
Scoped Re-examination OP (Downtown) & UDG	required to meet legislative requirements,
Approval of New Official Plan	required to meet legislative requirements,
Region's Official Plan Review/MCR	required to meet legislative requirements,
Development Review	required to meet legislative requirements,
Cannabis Production Study	required to meet legislative requirements,
Mobility Hub	support services necessary to keep critical and essential services operating,
Short Term Accommodation License Review	support services necessary to keep critical and essential services operating,
Housing Strategy Terms of Reference	support services necessary to keep critical and essential services operating,
Bird Friendly Design Guidelines	support services necessary to keep critical and essential services operating,
Sustainable Development Guidelines	support services necessary to keep critical and essential services operating,
Housekeeping amendments to existing ZBL	support services necessary to keep critical and essential services operating,
Waterfront Hotel Planning Study	support services necessary to keep critical and essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Site Plan Manual Update	Re-write the site plan manual to reflect best practice and current procedure
Sign Variance AMANDA folder testing	Test the new SIV folder in AMANDA for production
Bill 108 Community Benefits Charge Strategy	Assist Government Relations staff with commenting on new legislation
Integrated Mobility Plan	Assist Transportation Department with this initiative
Brownfields Community Improvement Plan	Assist BEDC with this initiative

### Building Services - Permit Review & Inspections

Description of the Service Delivery Activity	Categories
Building/Permit Services	are required to meet legislative requirements,
Building Inspections - General	required to meet legislative requirements,
Building Inspections - Unsafe Building Inspections(Fires, building collapse, vehicle collisions)	required to meet legislative requirements,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
SOG's	Update and create SOG's
Stale permits	Cancellation of stale applications/permits
Electronic submissions	set-up, testing,training,implement
Closing of older open building permits	investigate and close old open permits throughout the City
Creation of new work policies & procedures	Create new inspection policies & procedures that are needed and did not exist previously
Review & revise existing work policies & procedures	Review older existing policies & procedures and update them where needed
Clean-up of current Permit folders	Review of inspection folders & maintenance and clean-up of inspection process attempts
Clean-up of Complaint & Violation folders	Review of complaint and violation folders on their to-do list in AMANDA which can either be closed or need further attention
Review & learn latest OBC amendments	The latest OBC amendments came out in January 2020 with over 300 changes encompassing all areas of the OBC. These amendments need to be learned by all building inspection staff so they are familiar with the changes when on site conducting inspections. Learning code amendments is a large part of their duties as building officials.

### Municipal By-Law Services

Description of the Service Delivery Activity	Categories
Pro-active patrols and remedial action	support employee and public health, safety and security,
By-law enforcement	support employee and public health, safety and security,
Swimming pool enclosure permit review, inspections and enforcement	support employee and public health, safety and security,
Construction noise exemptions	support services necessary to keep essential services operating,
940 nuisances and noise enforcement	fulfill contractual, legal & financial obligations.
Noxious weed control	support employee and public health, safety and security,
After hours Standby & On Call service	support employee and public health, safety and security,
Supervise MLEO Enforcement	support services necessary to keep critical and essential services operating,
Supervise Licensing & Permit Admin	support services necessary to keep essential services operating,
Supervise of Animal Services	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
14+ SOG/Procedures	review and updating of SOG's
Bylaw Officers reference manual & guidebook	review & update
traffic safety plan book 7 short duration on ROW	creation
13+ By-Laws	review & amendment recommendations
Notices and Order to comply templates	review & update
Door Knocker/hanger, advisory pamphlets	review/update current & creation of new
bylaw officers training matrix	creation
uniform/equipment & PPE's	listing/allotment creation
Noise log & Witness statement forms	review & update
web page	review & update
Bylaw investigative, inspections & enforcement process flow chart	review & update
Bylaw AMANDA processes	review/update current & creation of new
GIS layering	creation of bylaw enforcement specific layers
Property Standards appeal hearing guide for bylaw officers	creation

### Animal Services

Description of the Service Delivery Activity	Categories
Preserve public health by removing vicious, diseased or dead animals (domestic and wild) from municipal property; euthanize as required.	support employee and public health, safety and security,
Investigate and resolve bylaw complaints	support employee and public health, safety and security,
Impound animals in contravention of Animal Control bylaw	support employee and public health, safety and security,

Assist police, fire, EMS, PAWS Investigators and local vets as necessary.	support employee and public health, safety and security,
Cover on-call shifts; available 24/7	support employee and public health, safety and security,
Answer calls and emails regarding resident concerns, dispatch and respond as required	support employee and public health, safety and security,
Provide care to animals at the shelter including cleaning, feeding, medical care, monitor health, order supplies, etc.	support employee and public health, safety and security,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Patrol parks, public areas to enforce compliance of Animal Control bylaw.	Same as description.
Process licensing.	Same as description.
Create safe job procedures and update SOP to new version.	Same as description.
Create Amanda 7 step-by-step guide for AS processes.	Same as description.
Redesign Animal Services website for implementation by Communications.	Same as description.
Redesign forms including barking logs, witness statement, dog license, surrender form, adoption, etc.	Same as description.
Update bylaw 60-2005 - research best practices, revise for Legal review.	Same as description.
Complete deep clean of entire facility including compounds.	Same as description.
Complete back-yard audits as requested.	Same as description.
Re-create information board in the Community room, research and update information.	Same as description.
Create information literature for new adopters, pet behaviors, leash-literature for parks, etc.	Same as description.
Input daily stats (September 2019 - 2020)	Same as description.
Document animal intake process. Create updated animal medical sleeve.	Same as description.
Format new volunteer website.	Same as description.
Develop school program and handouts (various ages)	Same as description.
Door -to-door canvassing leaving coyote literature in high impacted areas.	Same as description.
Complete signage inventory (off-leash, poop and scoop, feeding wildlife) in parks and common spaces.	Same as description.
Complete monthly statistics.	Same as description.
Complete quarterly reports for COB and Milton.	Same as description.
Complete report for new vet services.	Same as description.
Complete report for BHS tax exemption.	Same as description.
Complete report for Reptilian - bylaw revision.	Same as description.

#### Building Services - Licensing

Description of the Service Delivery Activity	Categories
Co-ordinate, monitor and process property records applications	support services necessary to keep essential services operating,
Receive applications and issues licenses for businesses permits. Maintains all related records.	support services necessary to keep essential services operating,
Receive applications and issues permits for accessory buildings/structures (signs) permits. Maintains all related records.	support services necessary to keep essential services operating,
Maintains all departmental revenues	support services necessary to keep essential services operating,
Receive applications and issues licenses for lottery and liquor licenses	support services necessary to keep essential services operating,
Receives and processes payments and prepare and balance bank deposits	support services necessary to keep essential services operating,
Opens and sorts mail for department	support services necessary to keep essential services operating,
Receive inquiries/complaints via phone counter in-person and email	support services necessary to keep essential services operating,
Receive applications and issues permits for pool permits. Maintains all related records.	support services necessary to keep essential services operating,
day-to-day administration and supervision	support services necessary to keep essential services operating,
Co-ordinates all administrative functions to ensure smooth flow and continuation of turn-around times.	support services necessary to keep essential services operating,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Archiving all documents to be sent off to storage	boxing cancelled licenses, permits, records) and determine when they can be destroyed
closing permits	pulling files from records room, close permits in AMANDA and box for storage
updating all applications and forms	updating all applications and forms with new department Name
Reviews existing policy, procedures, practices and tasks	update any SOPS that are outdated, revising where efficiencies can be obtained or legislated/software requires changes.
Reviewing monthly financial statements for lottery licenses	reviewing financial statements for charities lottery schemes, ensuring that all requirements are met

## Facilities and Buildings

Description of the Service Delivery Activity	Categories
Corporate Service Contracts	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Corporate Preventative Maintenance	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Facility Project Management - Design & Construction	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Corporate Building Performance Monitoring	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Building Condition Assessments	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Capital Budget	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Create Facility Design Standards	Review current and previous construction design specifications and with the help of Project Managers create facility design standards
Create Facility Commissioning Standards	Working with the Energy and Emissions Coordinator - create facility commissioning standards
Create Drawing Standards	Working with Facility Assets and Capital Works, review and create drawing title blocks and drawing standards
Create Consulting Design Roster	Working with Facilities Design & Construction - develop a consulting design roster for facility renewal projects
Create small Trades Roster	Working with Facilities Design & Construction - develop a Small Trades roster for facility renewal projects
Document Control / Contract Admin - Facility Design & Construction	Working with the Sr. Project Manager - file, manage and control the flow of construction documentation
Infrastructure Funding Documentation	Working with Facilities Design & Construction complete, submit and monitor approved Infrastructure Funding applications and spending
OTR Training - individual	complete outstanding training requirements
Scan hard copy of project files	Sort through park project hard copy files, thin out and scan
Climate Adaptation Strategy	Review other municipal climate adaptation strategies; research climate data for Burlington specifically; define future climate impacts for Burlington; develop staff & community engagement process; and develop timeline to complete adaptation plan.
Community engagement initiatives (environment)	Review & update Environment web pages; prepare future takeactionburlington blog submissions;
Administration	Online email and file management
Climate Action Plan (CAP) - Deep Energy Retrofit Program	Research municipal programs and other options to support a deep energy retrofit program in Burlington
CAP - Renewable Energy Cooperative	Consider feasibility of implementing a renewable energy cooperative in Burlington
CAP - Electric Mobility Initiatives	Review other municipal electric mobility strategies for applicability to Burlington
CAP - stakeholder engagement	Consult CAP stakeholders on implementation of CAP and update governance structure
Env & Energy 2021 Budget Review	Begin reviewing budget requirements for 2021
Environmental Networks & Programs	Continue participating in environmental networks through webinars, teleconferences, etc.

## Parks and Open Space

Description of the Service Delivery Activity	Categories
Parks & Open Space Planning - Park Master Plan Update, hiring the consultant for Beachway master plan	are required to meet legislative requirements,
Parks & Open Space Design and Construction- RFP preparation, design, tendering, site inspections and contract administration	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Parks and Open Space Asset Management - capital budget prep, level of service/risk(consultant RFP), park data updates, EAMS support, Natural Assets project	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Planning Applications- comments on park dedication and accessibility are provided for planning applications	are required to meet legislative requirements,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity

Landscape Architecture - provide landscape architecture support to corporate projects	i.e. Downtown Streetscape guidelines
Reorganize digital directories	assist in departmental reorganization of digital filing
Condition assessments of park assets	assist in departmental reorganization of digital filing
OTR Training - individual	complete outstanding training requirements
Online webinars / courses	complete skills development courses
Scan hard copy of project files	Sort through park project hard copy files, thin out and scan
Revise business service targets	Review and define existing targets and develop new service targets and data sources as a result of the RACI with Parks & Rec and RPF
3 year Capital Budget	update cost estimates for projects in the next 3 year window

#### Roads & Structures Design & Construction

Description of the Service Delivery Activity	Categories
Project Management of Design and Construction	fulfill contractual, legal & financial obligations.
Construction Administration	fulfill contractual, legal & financial obligations.
Design of Capital Projects	support services necessary to keep essential services operating,
Inspection & Quality Control of Capital Projects	fulfill contractual, legal & financial obligations.
Survey	support services necessary to keep essential services operating,
Procurement	support services necessary to keep essential services operating,
Municipal Consents	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Remove personal folders in D & C file	Digital organization
Update corporate CADD standard	CADD template
Update estimates for Capital Budget (3 years)	Budget Estimates
Create Estimates for projects 3 to 5 years out	Budget Estimates
Update Regional MC approval	Update with new Construction Act requirement
Have staff complete outstanding OTR Training	Complete OTR
CA Standard Operating Procedure	Standard SOP
Design Standard Operating Procedure	Standard SOP
Write Bridge & Culvert Standard Spec Document	Bridge Standard Spec
Get Legal (external counsel) to review GC doc	Updated GC doc
Survey Standard Operating Procedure	Standard SOP

#### Surface Water Management

Description of the Service Delivery Activity	Categories
STORMWATER Engineering project management, including EA, design, procurement and construction administration for creeks, culverts, inlets & outlets, stormwater management ponds	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Coordination of surface water drainage maintenance with RPF (not including RPF operations staff)	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Residential drainage customer service	support employee and public health, safety and security,
Stormwater management design review (for new development applications)	support employee and public health, safety and security,
Site Alteration permitting	support employee and public health, safety and security,
Construction administration and inspection	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Development Application Process (DAP) - review and approval	are required to meet legislative requirements,
Development Application Process (DAP) - construction inspection	are required to meet legislative requirements,
Management of above services	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Coordination of inspection and urgent repairs and clean up	
Survey high water levels	
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
OTR Training - individual	complete outstanding training requirements
Online seminars / courses	complete skills development courses
Reorganize digital directories	assist in departmental reorganization by revising reorganizing DSW files
Create Standard Operating Procedures	Create SOP's for all typical tasks, both in the office and field
Scan hard copy development files	Sort through remaining Site Engineering hard copy files, thin out and scan
Non-union Job Descriptions	Review and update all non-union job descriptions in coordination with HR
Union job descriptions	Review and update all non-union job descriptions in coordination with CUPE 1540
Section on-line weekly meeting	Using an on-line software platform, host a weekly meeting to discuss work and staff related issues



## Geomatics - Spatial Data Management

Description of the Service Delivery Activity	Categories
EOC Situational Awareness	enable critical community services and supports, including COVID-19 mitigation and recovery,
Planning Act Process (Land Development)	are required to meet legislative requirements,
Survey and Construction Projects	support services necessary to keep essential services operating,
Property requests related to City and privately owned land	support services necessary to keep essential services operating,
Engineering Records	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Steps To Safety Field Data Collection App	Design and support an ArcGIS Online field collection app for the Fire Departments home visit program
Catch Basin Field Data Collection App	Provide a retained vendor a ArcGIS Online collection app and support the in-field data collection and real-time monitoring for data accuracy
Creeks Inventory and Erosion Assessment Field Data Collection App	Provide a retained vendor a ArcGIS Online collection app and support the in-field data collection and real-time monitoring for data accuracy
Vision to Focus WebMap Metrics	Analytic WebMaps to support Focus Area 3 (Trees) and Focus Area 4 (Parks)
EAMS Data Quality Assessment	Participate in providing a review of the quality of the data we have on our physical assets, how we are maintaining that data, and provide a roadmap to improve the quality of our data in light of the Enterprise Asset Management Solutions
Community Neighbourhood WebMap	Provide Recreation Service a spatial analytic webmap to locate Community Neighbourhood programs
Work Planning	Providing project coordination and support services to enhance business processes in the use of data-driven geospatial analytics
Corporate Data Management	Creating, acquiring, maintaining, coordinating and distributing geospatial data within the Corporation
Geospatial Customer Support	Custom map production for City staff and the public
GIS@Work	system of insight, GIS data is used to generate analytical and geospatial applications to support operational decision making and provide understanding on complex issues to drive strategic decisions and policies
ArcGIS Online	system of insight, GIS data is used to generate analytical and geospatial applications to support operational decision making and provide understanding on complex issues to drive strategic decisions and policies
Navigate Burlington (Open Data and Apps)	system of insight, GIS data is used to generate analytical and geospatial applications to support operational decision making and provide understanding on complex issues to drive strategic decisions and policies
Automatic Vehicle Location RFP	Project Team member and Vendor Evaluations
NG 9-1-1	Support the GIS requirements and implementation for the NG9-1-1 system for Fire Services

**Asset Management Planning**

Description of the Service Delivery Activity	Categories
Asset Management Planning	are required to meet legislative requirements,
Bridge & Culvert Inspections	are required to meet legislative requirements,
Enterprise Asset Management Solution (EAMS)	support services necessary to keep essential services operating,
Property Information Requests	support services necessary to keep essential services operating,
Stormsewer & CCTV Management	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Data Quality Assessment - EAMS Sub-Project	Data quality review, unit costing, AMP review & related tables solution in GIS
Capital Budget Development (Roadways)	Initiate coordination of activities to support the 2021 Capital Budget & Forecast
Load Exemption Management	Process and approve load exemption applications in accordance with City regulations
Data/Information Requests	Manage requests for data and information from internal services and the public
Create Service Network Filing System	Network file clean up and re-organization
Asset Information Updates (Roadmatrix, GIS)	are required to meet legislative requirements,
CTSpec Implementation	Storm sewer management application implementation
Core Assets - Field Data Condition Assessments	Perform condition state analysis of infrastructure assets for roads, parks, storm water management
OTR Training - individual	complete outstanding training requirements

## Clerks

Description of the Service Delivery Activity	Categories
Council Meetings	are required to meet legislative requirements,
Accepting Service - Claims/Intended legal Action	are required to meet legislative requirements,
Privacy Breaches	are required to meet legislative requirements,
Urgent Internal Records Searches	support services necessary to keep essential services operating,
Freedom of Information Requests	are required to meet legislative requirements,
Standing Committees	support services necessary to keep essential services operating,
Elections	are required to meet legislative requirements,
Advisory Committees	are required to meet legislative requirements,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Ranked Ballot Report - Elections Juriscan	Election Report due to CSSRA in May - if Council provides direction will result in legislative requirements to complete
Review and Revamp of web presence	Review the Clerks Dep holding on the City's website - review, re-write and revamp
Review of 2018 Elections	create Lessons Learnt document - review vote anywhere model
Escribe Flex	Reviewing with vendor and juriscan to see if COB can use Escribe at a higher level
Create Common Framework for Committees	Definitions/ Role Clarity, rebuild system
Onboarding/ Training Strategy	Create an on boarding training strategy for committee members
New Public Appointment Recruitment Process	New Public Appointment Process - to be approved by CSSRA and comms strategy
Communications at Committee Policy	
Open Government Strategy	
Evaluation of Commemoration	Mayors Motion - #6
Committee Review - Merging Committees	
Rethinking Millennial - Seniors - Inclusivity	
Formalize a relationship between Council/Youth rec Council	
Revise Records Mgmt. Policy	Revisions to Policy to include ownership details
Destruction Holds	Develop Destruction holds process and start to retain destruction holds approved.
Routine Disclosure	Update/Augment - create enhanced processes including fees etc.
Delegated Authority	Refining the Delegated Authority Process and Tracking for Corporation
Develop and publish Personal Information Bank (PIB)	Required, per S34 of MFIPPA COB does not have one established
Establishing Virtual Meeting Protocols	As required
Create IM Policy & Procedure Framework	Create master hierarchical list of policies, procedures and other governance-related documentation

## Fleet Management and Facility Operations

Description of the Service Delivery Activity	Categories
Health & Safety Inspections	are required to meet legislative requirements,
PMCVI vehicle inspections	are required to meet legislative requirements,
PMCVI vehicle repairs	are required to meet legislative requirements,
Parts ordering for vehicle repairs and fuel delivery	are required to meet legislative requirements,
Vehicle & Equipment Training	support services necessary to keep essential services operating,
Seasonal Changeover for Equipment	support services necessary to keep essential services operating,
Operator License Checks	support services necessary to keep essential services operating,
CVOR Management	support services necessary to keep essential services operating,
Preventative Maintenance service - vehicles & equipment	support services necessary to keep essential services operating,
Building Monitoring	support services necessary to keep essential services operating,
Staff and Work plan Management	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Vehicle & Equipment Procurement	Research, engage, draft specs, issue procurement & award for 8 types of vehicles, 5 types of equipment
Sustainable Fleet Strategy - Project Charter	Develop & Engage on Project Charter/RFP for Consultant to Update the Sustainable Fleet Strategy
AVL Project Management	TBD based on Corporate Decisions to move forward: finalize & issue RFP, negotiate, award, project planning, implement
Corporate Fleet Policy	Review, collect feedback from stakeholders, address gaps, finalize draft
Process Mapping - Corporate Vehicle and Equipment Training (Record Keeping & Retraining)	Draft, Engage, collect feedback, address gaps, complete, communicate
Online Driver Handbook	Complete edits, complete voiceover, upload in OTR for all affected drivers, set retraining interval, communicate
Additional Online Training Development	TBD priority for implementation
Avantis Data Cleanup - EAMS prep	Entities - complete all entity information for all assets, proper format, appropriate caps, standardized descriptions, full specifications, correct supervisor/operator, correct location, etc. Inventory - proper information surrounding filter crossover numbers (Baldwin vs. NAPA #s), proper format for titling inventory items,
Capital Replacement - Ops Centre	Complete specifications for all Operations Centre capital projects, engage with CW & Facility Operator accordingly, will need to prioritize and received feedback from Finance on next steps
Online Professional Development	Complete as registered, assigned
Winfuel Program Cleanup	Remove past operators (Dave H), Compare current mileage to outdated/wrong mileage in AVANTIS (Jeff D.), work with Greg next week through phone conversations
Organizing: Parts Room, No Charge Room, VM Shop, Equipment Barn	
Research and spec development for Capital Project - Overhead Doors	

## Business Services

Description of the Service Delivery Activity	Categories
Cemetery Interments	are required to meet legislative requirements,
Financial Services - Payroll	fulfill contractual, legal & financial obligations.
Sign Production	support services necessary to keep essential services operating,
Stockroom - Operations Centre	support services necessary to keep essential services operating,
Customer Response	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
EAMS Payroll Project	Removing payroll from AVANTIS and moving to time entry into EmpCentre. Business process reviews need to take place.
EAMS Data Analysis Project	Review asset data for RPF in preparation for EAMS. What data is missing and what data needs cleaned up.
EAMS Project-Future State Process Reviews	Future state process maps in preparation for EAMS
AVL Project	Automated Vehicle Locator project to replace current solution which expires in Oct 2020.
CRM Knowledge Base Articles	Create the knowledge base articles for RPF in preparation for CRM.
Record Retention & T Drive Clean up	In accordance with the records retention bylaw, continue with the RPF T:Drive clean up project
2021 Budget Preparation/Cost Centre Clean up	Continue with 2021 budget preparation including monthly reporting and year end projections. Reviewing cost centers and HR alignment for any potential efficiency
Cemetery Asset Tracking	In preparation for EAMS, identify, track and enter all Cemetery asset data into GIS layer that needs to be tracked. For example: stairways & fences

Sign Production-Administration	Continuing on with billing and invoicing for sign production services and catching up on any backlog
2021 Departmental Strategic Planning	Strategic Planning for 2021 as a management team including departmental workplan in preparation for 2021 budget cycle.
Cemetery Acquisition Process	Develop and document process for cemetery acquisition
Burnside Winter Module Testing & Documentation	Test functionality related to Burnside Mobile winter module and document for implementation for late 2020.
Obsolete Stock Process	Develop and document a process for stock that is deemed obsolete including write off process.
Online Professional Development	Staff to complete online training courses
PC Renewal & Inventory Tracking	Inventory compiled and updated listing all technology for the department including 2 way radios, pagers, tough books, etc.
Ecofriendly Substrate Research & Testing	Sign production to conduct research on a eco-friendly substrate product
Website Updates	Update departmental web pages as needed
Design & Manufacture Roll Stock Storage & Dispensing Racks	Sign production to research storage and racking options for stock items.
ERP Project	Review RFP and participate in demos

## Forestry

Description of the Service Delivery Activity	Categories
Hazard Ash Tree Removal	support employee and public health, safety and security,
Tree Permit Review	support services necessary to keep essential services operating,
Contractor Audit/Quality assurance - GRIDS	support employee and public health, safety and security,
Project Admin: Hazard Tree Removals (In House Crews)	support employee and public health, safety and security,
Project Admin: Hazard Pruning (In House)	support employee and public health, safety and security,
Service Request Inspections (currently 100 service requests)	support employee and public health, safety and security,
STORM RESPONSE	support employee and public health, safety and security,
Hazard Removals (In House Crews)	support employee and public health, safety and security,
Hazard Pruning (In House Crews)	support employee and public health, safety and security,
Ash Treatment Program	Administration (inspections/contract admin)
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Tree Planting Program Development	Inspect vacant sites and preplan tree planting activities
Stump audit and removal program development	Ensure all existing stumps are accounted for and planned for contract removal
Tree Planting Guidelines	Develop tree planting guidelines to be implements on all planting projects city wide (as part of the council directive for a streetscape guideline)
Webpage updates	Update various forestry program pages; develop a 'request a tree' form; mapping feature with tree inventory
Contract writing; Arboriculture Services, Tree Inventory, Stump Removal	These contracts are due to expire in 2020, new contract development needed
Database Management (Tree Plotter)	Removal of inactive workorders/work records/service requests; cleaning up service requests (i.e. duplicates, activities that no longer needed etc.); develop method of including development applications
Develop PR material for planting and stumping programs	Develop door hangers/letters etc.
Update to SS12A/Design Standards (Forestry Related)	Update the City's Tree Protection Specification document
Private Tree Planting Initiative development (PTB)	Development of various programs, using funds acquired through PTB, to plant on private property or to give trees away
Community Planting Program Template	Development of uniform programming for all community groups
Woodlot ash management	Woodlot and trail inspections for hazard ash
North Aldershot ash management	Inspection of roadsides for hazard ash
Park ash inventory and management	Update inventory of park ash; ash assessments; development of management plan
Update of Rural Area Programs	Collect data on tree removal/stumps/vacant areas to facilitate Forestry operations North of Dundas
Gypsy Moth monitoring	Defoliation surveying
Create Policy document for Private Tree Bylaw	Create a document to compliment SS12A but provide detail on the Private tree Bylaw
Continue working on Forestry SJP's	develop additional safe job procedures for Forestry operations
Create Arborist Safety Manual	Training manual for frontline forestry staff
Service Level Update	Review existing Levels of Service Document and update to current ANSI A300 standards

## Parks and Open Space Maintenance

Description of the Service Delivery Activity	Categories
Playground Inspections and Repairs	support employee and public health, safety and security,
Garbage Collection in Parks	support services necessary to keep essential services operating,
Molok Garbage/Recycling Collection in Parks	support services necessary to keep essential services operating,

Turf Cutting	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Amenity Repairs	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Irrigation	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Update Parks Bylaw	Review, update and consolidate the Parks Bylaw and related amendments to more accurately reflect park usage enforcement items.
Flowerbed Planting	Bed preparation would need to occur prior to planting. Plant \$80000 worth of annual plant material in traffic islands and various locations. Maintain and water these beds once planted. This can be scaled down to various degrees.
Equipment Inventory by Supervisor	Collect up to date information on what equipment falls under which Supervisor
Update Level of Service Document- Parks Section	Review and update 1998 Level of Service document.

### Roads and Drainage

Description of the Service Delivery Activity	Categories
Road Patroller	are required to meet legislative requirements,
Minor Road Repair (primarily repairing potholes and road failures)	are required to meet legislative requirements,
Shoulder Maintenance (primarily repair of shoulder drop off and wash-out)	are required to meet legislative requirements,
Debris Pick up (collection and removal of hazardous materials from the ROW)	support employee and public health, safety and security,
Street Sweeping	support employee and public health, safety and security,
Pump Station Inspections and Maintenance	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Storm Water Inlet Maintenance (inspect and operate valves, clear inlets and vegetation mgmt.)	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Ditch and Culvert Maintenance (repair or replace culverts and restore ditch lines to design capacity)	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Catch Basin Inspection and Cleaning (inspect condition for future mtc, clean sumps)	support services necessary to keep essential services operating,
Catch Basin and Manhole Maintenance	support services necessary to keep essential services operating,
Concrete Grind and Replacement Program (complete annual inspections and conduct repairs as required)	are required to meet legislative requirements,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
OTR Training - individual	complete any or all on-line training requirements
Review LOS documents and Operational Guidelines	Refresh / draft proposed amendments to existing LOS documents for approval higher
Review Winter Road Priority list and prepare report for proposed amendments	As part of salt management review our road priority network
Crack Sealing	filling cracks with a rubberized compound

**Transit - Conventional and Specialized**

Description of the Service Delivery Activity	Categories
Bus Operations	enable critical community services and supports, including COVID-19 mitigation and recovery,
Transit Operators	enable critical community services and supports, including COVID-19 mitigation and recovery,
Maintenance (Mechanics, Mechanic Helpers, Manager, Parts Coordinator)	enable critical community services and supports, including COVID-19 mitigation and recovery,
Transit Planning and Business Services	support services necessary to keep essential services operating,
Customer Service	support services necessary to keep essential services operating,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Transit Standard Operating Procedures	There are over 211 SOPs that need to be written or updated.
Service Structure and Delivery Guidelines	Development of transit service and delivery guidelines
2021 Capital and Operating Budget	Budget process
Alternative Service Delivery Project	Develop requirements and RFP for Alternative Service Delivery Project
Rosters and schedules monitoring, and development (COVID and non-COVID)	Develop roster and driver schedules for board period and new changes
5 Year Business Plan Completion	Complete 5 year business plan
Twinning of diesel pump and installation of new unleaded fueling pump	Prepare and plan for implementation of another fuel tank at Transit Ops Centre

## Recreation Services

Description of the Service Delivery Activity	Categories
Facility Operations	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Golf Turf Operations	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Business Administration	support services necessary to keep essential services operating,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
To support the closure- Customer Service processing cancelations and suspensions	answer customer inquires, process course, permit and membership cancelations and suspensions
To support the closure- Exclusive Use Management - JV, leases etc.	Manage relationship, facilities and payments with exclusive use renters
To support the closure- Prioritization of Capital Projects that will proceed in facilities, parks and public art	Assess which projects are underway, which are ready for tender and what is coming up. Determine which ones will proceed given the current financial situation
Key for return to service- Summer Staff recruitment, training and on-boarding	hiring, training and onboarding of 500 aquatics, camp, youth, golf and park staff
Key for return to service- Modified Summer scheduling -events, sports fields, facilities and programs -	Re-allocate space for events, programs, and facility permits based on new program schedules and return to service ability from RFP and Facility Operations. Extensive negotiations with community groups
Key for return to service- Customer Service - modified summer programming	Update perfectmind to reflect changes in courses, facility permits and re-activations of memberships
Key for Return to service- Fall Programming	Preparing, scheduling, course design, marketing plan development inputting in software, negotiations of space allocation
Community Connection - Modified Recreation Spring Session Programming	Develop and implement a plan to engage residents in recreation during this time of social distancing
Community Connection - Granting	Review and award community and arts and culture grants
Project/Planning- Maintenance and Upkeep of Public Art collection	Workplan and requirements in place to maintain the collection
Project/Planning - Coughlan Pool Re-opening	Communication planning for community
Project/Planning - Budget Creation	Develop the 2021 capital and operating budgets
Project/Planning - Legal agreements	Negotiate and finalize legal agreements with all special interest groups
Project/Planning - Software functionality testing	Test and review perfectmind software functionality
Project/Planning- Policy Development	Draft, consult and finalize key dept policies
Project/Planning- Program development	program planning for new programs for youth, adults, aquatics and neighbourhood
Project/Planning - Process Reviews	Create, update key dept processes
Project/Planning- Marketing assets updates	Update web content for accuracy, streamlining and navigation
Project/Planning- Department Training Framework	Have each business unit working through the training framework
Project/Planning - Slimming of Electronic Files	Reduce electronic file storage on t:drive



## Fire

Description of the Service Delivery Activity	Categories
Immediate Threat to Life (ITL) and complaint inspections (req'd by FPPA)	are required to meet legislative requirements,
Vulnerable Occupancy Inspections (req'd by FPPA)	are required to meet legislative requirements,
Request Inspections (req'd under FPPA)	are required to meet legislative requirements,
Emergency Inspections such as JBMH temp. shelters, change of use to accommodate patient beds or sleeping, etc.	support services necessary to keep essential services operating,
Demolition Permits	support services necessary to keep essential services operating,
Requests for Occurrence Reports	support services necessary to keep essential services operating,
Requests for LOWOV's	support services necessary to keep essential services operating,
Fire Safety Messaging	support employee and public health, safety and security,
Answering 911 telephony system	support employee and public health, safety and security,
Answering Non-Emergency telephone lines	support employee and public health, safety and security,
Answering Priority Admin telephone lines	support employee and public health, safety and security,
Operating Symposium CAD	support employee and public health, safety and security,
Multi Channel Trunk Radio System monitoring and communication	support employee and public health, safety and security,
Providing dispatch service for Town of Oakville	fulfill contractual, legal & financial obligations.
Providing dispatch service for Town of Halton Hills	fulfill contractual, legal & financial obligations.
Mainway Alternate Dispatch Site	support employee and public health, safety and security,
Training Staff	support employee and public health, safety and security,
NICE recording system	support employee and public health, safety and security,
RMS System	support employee and public health, safety and security,
Emergency response	enable critical community services and supports, including COVID-19 mitigation and recovery,
Firefighter training	are required to meet legislative requirements,
Annual vehicle inspections	are required to meet legislative requirements,
Preventative maintenance inspections	support services necessary to keep essential services operating,
Available to respond to breakdowns	support services necessary to keep essential services operating,
Facility inspections and repairs	support employee and public health, safety and security,
Inventory, stock orders	support services necessary to keep essential services operating,
Processing invoices	fulfill contractual, legal & financial obligations.
Answer emails and requests for information	support services necessary to keep essential services operating,
Prepare on line training for Technical Disciplines	support services necessary to keep essential services operating,
Maintain training records & Other Administrative Duties	support services necessary to keep essential services operating,
Defect processing and equipment management	support services necessary to keep essential services operating,
Meeting Facilitation / Action Items	enable critical community services and supports, including COVID-19 mitigation and recovery,
Class Exams - Contract Requirement	support services necessary to keep essential services operating,
Medical Program	support services necessary to keep essential services operating,
Recruit program	enable critical community services and supports, including COVID-19 mitigation and recovery,
Volunteer online program build	support services necessary to keep essential services operating,
Volunteer weekly support	enable critical community services and supports, including COVID-19 mitigation and recovery,
SOG & Training Bulletin Research & Communication	support services necessary to keep essential services operating,
Reports: Region (Narcen etc.), Suppression etc.	are required to meet legislative requirements,
Developing, implementing and maintaining the Emergency and Continuity Management Program for the COB; Managing all levels of emergency support operations under the Municipal By - Law 046-2019 - throughout the duration of all levels of emergency activation under the COB Emergency Response Plan and Continuity of Governance and Operations Plan; Reporting in to the Emergency Management Program Committee at min. once per year	are required to meet legislative requirements,
Ongoing management of daily emergency control group / crisis management team actions in compliance with the Emergency Management and Civil Protection Act and in coordination with the Office of the Fire Marshal and Emergency Management	are required to meet legislative requirements,
Provision of technical advise to the head of council and council staff as well as executive leadership for the duration of a Level 2 Emergency, a Level 3 Emergency Activation and a Declared Municipal State of Emergency	are required to meet legislative requirements,

Management of all emergency control group positions and their functional responsibilities under the incident management system during a Level 2 and/or 3 Emergency	are required to meet legislative requirements,
Continual monitoring of community risk and vulnerability - providing a common operating picture throughout the duration of all emergency levels of activation	are required to meet legislative requirements,
Compilation of daily consolidated Incident Action Plan during a Level 3 Emergency or a Situation Report during a Level 2 Emergency (in coordination with all members of the Emergency Control Group) and distribution to the Provincial EOC, Region EOC, the Mayor and Council, and all Executive Leadership	are required to meet legislative requirements,
Providing continual updates during a Level 2 and / or 3 Emergency Activation to Region Emergency Management (Upper Tier) and the Provincial Emergency Operations Center	are required to meet legislative requirements,
Training and Exercising all members of the Emergency Control Group and support staff on the corporate emergency response plan and the corporate continuity of governance and operations plan and department continuity of operations plans; creation of support materials to guide response efforts	are required to meet legislative requirements,
Equipping, Maintaining, Testing and Management of the Municipal Emergency Operations Center and Alternate Site and Alternate Work Sites	are required to meet legislative requirements,
Completing the Review and Update of the Municipal Hazard Identification and Risk Assessment, Community Vulnerabilities, Preventative / Mitigative Controls in place and the identification and mapping of Critical Infrastructure	are required to meet legislative requirements,
Development and implementation of public education programs	are required to meet legislative requirements,
<b>Continuing and Advancing City Business and Operations Remotely</b>	<b>Description of the Activity</b>
Open-air burning permits	conduct on-site inspection, issue permits
Fire Safety Plans	review and approve FSP's
File purging	review hardcopy files and purge unnecessary documents
Training modules	develop training material for staff
False alarm invoicing	review incidents and issue invoices
Pub ed materials and lesson plans	revise materials and lesson plans
Pub ed programs	develop programs
SOG updates	review and update existing SOG's
Presentations	create new pub ed presentation material
FDM follow-ups	monitor and address FDM follow-ups
Manage existing files (AMANDA)	manage existing files, day-to-day business
New SOG's	create new SOG's for fire prevention
Day-to-day business operations	incoming emails, phone calls to continue normal business operations
Planning of Events	planning of seasonal events, department showcase
Completing Burial Permits for the City	Contractual, legal and financial obligation
Sinirji	support employee and public health, safety and security,
Locution	support employee and public health, safety and security,
Quality Assurance and Improvement Audits	audit and review any significant incident plus a minimum of 2% of Centre's calls
Review of SOG's and Policies	review and update the current SOG's and Policies that pertain to Dispatch
Update sog's	updating sog's
Clean grounds around stations	
Clean inside stations	
Standardized truck inventory	
Empty seacan out front	
Pop machine gone	
Support unit	Hazmat software
Indoor training	Add survival props
QM upgrade	
Discipline Action Items	
OFC / Course / Conference	Cancelling / Rescheduling / Refunds etc.
Personnel Files	Electronic upload, archive
Back Filing	Non-essential filing backlog
Equipment Standardization Project	Review all training equipment for standard budget purchase list
Dispatch Training	Backfill Training for Dispatch

## Transportation

Description of the Service Delivery Activity	Categories
Traffic signals field maintenance (including on-call, urgent response and Regional services)	required to meet legislative requirements,
Central traffic signals system operation	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Sign maintenance (including Regional services)	required to meet legislative requirements,
Road closure permits (development, construction and utilities)	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Preparation of key Contracts	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Capital Works design review	fulfill contractual, legal & financial obligations.
Traffic control measures implementation	are required to meet legislative requirements,
Streetlight Maintenance	protect & maintains vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.)
Standards, Procedures and Policy Development	enable critical community services and supports, including COVID-19 mitigation and recovery,
Guiderail Maintenance	support employee and public health, safety and security,
Pavement Marking Contract	support employee and public health, safety and security,
Continuing and Advancing City Business and Operations Remotely	Description of the Activity
Automated Speed Enforcement Program	Continue discussions and analysis related to developing an ASE program in Burlington
Implement Travel-time System	Complete procurement process, implement system, develop concept of operations
Progress Transit Signal Priority Project	Plan and implement a transit signal priority system
Traffic signal communication network	Continue to plan and implement ongoing upgrades to wireless communications
Update KBAs for CRM	Provide clear and concise description of services delivered by Service Burlington
Street Lighting decorative LED Upgrades	Develop program involving the upgrade of decorative street lights to LED
Sign retro-reflectivity assessments	Prepare contract to meet the requirement to inspect signs annually
Traffic Signal Management Plan	Development of an plan to guide the management of traffic signals
Traffic Calming Policy - review and committee report	Corporate policy update - report required
Salary Assessment Review and market evaluation for Crossing Guards	A review of Crossing Guard wages in an effort to efficiently and effectively deliver the service
Red Light Camera program - review and committee report	As directed by Council, complete the network-wide analysis of collisions and safety with recommendations regarding a red light camera program
New contract for Accessible Pedestrian Signal (APS) Pushbuttons	prepare a contract for the procurement of equipment
School crossing signage review and standardization	Develop standards around signage and work to establish this standard in the field
Walk Safe – creating safe routes to school / walking school bus	Investigate the details of this program and determine if it can be applied in areas of Burlington
New contract for guiderail maintenance (Halton Co-op)	A contract document is required - Burlington is the lead org. on behalf of the region-wide co-op
Review and update departmental Web content	Update content for accuracy, clarity and simplicity
Walkers @ Thomas Alton - permanent signal build	Design and build traffic signals for the new intersection approach
Implement adaptive traffic signals system	Complete the procurement process and develop a concept of operations for the use of the system
Traffic Signal Pre-emption Study	Finalize terms of reference for a consulting assignment involving preparing a traffic signals pre-emption strategy
Rainbow Crosswalk	As directed by Council, install a rainbow crosswalk
IMP - Ongoing Project Management	Daily PM tasks / Consultant mgt
IMP - Development of Engagement Strategy	Develop Strategies (3)
IMP - Execution of Engagement Strategy	On-going engagement with stakeholders
IMP - White Paper / Policy Research	Bkgd research & craft draft policy briefs
QEW Prosperity Corridor - Ongoing Project Mgt	Daily PM tasks / Consultant mgt
QEW PC - Review & augment planning memos	Policy review, tech comment
Downtown OP Policy - Tech Review of Policy	Policy Review & technical comment
MTO Highway Expansion Program - EA Studies	On-going MTO Studies
MTO Strategic Planning - GGH Transportation Plan	On-Going MTO Planning Study
Metrolinx - Policy Review and Comment (MTAC)	Policy Review & technical comment
SmartCommute - Development of Local Program	Develop SmartCommute TOR
TIS Guidelines - Research Multi-Modal Guidelines	Research & best practice review
Parking - Accessible Parking Standards Guidelines	Research & best practice review
Rural AT Strategy - Draft Report / Research	Review & comment on Draft Report
Cycling Master Plan	Finish Report to Council

Sidewalk Report	Finish Warrant and Report to Council
Lighting of Multi-Use Trails	Finish Report to Council
Bike Share	Finish Report to Council
Design for Lot 3	Updated design to include green space
Development Application Review	review new development applications
Collection of Coin Revenue	collect, sort, wrap coin for deposit
Screening of Parking Tickets	review of tickets issued
Customer Service Response	answer CRM cases
Parking & Idling By-law Update	review and record all parking signs
Parking & Idling By-law Update	by-law wording
Parking System Update	develop specs for software upgrade
Downtown Loading & Short Term Parking	revise loading/short term parking areas
10 year asset management plan	review all contracts/asset lifecycles
Enforcement Contract Review	business case options for enforcement
Filing Strategy	review filing protocol for all areas

# COVID 19 Financial/Budget Considerations

Presentation to Council

April 20, 2020

# Financial Impact Analysis

- Impacts are reflective of the period to June 30
- Council will be provided with monthly updates
- Future updates will include scenario planning based on length of pandemic and recovery rates
- Reports for the May Committee meeting:
  - reviewing further operating and capital budget expenditure mitigation measures
  - March 31<sup>st</sup> financial status report with year-end projections, including projected financial impacts for Local Boards

# Service Impacts

- Closure of city facilities resulting in the cancellation of recreation programs and rentals
- Rear-boarding of buses resulting in the elimination of transit fare collection
- Reductions in parks and horticulture maintenance activities
- Free parking in the downtown and the relaxation of enforcement (except to ensure resident safety)
- Penalty free property tax deferral program

# Tax-Supported Revenue Impacts (To June 30)

• Penalty & Interest on Taxes	\$ 450,000
• Recreation Revenues	\$ 2,700,000
• Transit Revenues	\$ 1,400,000
• Parking By-law Revenues	\$ 550,000
• Licensing Fees	\$ 280,000
Total	\$ 5.4 M



# Non-Tax Supported Revenue Impacts (To June 30)

• Parking District Revenues	\$ 750,000	(Parking District Reserve Fund \$9.82M)
• Planning Revenues	\$ 600,000	(Planning Fee Reserve Fund \$3.39M)
• Building Permit Revenues	\$ 860,000	(Building Permit Fee Reserve Fund \$3.32M)
Total	\$ 2.2 M	

# Expenditure Restraint Program Savings (To June 30)

• Utilities savings re: facility closures	(\$292,000)
• Part Time wage savings	(\$2,300,000)
• Other discretionary operating savings	(\$1,200,000)
• Additional costs (COVID related)	\$300,000
Total	(\$3.5 M)

# Other Operational Savings (To June 30)

- Diesel & Gasoline price savings (\$375,000)
- Gapping – new positions 2020 budget (\$560,000)
- Mild winter 1<sup>st</sup> Q of 2020 (\$800,000)
- Total (\$1.7 M)

# Estimated Net Financial Impact (To June 30)

Revenue losses (tax-supported)	\$5.4M
Revenue losses (non-tax-supported)	\$2.2M
Total Revenue Losses	\$7.6M
Draw from Program Specific Reserves	(\$2.2M)
Expenditure restraint program savings	(\$3.5M)
Other operational savings	(\$1.7M)
Projected Shortfall	\$0.2M

# COVID 19 Cash Flow Considerations

## Cash Flow Projections

	2020	2018/2019
April 30 <sup>th</sup>	\$42.4M	\$41.9M
May 31 <sup>st</sup>	\$30.2M	\$32.7M
June 30 <sup>th</sup>	\$20.3M	\$40.1M

Region deferral of April tax remittance to June 30<sup>th</sup> as well as deferral of June & Sept school board remittances by 90 days has/will assist the city's future cash flow.

# COVID 19 Future Scenario Financial Planning

- Overall year end financial position contingent on length of imposed restrictions and recovery pattern.
- Staff will consider future modelling that will include various scenarios reflecting required lead times and phased service resumption based on the Province's decision on loosening restrictions.

**City of Burlington**

# **COVID-19 Emergency Response Strategy**

**For the period  
April 6, 2020 – July 5, 2020**

# Table of Contents

- Our Initial Focus: slides 4 – 8
- Looking Ahead...to July and Beyond: slides 10 – 11
- City Services – Continuity Strategy April to July 2020: slides 13 – 27
- Summary of Risks and Opportunities: slides 29 – 39
- Committee and Council Reporting Timeline: slide 41
- Conclusion & Questions: slide 42



# Our Initial Focus

# Our Emergency Response Goal:

Continue to protect the health and safety of our community and staff and do our part to limit the spread of COVID-19.

## Background

- Since the arrival of the COVID-19 virus in Canada, the City has been on high alert making the necessary decisions to amend its operations
- A Rapid Response Working Group (RRWG) was established March 6 to make initial assessments of immediate actions to limit the spread of the virus through facilities, fleet, Fire, and counter services.
- The RRWG transitioned to the Crisis Management Team (CMT) on March 13.
- The CMT transitioned to the Hybrid Emergency Control Group (ECG) on March 17 to manage and monitor city operations and the community response.
- The Mayor declared a state of emergency on March 21

## Purpose

This strategy:

- defines the City's resource needs over the next 3-month operating period to deal with the affects and impacts of the virus on our community and staff.
- establishes the scope of work for continued support of:
  - the delivery of essential services,
  - the City's emergency operations center,
  - our work from home program,
  - our flexible workforce for redeployment of resources to assist in other essential areas.

# City of Burlington Municipal Emergency & Continuity Management Program

- Council approved program that supports consistent and integrated implementation and operation within the City's management system.
- Includes guidance for creating COVID-19 Emergency Response Strategy through following areas:
  - Response including:
    - Continuity: The Corporation will implement procedures to allow for continuity and mitigation activities to be carried out concurrently during response.
  - Recovery and rehabilitation including:
    - Resource Management: The Corporation will implement resource management procedures to ensure that adequate human, physical, financial, and information resources are provided.
    - Recovery and Rehabilitation Procedures: The Corporation will execute procedures to restore and return operations from the temporary measures adopted during an incident to support normal business/operations requirements after an incident.
- The role of the Emergency Control Group (ECG) is to:
  - provide for the overall management and coordination of activities and consequence management issues.
  - ensure response priorities are established, and
  - planning, and response activities are coordinated.
- Communication is the strongest link in the chain
  - ECG to staff
  - City Manager to Mayor and Council

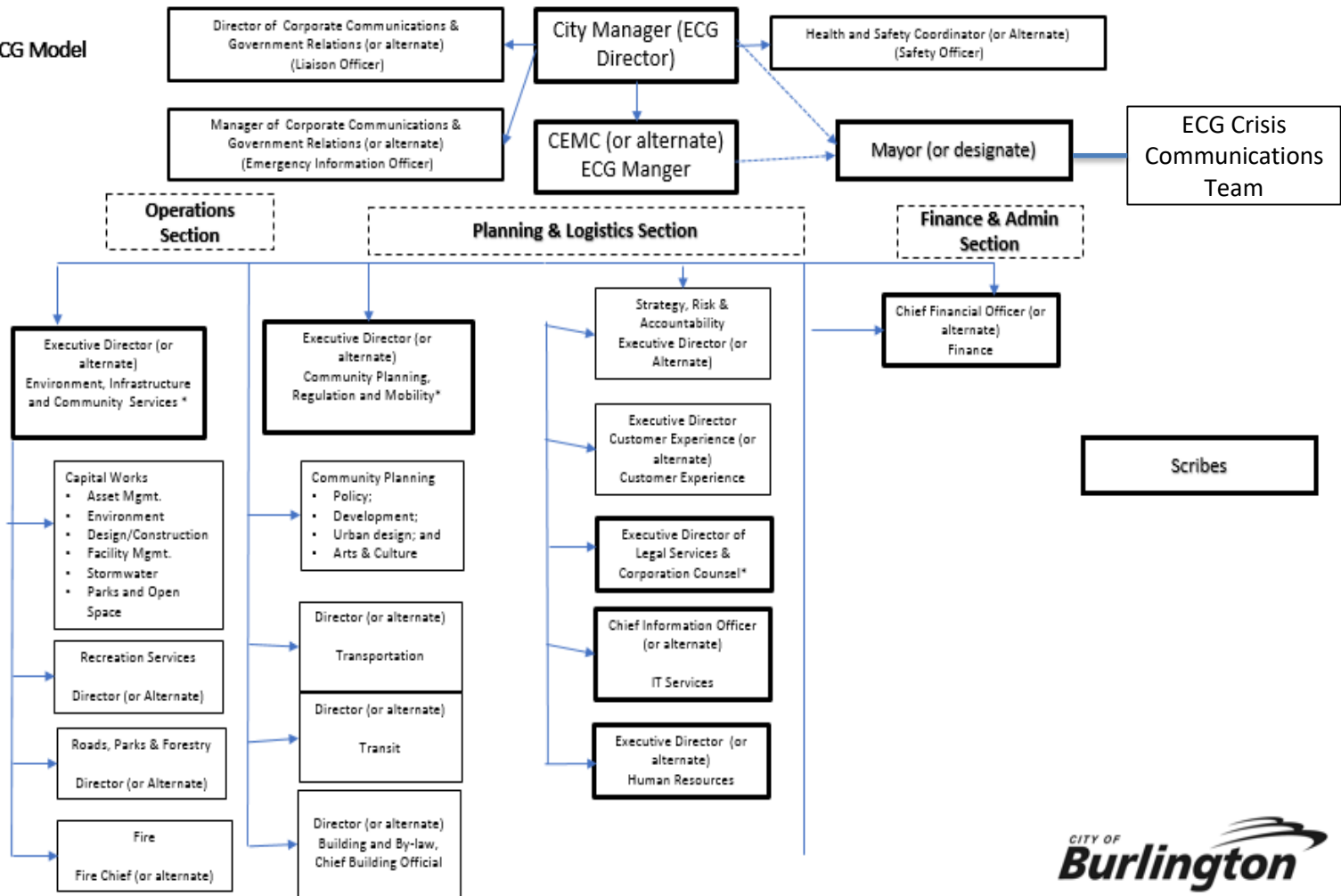
# Emergency Control Group (ECG)

## Interim Hybrid ECG Model

March 17, 2020

**NOTE:** The ECG will be notified during a Level 3 Emergency Event. The Incident Management Structure identified below is scalable based on the incident scope and its complexity and may be scaled up or down based on municipal / regional resource allocation and need.

\* Acting City Manager



# ECG Key Decisions

## – March 16:

- closed its physical facilities, including City Hall, to public access.
- established a priority of responding to emergency situations across all City service areas

## – March 18: the City

- closed City Hall physical space and Halton Court Services and asked staff to work from home, from a facility or on the front line to provide services under one of the following categories:
  - are required to meet legislative requirements,
  - support employee and public health, safety and security,
  - enable critical community services and supports, including COVID-19 mitigation and recovery,
  - support services necessary to keep essential services operating,
  - protect & maintain vital infrastructure (e.g. roads, storm water, facilities, sport fields, etc.),
  - fulfill contractual, legal & financial obligations
  - Continuing and Advancing City Business and Operations Remotely.

# ECG Key Decisions (continued)

## — March 21:

- the Mayor declared state of emergency

## — March 30:

- established a 3-month forward-looking horizon
- suspended spring programming and non-essential operations including closure of all recreation facilities, parks, playgrounds, sports fields and City administration facilities to the end of June; decision to reduce part-time workforce

## — April 2:

- closed parking lots and large parks to public use.
- established temporary ban on outdoor burning.

## — April 6:

- enacted physical distancing by-law to authorize enforcement of 2-meter distancing and fine penalty for non-compliance.
- enacted tax relief by-law to allow for provisional relief of penalty and interest for property taxes in the months of April and May 2020; and allow for provisional relief of the administration charge for returned payments.

# Looking Ahead...to July and Beyond

# Basis for Decision Making

## Principles

City management and staff will always consider:

- Staff health and safety will be paramount in continuing operations.
- We will continue to support our remote work from home program.
- We will build flexibility into our workforce to support redeployment of qualified staff to respond to additional emergency situations and urgent services.
- We will be fiscally responsible in our decisions.
- We will maintain open and transparent communications.
- We will regularly report to Council.
- Services responding to an emergency or urgent situation will be a priority.
- Full-time employees will continue to work in capacities to support our designated categories of service, support the emergency control group, and/or support re-deployment of resources.
- Compliance with changes and amendments to provincial and federal regulations.

## Assumptions

- We expect we will still be operating in a state of emergency, with continued activation of our emergency plan, for the next three months.
- We will maintain critical and essential services and infrastructure.
- We anticipate City staff will be affected by the virus.
- City facilities, parks and amenities, currently closed, will remain closed unless required by Province of Ontario or Halton Region Public Health.
- Trending seasonal extreme weather events will add known, unknown impacts and additional resource needs.
- Regular service delivery will be affected in some areas.
- Some services cannot be delivered from home.
- Work performed from home will contribute to continued productivity and delivery of city services.



# Our Expected Outcomes

During the 3-months between April 6 and July 6, through our strategy and activities, we expect to achieve:

1. Regular committee and Council updates on status and progress of COVID-19 strategies, activities, issues and decisions.
2. Daily updates and information messages to our community and employees.
3. Reduced exposure of our community and our employees to COVID-19.
4. Minimized year-end unfavourable financial position.
5. The implementation of a recovery plan to fully deploy our workforce within 30 days of termination of the emergency declaration.
6. Minimal disruption of city services.

# City Services – Continuity Strategy

## April to July 2020

# Continuity of City Services & Programs

The following section describes how activities have been categorized to support continuity of operations as depicted in Diagram 1 on the following slide.

For each category, Directors and Service Leads have provided one example to demonstrate the type of work being performed.

A summary of the service activities and category is included in Appendix A.

# Continuity of City Services & Programs

Diagram 1

## 1. Emergency Activities

- Emergency operations
- Supporting emergency operations

## 2. Service Delivery Activities

- Required to meet legislative requirements
- Supports employee and public health, safety and security
- Enables critical community services and supports, including COVID-19 mitigation and recovery
- Supports services necessary to keep critical and essential services operating
- Protects and maintains vital infrastructure(e.g. roads, storm water, facilities, sports field, etc.)
- Fulfills contractual, legal and financial obligations

## 3. Continuing & Advancing City Business & Operations Remotely

- Work plan projects
- V2F initiatives
- Business work as usual
- Policy development and review

# Emergency Activities

The following are examples of the activities performed by various services.

## Emergency Operations

- **Emergency Management (Fire):** Oversight of mitigation, response & recovery efforts
- **Corporate Communications & Government Relations:** Public and Employee communications

## Supporting Emergency Operations

- **Human Resources:** Health & Safety Policy & Standards, employee
- **ITS:** Service Helpdesk, Business Applications, Information Security
- **Financial Management:** Procurement, Payroll, Accounts Payable, Pcard
- **Facility Operations (Recreation Services):** Facility/City Hall Management
- **Corporate Communications & Government Relations:** Government Relations
- **Service Burlington:** Citizen requests/inquiries, guidance and direction
- **Geomatic & Information Mapping:** GIS
- **Corporate Management:** Strategy, Risk & Accountability
- **Legal & Corporate Counsel:** provision of advice on scope of powers under a declared state of emergency, and impacts of provincial orders/regulations.

# Service Delivery Activities

The following are examples of the activities performed by various services.

## Required to meet legislative requirements

- **Roads Operations (RPF):** Conduct inspections of all roadways as determined by the Minimum Maintenance Standards Ontario Reg 239/02 and follow up with work orders for repairs of deficiencies
- **Capital Works:** Bridge/Culvert Inspections and Asset Management
- **Human Resources:** Determining requirement for legislative leaves/lay-offs and processing these leaves for employees
- **Fire Services:** Emergency Response, communications (dispatch)
- **Service Burlington:** issuance of burial permits
- **Legal:** Legal advice to ensure the protection of the corporation
- **Halton Court Services:** Adjourn all cases scheduled between March 16 and May 29, 2020
- **Recreation Services:** Continued compliance with legislative standards including TSSA for all plant and equipment operations
- **Transportation:** Rectify issues identified during road patrol
- **Transit:** Providing para transit service
- **Finance:** Property tax billing & collection
- **Community Planning:** Approval of New Official Plan, Development Review
- **Building & By-law:** Permit Review/Inspections, By-law Enforcement, Licensing, Animal Control
- **Facilities Design & Construction:** Corporate Service Contracts (e.g. service / Elevator certifications)
- **Committee & Council Services:** conduct virtual Council meetings to obtain necessary Council approvals.

# Service Delivery Activities

The following are examples of the activities performed by various services.

## Supports employee and public health, safety and security

- **Human Resources:** Inventory management of PPE, cleaners and disinfectants across the organization
- **Forestry Operations (RPF):** Provide forestry services to ensure the continued safety of the community through inspections, emergency response, hazard pruning and removals
- **Recreation Services:** working closely with community sport organizations on modified season programming.
- **Halton Court Services:** Liaise with all stakeholders/enforcement agencies
- **Transit:** Transporting patients to dialysis treatments
- **Facilities Design & Construction:** Facility Preventative Maintenance ensuring critical facilities remain operational through the emergency
- **Building & By-law:** Building Inspections for Emergency Structures O. Reg. 141/20 and Unsafe structures

# Service Delivery Activities

The following are examples of the activities performed by various services.

## Enables critical community services & supports, including COVID-19 mitigation and recovery

- **Capital Works:** Field Inspection and Surveying of Corporate Assets and Infrastructure
- **Corporate Management:** Strategy development and corporate leadership
- **Service Burlington:** ensure community receives support through Service Burlington to answer inquiries related to COVID-19 items including, clarification on by-law matters and reporting, providing information on health reporting processes and how to access current city services.
- **Sign Production Services (RPF):** Provide emergency and urgent sign design and production services to meet the needs of the city.
- **Recreation Services:** working closely with community sport organizations on modified season
- **Building & By-law:** Physical Distancing By-law, Enforcement of Provincial Orders
- **Facilities Design & Construction:** Corporate Service Contracts – systems in facilities used to support emergency operations (e.g. fire halls, city hall, Operations Centre)



# Service Delivery Activities

The following are examples of the activities performed by various services.

## Supports services necessary to keep critical and essential services operating

- **Fire:** Emergency vehicle maintenance
- **Human Resources:** Recruitment for essential services positions, payroll, benefits administration
- **Legal Services:** On-going legal advice respecting by-law enforcement matters, Building Code Act, Planning Act processes, drafting amendments to Procedure By-law, interpretation of new provincial orders/regulations
- **Fleet Services:** Continue with legislated vehicle inspections, preventative maintenance and repairs to ensure fleet is maintained and available for essential service delivery.
- **Recreation Services:** Business Services – payroll, bill payments, payment processing, budget monitoring, PerfectMind Support
- **Transit:** Transporting essential workers to their workplace
- **Finance:** Payroll & accounts payable
- **Community Planning:** Mobility Hub Area Specific Plans, Housing Strategy, Sustainable Development Guidelines
- **Building & By-law:** Short Term Accommodation Licensing Study, Electronic Permit Review Pilot
- **Facility Design & Construction:** Facility Preventative Maintenance – undertaking required PMs to ensure continued operation of critical building systems.

# Service Delivery Activities

The following are examples of the activities performed by various services.

## Protects & maintains vital infrastructure

(e.g. roads, storm water, facilities, sport fields, etc.),

- **Parks Operations (RPF):** Provide grass cutting service to all general park and open space areas including contracted cutting for school boards and roadsides.
- **ITS/Corporate Projects:** Continued implementation of: Enterprise Resource Planning program, and Enterprise Asset Management Solution (EAMS) Project
- **Recreation Services:** Facility patrols and minor maintenance of city buildings
- **Facilities Design & Construction:** Corporate Building Performance Monitoring – efficient operation of facilities through Building Automation System.

# Service Delivery Activities

The following are examples of the activities performed by various services.

## Fulfills contractual, legal & financial obligations

- **Legal Services:** Provides advice on contractual obligations for various client groups including Recreation and drafts amending documents as needed to respond to emerging issues
- **Halton Court Services** - Submits monthly reporting and costs recoveries to the Ministry of the Attorney General and Submits quarterly reporting and net revenues to Municipal Partners
- **Capital Works:** Project Management and Contract Administration
- **Cemetery Operations (RPF):** Provide on-going interment services to the community.
- **Recreation Services:** Program and rental cancellations, refunds and notifications
- **Finance:** Variance reporting
- **Facilities Design & Construction:** Facility Project Management (e.g. Angela Coughlan Pool Renovation completion of existing construction contract obligations)

# Continuing and Advancing City Business and Operations Remotely

The following are examples of the activities performed by various services.

## We will continue to support our work from home program

- **Animal Control:** Patrol parks, public areas to enforce compliance of Animal Control bylaw.
- **Municipal Law Enforcement and Licensing :** Reviews existing policy, procedures, practices and tasks, by-law review & amendment recommendations
- **Building Code Permits and Inspection:** Cancellation of stale applications/permits, create new inspection policies & procedures that are needed and did not exist previously
- **Parks & Open Space Design & Construction:** update cost estimates for projects in the next 3 year window for Capital Budget
- **Roads & Structures Design & Construction:** Write Bridge & Culvert Standard Spec Document
- **Stormwater & Drainage Service:** Create standard operating procedures for all typical tasks, both in the office and field
- **Geomatics:** Design and support an ArcGIS Online field collection app for the Fire Departments home visit program
- **Asset Management:** Data Quality Assessment - EAMS Sub-Project - Data quality review, unit costing, Asset Management Plan review and related tables solution in GIS
- **Committee & Council Services:** New Public Appointment Recruitment Process

# Continuing and Advancing City Business and Operations Remotely

The following are examples of the activities performed by various services.

## We will continue to support our work from home program (continued)

- **Corporate Management:** Research and develop the corporate approach for risk governance
- **Corporate Communications & Government Relations:** Development and deployment of a new digital storefront website, meet and assist City of Burlington staff with both large and small projects that require public input, Create engagement resource catalogue for staff
- **Development Review:** Bill 108 Community Benefits Charge Strategy to assist Government Relations staff with commenting on new legislation
- **Environment & Energy Management:** Create Facility Commissioning Standards
- **Facilities & Buildings Design & Construction:** review and create drawing title blocks and drawing standards, Create Facility Design Standards
- **Financial Management:** Debt Policy Review, Procurement By-law Review, Delegated Authority By-law Review
- **Fire Prevention:** Public education revise materials and lesson plans
- **Fire Communications (Dispatch):** Review of standard operating guidelines and policies
- **Fire Suppression:** Clean grounds around stations
- **Halton Court Services – Prosecution:** finalize case administrator P&P manual
- **Halton Court Services – Administration:** Type transcripts and manage DAR Function

# Continuing and Advancing City Business and Operations Remotely

The following are examples of the activities performed by various services.

## We will continue to support our work from home program (continued)

- **Human Resources:** Work on the project deliverables recognition System Project - OC Tanner
- **Corporate Projects – BI:** Complete data quality profiling for People and Property records in AMANDA; Participate in the Data Quality Assessment for EAMS project
- **Corporate Projects – ERP:** ERP Procurement - Implementation Partner - Prepare RFP to secure professional services for implementation and configuration of software
- **ITS:** Amanda 7 Project Activities - documentation, FAQ creation, development of training videos, continued support of staff, training new staff, refinement to application user groups and security
- **Legal:** Provision of Legal Advice and Guidance to various City departments (not COVID-19 related)
- **Recreation Services:** Key for Return to service-Fall Programming, Project/Planning- Policy Development Draft consult and finalize key dept policies, Community Connection – Granting Review and award community and arts and culture grants
- **Business Services (RPF):** AVL Project Automated Vehicle Locator project to replace current solution; Review, research and redesign master signage strategy.
- **Fleet Management:** Corporate Fleet Policy Review, collect feedback from stakeholders, address gaps, finalize draft

# Continuing and Advancing City Business and Operations Remotely

The following are examples of the activities performed by various services.

## We will continue to support our work from home program (continued)

- **Forestry (RPF):** Update of Rural Area Programs Collect data on tree removal/stumps/vacant areas to facilitate Forestry operations North of Dundas
- **Parks (RPF):** Update Level of Service Document- Parks Section Review and update 1998 Level of Service document.
- **Roads & Drainage (RPF):** Crack Sealing - filling cracks with a rubberized compound
- **Transit:** Alternative Service Delivery Project - Develop requirements and RFP for Alternative Service Delivery Project
- **Traffic Signals:** Implement Travel-time System - Complete procurement process, implement system, develop concept of operations
- **Transportation:** complete Cycling Master Plan report, on-going project management for integrated mobility plan
- **Parking Services:** Parking System Update develop specs for software upgrade
- **Service Burlington:** back end work on CRM implementation including development of new project plan based on existing work from home environment and working with front line staff and managers to develop processes and knowledge base necessary to fully implement when services are restored

# Appendix A:

## Continuity of City Services & Programs

A separate document provides a summary listing of the service activities and category.

The categories are:

- are required to meet legislative requirements,
- support employee and public health, safety and security,
- enable critical community services and supports, including COVID-19 mitigation and recovery,
- support services necessary to keep essential services operating,
- protect & operate vital infrastructure (e.g. facilities, sport fields, etc.),
- fulfill contractual, legal & financial obligations, and
- continuing and advancing city business and operations remotely.



# Preparing to Return to Full Operations

## Assumptions

- Province will direct actions of municipalities through state of emergency declaration
- Stimulus funding likely to be available relatively quickly
- Part-time staff are reinstated in a timely manner

## Activities

- Begin to develop a phased approach to return to full operations including:
  - Service/activity priority sequencing
  - Part-time staff recruitment
  - Facility preparation including enhanced cleaning
  - Equipment return and setup
- Create a team to monitor funding opportunities and identify potential projects for stimulus programs.

# Summary of Risks and Opportunities

# Risks and Opportunities

The COVID-19 pandemic has raised new risks and opened new opportunities as the City works through its response.

## **Risks:**

- Categorized as
  - Human Resources
  - Health & Safety
  - Governance and Legislative
  - Communication
  - Financial
  - Technology
  - Community Confidence/Reputation
  - Legal
- All deemed to be rated as “high” unless otherwise indicated.

## **Opportunities:**

- Improvements to operations:
  - new approaches
  - process re-design.
  - communication connection, outreach, and engagement

# Committee and Council Services

## Risks

1. Technology supporting virtual committee and council meetings is not stable, reliable or secure.
2. Technology does not support ability to receive large amount of delegations, or the ability to adapt to meet the requirements of a statutory public meeting.
3. Mayor and Councilors are affected by the virus and unable to perform duties.
4. Committee and Council normal governance and legislative responsibilities are significantly disrupted with reports with significant public interest and key decisions delayed or deferred indefinitely.

## Mitigation

1. Work with ITS for a feasible solution to meet minimum requirements to support committee and Council functions.
2. Collaborate with Legal and Community Planning to ensure reasonable parameters are established to ensure public meetings can occur. Establish protocols with ITS to address volume concerns.
3. Burlington Council to delegate all essential service decision making to City Manager for a period of time.
4. City Clerk to work with Burlington Leadership Team to ensure items are brought forward in a timely manner. Monthly projections on upcoming reports provided to Council and the public.

## Opportunities

1. Virtual committee and Council meetings are fully supported by legislation. Minimize Councilor absences from committee and Council meetings through application of virtual meeting technology and set up.
2. Harness mobile/remote work needs to include in functional and technical requirements for corporate projects and process improvements (e.g. no printed agendas, etc.)

# Communications

## Risks

1. Information is misinterpreted and/or inconsistent.
2. Public confidence in the City's handling of the pandemic crisis is impacted negatively due to communications not being managed proactively and strategically.
3. City employees do not receive information.
4. Conflicting information form various levels of government and agencies.
5. Boards and agencies policies are inconsistent with city policies.

## Mitigation

1. Regular communications meetings are established to set message for organization.
2. Communications continues to include: messaging about health and safety of community and staff and need for different operations at this time, adjustments in workforce, and service availability.
3. Increase the frequency and direct delivery of information to staff by leaders.
4. Develop and execute on a daily crisis communications cycle that is responsive to community needs and Council expectations.
5. Ongoing communications with directors of boards and agencies on decisions and policies being implemented at the City.

## Opportunities

1. Continue using existing technology in different ways to support internal and external communication (e.g. public and staff townhalls, Get Involved Burlington, etc.).
2. Collaborate with various levels of governments to ensure consistent messaging and include them in community outreach opportunities where possible e.g. public townhalls.
3. Enhancements to community connections, collaboration and outreach.
4. Stronger long term coordination with boards and agencies and opportunities to reach more audiences through amplifying City messaging .

# Human Resources

## Risks

1. City work unit stricken by virus and unable to work.
2. Employee burnout/stress/isolation affecting staff morale and may result in diminished productivity.
3. Employee home office setup and work arrangements result in muscular skeleton health issues.
4. Staff unable to work due to child care needs or assisting other family members, mental health, PT staff do not return

## Mitigation

1. Define minimum staffing levels , perform scenario analysis on service delivery, develop re-deployment program to support critical and essential service delivery, reduce numbers of staff required to attend a workplace and distribute PPE for employees who must attend, deep clean workplaces, and enforce isolation where appropriate.
2. Continued connection between people managers and employees to monitor workloads and support work-life balance. Direct employees to Employee Assistance Program for support. Provide information to people leaders to assist them in engaging their employees remotely.
3. Established employee loan program to support furnishing and technology for home offices. Provided diagram for appropriate ergonomic workplace set-up.
4. Provide flexible opportunities for work that can be fit into different schedules, continue to suggest EAP and counselling services provided by benefits carrier, offer on-line support through Our Training Room.

# Human Resources (continued)

## Risks (continued)

5. Decreased or short supply of PPE and cleaning/disinfecting supplies
6. Part-time staff layoffs mis-handled and mis-communicated.
7. Increase of work refusal as staff anxiety increases.
8. Part-time staff performing critical and/or essential service lost because government relief programs offer greater benefit.

## Mitigation (continued)

5. Control supply manage number of staff returning to the field and who come in the office to reduce usage.
6. Continue practice of care and respect for employees even when delivering difficult messages including open communication, deliver message in person where possible, ensure staff hear messaging prior to being shared with the public.
7. Investigate workplace to ensure safety, engage in conversation about concerns, continuously evaluate health and safety measures, where possible reassign employees to other tasks.
8. Compensate for regular weekly hours at minimum, cross train staff where possible.

# Human Resources (continued)

## Opportunities

1. Rapid response to address changing situations.
  - Understand how rapid response in changing policy and procedure can be applied on an on-going basis.
2. Apply new behaviours and team dynamics
  - Use learnings to enhance decision making, improve collaboration and use of technology
  - Harness mobile/remote work needs to include in functional and technical requirements for corporate projects and process improvements.
  - Flexible working practices and work from home options may increase employee satisfaction and engagement if continued long term



# Finance

## Risks

1. Reduced revenues from free services, deferrals from development slowdowns, and other payment deferrals.
2. Cash flow impacts requiring bond liquidations.
3. Boards and agencies may need additional support to achieve year end financial position.
4. Year end unfavourable financial position.

## Mitigation

1. Established temporary payment relief and 2020 Expenditure Restraint Program (including review of capital and operating deferrals)
2. Identify required divestiture of investments to maintain cash flow while minimizing impact on investment income.
3. Share Expenditure Restraint Program & engage in analysis of revenue losses/expenditure reductions to minimize year end variances.
4. Utilize Expenditure Restraint Program, review sustainability of reserve funds to support operations and seek senior government funding program support.

## Opportunities

1. Establishment of long-term work from home program to support work-life balance, workplace culture, and continuity of operations.
  - Establish employee loan program to support home office setups including technology and furnishings.
2. Harness mobile/remote work needs to include in functional and technical requirements for corporate projects and process improvements.
3. Identify opportunities for additional electronic means of receiving payments related to accounts receivable and sales.

# Strategic Management

## Risks

1. City Manager and senior staff are affected by the virus and unable to perform duties.
2. Unclear roles and communications between staff and members of Council leads to confusion for residents and businesses on decisions and actions taken
3. Actions are not aligned to objectives and become outdated.
4. Duplication of effort or differences in decisions/positions between city, region and other key stakeholders

## Mitigation

1. Succession plans are in place for City Manager/ECG director position and other senior staff.
2. Regular communication between City Manager and Mayor and regular reporting to Council on operations.
3. Regular review and update of actions in light of new information and situational analysis.
4. Regular communication between Region and other city CAOs/City Manager

## Opportunities

1. City's space accommodation plan positively influenced by work from home (WFH) program. Analyze WFH situations to identify permanent positions where WFH is a viable option and frees up space within City facilities. Establish a robust work from home program to support continued operations.
2. Continuation of 3-month work planning process including deliverables and outcomes to support strategy implementation and operations.
3. Continuation of daily communication with staff to support engagement, connection and inclusivity.
4. Debrief of the pandemic response and the City's ability to respond should result in an even stronger ability to respond to future emergencies – more and clearer delegated authority, gaps in by-laws that can be proactively addressed.

# Legal

## Risk

1. Decisions of ECG and/or senior management are challenged in the aftermath of the pandemic.
2. Build up of adjourned charges due to the Provincial Offences Court closure.
3. City enforcement of non-urgent and non-emergency rights is suspended given the closure of Superior Court the City.

Additional risks deemed confidential are contained in a separate document.

## Mitigation

1. Decisions are documented. Retain external counsel (as required) to augment legal resources to handle the legal matters.
2. Currently Halton Court Services is taking steps to work from home to continue with administration and prosecution services, such as rescheduling all appearances that were adjourned, vet offences/prepare disclosures, where possible, to alleviate the backlog when the courts reopen. The 3-month strategy includes combination work from home and scaled back in-office staff to gradually reintroduce essential services, subject to appropriate health and safety measures”.
3. O. Reg. 73/30 – suspending limitation periods and discretion to suspend time requirements in proceedings by decision-makers during the continued emergency retroactive to March 16, 2020. Steps to secure/enforce rights will be taken by Legal when courts reopen

## Opportunities

1. Review delegated authority for routine city business to facilitate nimble decision-making.
2. Ability for staff to take advantage of technology to provide for greater mobility/work from home capacity.
3. Strengthened ties with other departments to provide fast, reliable legal advice

# Information Technology Services

## Risks

1. Employees unable to log in to Virtual Private Network (VPN) and Remote Desktop Services (RDS).
2. Failures in software and hardware.
3. Employees home work-around or phishing scheme results in cyber incident.
4. Employees don't have technology to support productive work from home.
5. Work stops or is significantly delayed in corporate priority projects partnered with ITS Services.

## Mitigation

1. Expanded servers to support VPN and RDS and continue to monitor usage.
2. Follow established protocols for ITS Support Service on-call to identify, assess, and resolve problems.
3. Follow established incident management protocols.
4. Allocate spare equipment to essential service staff to support work from home. Follow Corporate protocol to permit employees to temporarily move city equipment to home offices.
5. Continue efforts on the Corp priority projects with minimal impact on essential service staff and maintain momentum on project plans and deliverables.

## Opportunities

1. Laptops instead of desktops and support for establishing home offices. Computer refresh program to provide laptops only.
2. Harness mobile/remote work needs to include in functional and technical requirements for corporate projects and process improvements.
3. Expanding applications to support work from home/mobile work.

# Overall City Operations

## Risks

1. Staff must be in city hall to deliver services increasing the number of staff working from city hall.
2. Revenue impacts for services may be longer term as participant behavior evolves and discretionary income is less available resulting in slower uptake of program registrations and permits, transit use upon resumption.
3. Insufficient time devoted to planning for and implementing recovery to new operations
4. Operations staff affected with the virus and crews working in close proximity
5. Slow return of part-time staff.

## Mitigation

1. Identify employees required to attend to city facilities to conduct business and follow established City protocols for work in city facilities.
2. Services implement through marketing programs (e.g. incentives, availability, etc.) to increase usage/uptake.
3. Provide sufficient staff and lead time to plan for and execute a return to new business as usual
4. Established health and safety protocols for working in teams include safe physical distancing. Deep cleaning workplaces, enforcing isolation if symptoms appear, PPE.
5. Pre-planning for business resumption to enable quick re-entry to recruitment.

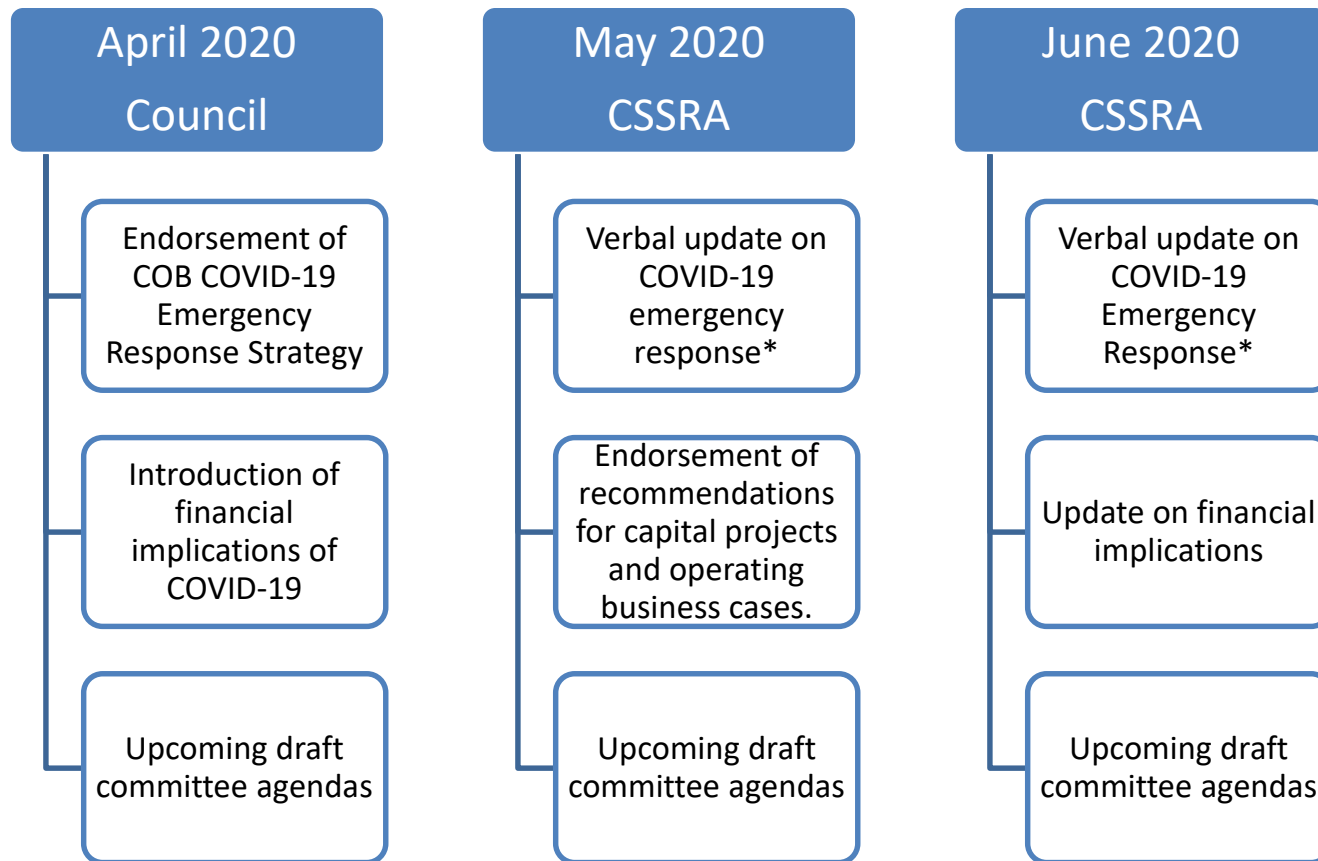
## Opportunities

1. Continuity of operations plans have been fully tested. Update business impact analysis and continuity of operations plans from learnings of pandemic response to provide greater certainty of operations in future emergencies.
2. Harness mobile/remote work needs to include in functional and technical requirements for corporate projects and process improvements.

# Committee and Council Reporting Timeline

# Proposed High-Level COVID-19 Emergency Response Reporting

The following information will be provided to Committee and Council by the City Manager and the Burlington Leadership Team over the next three months.



\* Updates to include projection for operations based on known provincial state of emergency situation

# Conclusion & Questions





**SUBJECT: Legislative framework during COVID-19**

**TO: Mayor and Members of Council**

**FROM: Clerks Department**

Report Number: CL-09-20

Wards Affected: All

File Numbers: 150

Date to Committee: N/A

Date to Council: April 20, 2020

---

**Recommendation:**

Approve By-law 21-2020 to amend By-law 04-2020, as amended, the City of Burlington Procedure By-law to allow for virtual delegations at electronic meetings, and to establish Committee of the Whole, as outlined in Appendix A to clerks department report CL-09-20.

**PURPOSE:**

**Vision to Focus Alignment:**

- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

---

**Executive Summary:**

This report is in response to how City Council and committee meetings will be conducted during the COVID-19 emergency. The report will include the following topics:

- agenda management during COVID-19
- how the committees of Council may be affected
- return of Committee of the Whole
- public delegations, and public participation at Council and committee meetings

## **Background and Discussion:**

In response to the COVID-19 virus, the City Burlington has closed all city facilities including city hall to public access. In addition, it has shifted much of its workforce to work remotely. As the city continues to operate, approvals must occur to ensure that city business resumes. The following is a chronology on City of Burlington Council meetings during the initial weeks after city hall was closed.

**March 16, 2020** - All city facilities, including city hall, were closed to the public. It was determined that all meetings during a three-week period would be cancelled including the regularly scheduled March City Council meeting.

**March 17, 2020** - The Premier declared an emergency under the *Emergency Management and Civil Protection Act*.

**March 18, 2020** – The City of Burlington closed its buildings, including City Hall, with most staff shifted to work from home. A small portion of staff were permitted to work at City facilities, based on a list of exceptions.

**March 19, 2020** - Ontario legislature passed Bill 187, the *Municipal Emergency Act, 2020*, to enable municipalities, during a declared emergency, the ability to allow for virtual participation, and to conduct council meetings electronically with members who participate remotely being counted for the purpose of quorum.

**March 21, 2020** - Mayor Meed Ward declared an emergency in the City of Burlington under section 4 of the *Emergency Management and Civil Protection Act*.

**March 24, 2020** - Special Council meeting held to enact necessary Procedure By-law amendments to allow remote participation. A meeting guide was posted to the city's website which provides additional information on how virtual meetings will occur.

**April 6, 2020** - First standing committee meeting with remote participation and first time in closed session. Items for April standing committees were streamlined to ensure only essential or time sensitive items were brought forward. After the review, it was determined there was only enough items for one standing committee meeting for the month of April.

**April 6, 2020** Special Council meeting to enact an Interim Property Tax Relief By-law in response to COVID-19, and a Physical Distancing By-law.

Since March there has been a substantive effort spent on reacting to the day to day challenges with respect to COVID-19 and being responsive to directions from higher orders of government. A corporate focus was placed on shifting its existing complement into a remote workforce including logistics and building the necessary policies. During this time, management staff were tasked to develop a three- month plan that would

engage their remote teams to maintain necessary operational services and indicate what other value-added work could be completed.

The initial phase of the emergency response has occurred. On March 31st the City of Burlington advised that the municipal closures would extend until June 30, 2020. With the extension of the closure, the three-month corporate plan, coupled with the ability to convene Council and committees of Council virtually, the City is entering a new remote way of conducting business for the short term.

### **Legislative Framework**

On March 24, 2020 the city enacted By-law 13-2020 to allow for remote participation by members of Council at Council meetings during a declared emergency. These amendments also extend to any committee of Council, which would include all the standing committees, advisory committees and quasi-judicial committees with delegated authority from Council. The amendments afford for the following actions:

- ability to conduct a regular, special meeting of Council or a meeting of a committee of Council, electronically with remote participation during an Emergency.
- authority for a member to participate remotely, be counted towards quorum and to participate in voting.
- ability to convene into closed session with remote participation.
- confirmation that electronic meetings will have the same notice provisions as outlined for in-person meetings and the public will have access to the open portions of the meeting.

In addition, a meeting guide was created to provide for additional context as to how these meetings would take place. As Council and staff gain more experience in a virtual environment, and with the technology, the guide will be updated accordingly.

### **Agenda Management for Standing Committees**

During the initial response period, mid-March to April 20, 2020 a rubric was used to determine what items would be presented to committee. It was determined that only time sensitive or necessary items should be brought forward during this period, because the City Hall was closed, and to prioritize physical distancing at the time. Items destined for April were pared down, and it was determined that only one committee meeting would be required. The following items were rescheduled from the April slate of standing committee meetings and the Burlington Leadership Team was polled to determine when these items would be presented to standing committee:

### **Environment Infrastructure and Community Services Committee**

- Elgin Promenade Phase 4 Design – Rescheduled to May 11, 2020

- Blue Water Park Dedication – Rescheduled to June 8, 2020
- Concessions and Vending Services – Rescheduled to the Fall

#### **Community Planning Regulation and Mobility Committee**

- Temporary Use By-law to Permit Entertainment Recreational uses on Patios throughout the City – Rescheduled to Fall 2020.
- Red tape Red Carpet (RTRC) Implementation Update Q1 2020 – Rescheduled to May 12, 2020
- Amendment to Noise By-law 19-2003 – Rescheduled to May 12, 2020
- Bill 108 Timelines (Planning) – Rescheduled to June 9, 2020
- Shadow and Wind Studies – Rescheduled to June 9, 2020
- Automated Speed Enforcement Update – Rescheduled to June 9, 2020
- Development Review - Pre-Application Neighbourhood Meeting Protocol - Rescheduled to June 9, 2020
- Taking a Closer Look at the Downtown Recommended Modifications to the adopted Official Plan - Rescheduled to Fall 2020
- Neighbourhood Centres – Rescheduled to Fall 2020

#### **Corporate Services, Strategy Risk and Accountability Committee**

- Voting Options for 2020 and Ranked ballots – Rescheduled to June 11, 2020
- Property Tax Software – Rescheduled to May 14, 2020
- Award of Contract – Job Evaluation – Rescheduled to Fall 2020

#### **Audit Committee**

- Financial Highlights for period ended December 31, 2019 – Rescheduled to June 10, 2020
- 2019 Compliance with Mandatory Training – Rescheduled to June 10, 2020
- External audit contract – Rescheduled to June 10, 2020 – Due to COVID-19 external auditors were not able to be on-site to conduct audit.
- City Auditor final interviews – Rescheduled to June 10, 2020

During the next few months, the Clerks Department will work with the Burlington Leadership Team to produce a report to Council, featuring a projection of the next month's intended reports to the standing committees. In reporting, it is aimed to provide Council and the public with additional notice on what items may be coming. The report will also indicate what items were rescheduled, and to which meeting date they are

intended to be presented. For the month of May, a listing of the upcoming reports is attached as Appendix B. The following reports were rescheduled from the May schedule:

**Environment, Infrastructure and Community Services Committee - May 11, 2020**

- Ontario Recreation Facilities Association Audit – Rescheduled to the Fall
- Fireworks By-law Review – Rescheduled to the Fall
- Stormwater Management (SWM) Criteria and Standards – Rescheduled to June 8, 2020 meeting
- Blue Water Park Dedication – Rescheduled to June 8, 2020 meeting
- Update on construction – low residential – Rescheduled to June 8, 2020 meeting

**Community Planning, Regulation and Mobility Committee- May 12, 2020**

- City of Burlington Cycling Plan - Rescheduled to September 15, 2020
- Bike Share – Rescheduled to September 15, 2020

For Council's information the following reports of interest are in progress and will be scheduled when they are complete. At this time, no dates are associated with these reports.

- Service Review Recommendations Update
- Corporate Project Governance and Status Update

As there is a current public health crisis, and with most staff working remotely, some reports may be delayed or deemed not a priority. Working through COVID-19 has demonstrated that this is an evolving situation, which will require flexibility and agility to work through time sensitive issues that arise. If there are changes to projected reports, staff will provide an update in the monthly report projection to Council. If there are COVID-19 specific reasons or rationale this will be included.

**Council Workshops**

Council Workshops are meetings which include all members of Council. They are used when time is required for training, discussions with other levels of government, and outside agencies, workshops on complex matters or strategic planning. These meetings feature a freer flow of dialogue with members of Council with the speaking limits associated with formal meetings not applied. At this time these meetings are under review, as the meetings may include breakout sessions, which will require additional logistics and technical support.

### **Committee of the Whole**

It is recommended that the Committee of the Whole be added to the Committee system to allow for flexibility in agenda management planning and to create a body that may deal with items that do not fit under any of the current standing committee mandates. Amendments to the Procedure By-law have been included (Appendix A) which sets forth the following:

- Committee of the Whole may convene to consider policy issues not included in the mandate of a Standing Committee, or any other matter as determined by the City Clerk in consultation with the Mayor and the City Manager.
- A Committee of the Whole meeting may be called if there is a lack of agenda items to convene the regularly scheduled standing committee meetings, as determined by the City Clerk in consultation with the Mayor and the City Manager
- Committee of the Whole meetings shall be chaired by the Deputy Mayor at the time of the meeting. If the Deputy Mayor is not available, the meeting will be chaired by the previous Deputy Mayor.

### **Technology Used to Assist in Virtual Meetings**

To administer the virtual/remote Council meetings, Burlington has been using a program called Zoom. Zoom is also used by Halton Region to conduct remote/virtual meetings. Using the same system as the Region will assist members of Council to navigate technology during meetings. Zoom is relatively new technology, and as staff gain experience, they will incrementally enhance the set-up to increase capability of the meetings. Therefore, the procedures or the way virtual meetings occur may change or evolve over the next few months. These meetings will settle into a groove, with increased technological experience and in finding the rhythm of meetings conducted in a virtual space.

All members participating remotely are participating by phone. In Council Chambers, the Chair/Mayor manages the meeting, with the assistance of Clerks Department staff and Information Technology Services (ITS) staff practicing physical distancing. All participants will be connecting by way of Zoom. Zoom is used as the backend to bridge the calls into an audio feed. The audio feed is then patched into the Council Chambers audio visual system.

The Clerks Department has been working with ITS and our Information Security Manager to understand risks and to carefully assess how the City of Burlington makes use of the technology. One risk is that with the new technology is that there is no support. If there is a larger technical issue (beyond user error) this may force the meeting to recess to allow ITS to troubleshoot the technology. If the matter cannot be

resolved in a reasonable time the meeting may be recessed and rescheduled to be completed at a later date.

### **Delegations from the Public**

On March 24, 2020, the Procedure By-law amendments did not afford for delegations. At the time, staff were unsure about the length of the closure, and whether the technology was robust enough to support public delegates. Since the passing of the amendments it has been determined that all City buildings including City Hall would be closed to the public until the end of June; staff have also determined a way forward to allow for public access to use the system to delegate to committee and Council.

It is recommended that the Procedure By-law be amended to allow for remote delegations (Appendix A). In addition, the Electronic Meeting during a Declared Emergency Remote Participation Guide will be amended to have a revised Public Participation section. Should Council approve the Procedure By-law amendments, delegations could start during the May 2020 standing committees meetings. The following will be incorporated into the Remote Participation Guide:

#### **5. Public Participation**

- 5.1 All requests to delegate to an Electronic Meeting under this section shall be made by way of electronic submission, submitted to the Clerks Department at [clerks@burlington.ca](mailto:clerks@burlington.ca) by noon the day before the Electronic Meeting. If the Electronic Meeting is on a Monday, requests to delegate shall be submitted by noon on the Friday before the meeting. Submissions shall be provided to members in advance of the meeting.
- 5.2 Public attendance to Electronic Meetings during the course of an Emergency may be restricted to electronic means and will be indicated on the meeting agenda.
- 5.3 All requests to delegate must contain a copy of the delegate's intended remarks which will be circulated to all members of Council in advance as a back-up to technology. All rules in the Procedure By-law with respect to delegations (Section 40 Delegations) shall apply to remote delegations.
- 5.4 Confirmed delegates will be provided with all applicable access codes and instructions to enter the teleconference or video conference system.
- 5.5 On the day of the meeting, all registered delegates should log into the system 30 minutes in advance of the meeting start time to check-in with appropriate staff and to ensure that their audio settings are appropriate for the meeting webcast.
- 5.6 When waiting to be called upon by the Mayor/Chair, all delegates will have their audio on mute.
- 5.7 The Chair or the Clerk may indicate when the delegate has one-minute left to complete their delegation.

To ensure that the technology is used properly, the Clerks Department will work with ITS to create appropriate technical instruction. There will be a learning curve with adopting a new way to allow for and to receive delegations. Residents will be able to connect by either phone or computer. There may be issues with residents being unable to connect, not having the appropriate technology or poor connectivity. Staff will attempt to assist, but as they are requested to provide their speaking notes in advance, these will be circulated to committee or Council. Staff will review the first month of delegations and may adjust the procedures or the instruction materials based on experience or feedback. Allowing delegations will require more ITS and Clerks Department staff involved in meeting management during the meeting. Public participation is important, engaging more staff to ensure the public has access to delegate will help mitigate the existing disruption in service.

### **Statutory Public Meetings**

Statutory public meetings allow for individuals to speak at a planning public meeting without pre-registering as a delegate, although some individuals do pre-register so they are able to speak at the beginning of the meeting. At the end of the pre-registered delegates, the Chair opens the floor for any other individuals that may wish to come forward and address the committee.

The current in-person process is in spirit with the *Planning Act R.S.O. 1990*, (Planning Act) by way of sections 17(19.4), and 34(14.2) which supports that every person who attends a public meeting, required under the Planning Act shall be given an opportunity to make representations in respect of the proposed by-law. In addition to making an oral submission, residents could elect to submit a written submission which would allow the individual the ability to have their views on the proposed matter known. All correspondence on a matter before committee or Council is circulated to all members and forms part of the public record.

Due to COVID-19, since mid-March, City Hall has been closed to the public, and Council has been conducting its business by way of technology, to convene meetings and conduct city business in a virtual environment. On April 15, 2020 the Province, by way of Ontario Reg 149/20 provided clarity that regardless of the COVID-19, legislated planning timelines are still in effect.

Staff are recommending that in consultation with Legal Services and Community Planning, some matters in abeyance could be brought forward during this time to ensure that items are dealt with in a timely manner, and that when the City returns to in-person meetings there is not a backlog of items that must be scheduled. In addition, a return to in-person meetings may be gradual, wherein public access to Council Chambers may be limited or have restrictions.



More time is required to fully walk through the process to assess, and ensure that an equitable approach, balancing public participation with the constraints of technology and resources is brought forward. Staff will use learnings from the delegation opportunities provided in the month of May, to help inform how statutory planning public meetings could be structured in a virtual environment.

### **Committee of Adjustment, Court of Revision, Property Standards**

The Committee of Adjustment is an independent body appointed by Council under authority by way of the Planning Act to consider matters in connection to the zoning by-law; minor variances, variation on existing legal non-conforming uses, and conformity for a particular use. It also deals with land division matters. The Committee also serves as the city's Property Standards Committee, in accordance with the *Building Code Act*, and the Committee of Revision, in accordance with the *Municipal Act 2001*, Ontario Reg 586/06. The Committee of Adjustment's terms of reference indicates that the Committee will meet twice a month, if required.

There are several items that are ready and could be dealt with by the Committee. At this time these items have been postponed until further notice. In consultation with the Secretary Treasurer - Committee of Adjustment, some of the items may generate public interest and potential delegations. As this is a quasi-judicial committee made up of entirely resident members and may involve many other parties, it is determined that the function of this Committee in a virtual environment is still under review at this time.

### **Advisory Committee Meetings**

All advisory committee meetings supported legislatively by the Clerks Department have been cancelled up to June 30, 2020. In the cancellation notice staff indicated that if there were time sensitive or urgent matters, a special meeting could be convened electronically with remote participation. The Clerks Department supports two statutory advisory committees, Burlington Accessibility Advisory Committee and Heritage Burlington. In preparation of this report, the appropriate committee liaison staff were consulted.

### **Burlington Accessibility Advisory Committee (BAAC)**

With respect to the Burlington Accessibility Advisory Committee (BAAC) and the legislative requirements under the *Accessibility for Ontarians with Disabilities Act* (AODA) and its regulations, there is no minimum requirement to the amount of times the committee must convene per year.

In consultation with the Accessibility Coordinator, BAAC does have specific areas that are required through the AODA, and its regulations. Through the Integrate Accessibility Standards Regulation, Design of Public Spaces Standards the BAAC must be consulted on specific items. Much of this work was completed in 2019, and its review does not

need to occur in 2020. The Clerks Department will work with the Accessibility Coordinator to ensure that if there are any required consultations to be completed on capital projects or any other items as listed in the BAAC terms of reference, the appropriate arrangements will be made.

In preparation of the report, the Accessibility Coordinator has been apprised of the restrictions with respect to in-person meetings, and the option to convene virtually. They have informed the Clerks Department of items that may be of interest to BAAC that may arise during the next three to six months.

### **Heritage Burlington**

In consultation with the City's Heritage Planner, there are no requirements in the *Ontario Heritage Act* which requires Heritage Burlington to convene a minimum amount of times per year. Heritage Burlington's duties stem from section 28 of the *Ontario Heritage Act*, which provides a listing of heritage matters that the Committee must advise and assist with, which includes designations, alterations, demolitions of heritage buildings. Based on advice from Legal Services, provincial timelines have been suspended due to COVID-19. Currently, staff continue to process active applications.

Staff have indicated that there are items that may require direction from the committee. The Clerks Department will work with the Community Planning Department to determine the best path forward. If a virtual meeting is necessary, it will be required to be available to allow the public to follow along and have the ability to delegate to Heritage Burlington.

### **Communications**

The Clerks Department will work with Communications to ensure that the public is informed on any changes with respect to the provision of services. It is recommended that any items communicated, are included into COVID-19 updates. The Clerks Department will also ensure that its web presence is kept up to date, and that any instruction is reviewed to ensure it is communicated in plain and accessible language. Should Council approve the recommendation to allow public delegations, messaging about the ability to connect by way of new technology will begin in advance of the May standing committee meetings.

### **Strategy/process**

With the current situation presented by COVID-19 and the public health recommendations to physically distance, holding in-person committee and Council meetings have become a challenge. With the recent amendments made by the Province of Ontario with the *Municipal Emergency Act 2020*, remote participation at Council and committees of Council has created an opportunity to allow for the legislative business of Council and its committees to continue. Staff are currently leveraging

technology to ensure that members of Council and the public can participate in meetings of Council and its various committees.

### **Options Considered**

Staff considered leaving the current system as is and not to allow for public delegations. However, based on the need to include public participation at committees and Council, the decision was made to initiate the process to best serve the public. An evaluation will occur after the May standing committee meetings, with the necessary adjustments being made to ensure service excellence.

### **Financial Matters:**

The cost of a Zoom license to support virtual meetings for Committee and Council will be funded from the ITS operational budget.

### **Total Financial Impact**

Nominal

### **Source of Funding**

ITS Operational Budget.

### **Other Resource Impacts**

Not Applicable

---

### **Climate Implications**

As the City of Burlington will be conducting virtual meetings, there will be less travel for residents, staff, and members of Council. Lowered travel rates will help to reduce the carbon footprint associated with in-person public meetings.

---

### **Engagement Matters:**

No outside groups were consulted.

---

### **Conclusion:**

In passing the amendments to the Procedure By-law, Council will enable public delegations at Council and its committees. This will allow for more well-rounded discussions about items with community participation.

---

Respectfully submitted,

Kevin Arjoon

City Clerk

905-335-7600 ext. 7702

**Appendices:**

- A. Proposed Amendments to the Procedure By-law
- B. Report Projection – May 2020

**Report Approval:**

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.

The Corporation of the City of Burlington

City of Burlington By-law 21-2020

A by-law to amend By-law 04-2020 to provide for the rules of order of  
Council and its Committees to al  
File:110-04-1 (CL-09-20)

Whereas section 238(2), of the *Municipal Act*, S.O. 2001, c.25 requires that every municipality and local board shall pass a procedure by-law for governing the calling, place and proceeding of meetings; and

Whereas the Corporation of the City of Burlington (the “City of Burlington”) has enacted Procedure By-law 04-2020; and

Whereas on March 24, 2020, the Council of the City of Burlington, passed the necessary Procedure By-law amendments to allow for electronic meetings with remote participation; and

Whereas the Council of the City of Burlington considers it desirable to be able to allow for public participation at electronic meetings during the COVID-19 emergency;

Now therefore the Council of the Corporation of the City of Burlington hereby enacts as follows:

1. By-law 04-2020 is amended by adding the following new section immediately after section 17, and that the rest of the numbering be adjusted accordingly:

**18. Use of Committee of the Whole**

- 18.1 Committee of the Whole may convene to consider policy issues not included in the mandate of a Standing Committee, or any other matter as determined by the Clerk in consultation with the Mayor and City Manager.
- 18.2 A Committee of the Whole meeting may be called if there is a lack of agenda items to convene the regularly scheduled standing committee meetings, as determined by the Clerk in consultation with the Mayor and the City Manager.
- 18.3 Committee of the Whole meetings shall be chaired by the Deputy Mayor at the time of the meeting. If the Deputy Mayor is not available, the meeting will be chaired by the previous Deputy Mayor.

2. By-law 04-2020 is amended by deleting section 24.5, with respect to delegations at an electronic meeting and replacing it with the following section in its place:

24.5 Delegations at an electronic meeting may be permitted by way of being granted access to the Council audio-visual conferencing system. Delegates will be subject to adhere the rules outlined in section 41 (Delegations), to the Remote Meeting Guide, and any instruction provided by way of the Clerk. All requests to delegate must be filed electronically to the Clerks Department by way of the online submission form or by email at [clerks@burlington.ca](mailto:clerks@burlington.ca).

3. Subject to the amendments made in this By-law, in all other respects, By-law 04-2020 is hereby confirmed unchanged.
4. This By-law comes into force on the date of its passing.

Enacted and passed this 20<sup>th</sup> day of April, 2020.

Mayor Marianne Meed Ward \_\_\_\_\_

City Clerk Kevin Arjoon \_\_\_\_\_

## **Report Projection – May 2020**

### **Environment, Infrastructure and Community Services Committee**

**Meeting Date – May 11, 2020**

#### **Consent Agenda**

- CW-09-20 Assumption of Marble Creek Subdivision (Registered Plan 20M-1149)
- EICS-02-20 Sustainable Development Committee annual report

#### **Regular Agenda**

- CW-02-20 Elgin Promenade Phase 4 Design
- RPF-07-20 Public tree removal – 556 Woodview Road

#### **Confidential Agenda**

---

### **Community Planning, Regulation and Mobility Committee/Public meeting**

**Meeting Date – May 12, 2020**

#### **Public Meeting:**

##### **Consent:**

- BB-01-20 Amendment to Noise By-law 19-2003
- BEDC-02-20 Red Tape Red Carpet (RTRC) Implementation Update Q1 2020

##### **Regular Agenda**

- PL-27-20 Designation By-law Amendment for 2411 Lakeshore Rd

#### **Confidential Agenda**

No Items

---

**Corporate Services, Strategy, Risk and Accountability Committee**  
**Meeting Date – May 14, 2020**

- **COVID-19 Emergency Response (Verbal update)**

**Consent:**

- F-05-20 Treasurer's Statement for Development Charges
- F-14-20 2020 Capital Budget Variance and Project Closure
- F-22-20 - Quarterly Status Report - March 31, 2020
- F-23-20 Property Tax Software
- F-25-20 - Deferral of Business Cases and Capital Projects due to COVID-19

**Regular:**

- CM-02-20 Business Intelligence and V2F Integrated Reporting

**Confidential:**

- L-11-20 Confidential legal update on a litigation matter
- L-12-20 Confidential legal update on a litigation matter
- **COVID-19 Emergency Response (Verbal update) (If Required)**

---

**Community Planning, Regulation and Mobility Committee/Public meeting**  
**Meeting Date – May 19, 2020**

**Statutory Public Meeting:**

- No Items

**Consent:**

- No Items

**Regular:**

- No Items

---

**Burlington City Council**  
**Meeting Date - May 25, 2020**

- **COVID-19 Emergency Response (Verbal update)**
- CL-XX-20 Confirmation of Upcoming Standing Committee Reports
- F-16-20 2020 Tax Levy By-law



# Legislative Framework during COVID-19

# Background

- **March 16, 2020** - All city facilities, including city hall, were closed to the public. It was determined that all meetings during a three-week period would be cancelled including the regularly scheduled March City Council meeting.
- **March 19, 2020** - Ontario legislature passed Bill 187, the *Municipal Emergency Act, 2020*, to enable municipalities, during a declared emergency, the ability to allow for virtual participation, and to conduct council meetings electronically with members who participate remotely being counted for the purpose of quorum.
- **March 21, 2020** - Mayor Meed Ward declared an emergency in the City of Burlington under section 4 of the *Emergency Management and Civil Protection Act*.
- **March 24, 2020** - Special Council meeting held to enact necessary Procedure By-law amendments to allow remote participation. A meeting guide was posted to the city's website which provides additional information on how virtual meetings will occur.
- **April 6, 2020** - First standing committee meeting with remote participation and first time in closed session. Items for April standing committees were streamlined to ensure only essential or time sensitive items were brought forward. After the review, it was determined there was only enough items for one standing committee meeting for the month of April.
- **April 20, 2020** Legislative Framework Report provided to Council. Potential Amendments to allow for delegations, and to bring back a form of Committee of the Whole to effectively manage city business.

# Agenda Management

- Clerks staff will submit a monthly report Council providing an update on monthly report projections.
- Items not brought forward will have an anticipated date of when it will be presented.
- If there are specific COVID-19 reasons why a report cannot be provided, rationale will be provided.

# Delegations

- Staff are recommending an amendment to allow for delegations at Standing Committees and Council.
- Delegates must submit a request through the online request form or an email to [clerks@Burlington.ca](mailto:clerks@Burlington.ca)
- Residents can connect to the system via phone or using computer audio.

# Delegations

- Intended speaking notes must be submitted in advance, in the event that there are connection issues.
- Staff are working on an internal process for how delegation requests are handled and vetted.
- Staff are working on a process to support Statutory Public Meetings. Once this is determined a by-law amendment will be presented to Council.

# Committee of the Whole

- Recommended to allow for flexibility in agenda management planning.
- Creates a body that may deal with items that do not fit under any of the current standing committee mandates.



**SUBJECT: COVID-19 Special Parking Enforcement Areas**

**TO: Mayor and Members of Council**

**FROM: Transportation Services Department**

Report Number: TS-17-20

Wards Affected: All

File Numbers:

Date to Committee: N/A

Date to Council: April 20, 2020

---

**Recommendation:**

Approve the amendment to the City of Burlington Parking and Idling By-law 39-2016 to establish special enforcement areas and increased fines due to the COVID-19 Emergency, as attached as Appendix A to Report TS-17-20, in a form satisfactory to the City Solicitor.

**PURPOSE:**

To create special parking enforcement areas with higher penalties to discourage the public from gathering in public places during the COVID-19 Emergency.

**Vision to Focus Alignment:**

Vision to Focus identifies key priorities like the environment and climate change, transit, and the health and well-being of our residents and businesses. While the proposed bylaw has no specific alignment to a Key Action from Vision to Focus, the proposed by-law aligns with the broader purpose and intent of Vision to Focus by contributing to the quality of life for our community.

---

**Background and Discussion:**

In order to protect the health and safety of the public during the COVID-19 Pandemic, the City of Burlington has:

- Declared a State of Emergency as of March 21, 2020 under the provisions of the *Emergency Management and Civil Protection Act*.

- Closed all city administrative and recreation facilities until at least June 30 including parks, playgrounds, sports fields and their associated parking lots to discourage gatherings greater than five (5) people as per Ontario Regulation 52/20 made under the *Emergency Management and Civil Protection Act*.
- Converted parking lots adjacent to Spencer Smith and Beachway Park Trail to permit only parking for hospital staff at Joseph Brant Hospital.
- Implemented a physical distancing by-law which requires all members of the public to remain at least two (2) metres from those who do not reside in their household.

Despite these measures, parking enforcement has been responding to areas across the city where people are violating parking regulations in order to access and gather at closed facilities. Infractions include driving over curbs to access closed parking areas, parking on unpaved shoulders and bike lanes on high speed and arterial roadways and parking in permit only areas reserved for medical personnel.

In an effort to further discourage this behavior, it is recommended that City of Burlington Parking and Idling By-law 39-2016 be amended to create special parking enforcement areas with increased fines for parking infractions surrounding locations closed due to the COVID-19 Pandemic. The amendment would be in effect for the duration of the declared COVID-19 emergency.

Special Enforcement Areas would include parking lots and roadways surrounding areas closed as part of the COVID-19 Emergency as follows:

- Municipally owned parks, sports fields, paths, trails, recreation centres, arenas and municipally owned parking lots.
- Temporary permit parking areas intended for medical personnel surrounding Joseph Brant Hospital
- Conservation Areas
- The Bruce Trail

An increased penalty amount of \$250 would be applied to specific parking infractions as noted Schedule 3 of Appendix A attached. Current parking penalties related to public health and safety issues (e.g. blocking fire routes, accessible parking, idling and blocking snow operations) range from \$120 - \$400. The amount of \$250 was chosen as it is in line with this range and a high enough value to act as a deterrent.

Enforcement officers will have discretion in applying these higher fees with the goal being education and compliance.

### **Financial Matters:**

There will be no additional operating costs as enforcement will be conducted by existing staff. It is expected that education on the increased fines will result in compliance so additional revenue should be negligible.



## **Climate Implications**

Not Applicable.

---

## **Engagement Matters:**

Staff will work with the Communications Department to develop appropriate communication and media releases.

---

## **Conclusion:**

The proposed amendment to the City of Burlington Parking and Idling By-law 39-2016 is intended enhance physical distancing measures by reducing illegal parking surrounding areas where gathering is occurring.

---

Respectfully submitted,

Kerry Davren  
Manager Transportation Planning & Parking  
905-35-7600 Ext. 7800

## **Appendices:**

- A. Amendment to By-law 39-2016

## **Report Approval:**

The direction for the proposed by-law comes from the City's Emergency Control Group as our priority is to keep people safe and minimize the spread of COVID-19.

## The Corporation of the City of Burlington

## City of Burlington By-law 25-2020

Amendment to By-law 39-2016 being a by-law to Regulate Parking and Idling in the City of Burlington to Create Special Parking Enforcement Areas with Increased Penalties During the COVID-19 Pandemic State of Emergency

TS-17-20

**WHEREAS** on March 11, 2020 the World Health Organization declared a worldwide pandemic regarding the Novel Coronavirus 19 ("COVID-19 Pandemic"); and

**WHEREAS** on March 17, 2020, the Province of Ontario declared an emergency relating to the COVID-19 Pandemic under the provisions of the *Emergency Management and Civil Protection Act*. R.S.O. 1990, c.E.9 ("Emergency Management Act"); and

**WHEREAS** section 4 of the *Emergency Management Act* provides that the head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area; and

**WHEREAS** on March 21, 2020 an emergency was declared by the Mayor of the City of Burlington, under the provisions of the Emergency Management Act, relating to the COVID19 Pandemic; and

**WHEREAS** the Provincial Government's modelling and forecast projects that the State of Emergency will last months and will result in a severe and long-term challenge to the health care system; and

**WHEREAS** the Council of the City of Burlington considers the protection of health and safety of the public to be a paramount concern, and has suspended the operations of all City facilities, other than those deemed essential for the welfare of the citizens of the City of Burlington, during the COVID-19 emergency; and

**WHEREAS** on April 6, 2020, Council of The Corporation of the City of Burlington passed By-law 17-2020, being a By-law to Promote and Regulate Physical Distancing During the COVID-19 Pandemic State of Emergency, intended to promote the health, safety and welfare of the citizens of the City of Burlington, by prohibiting certain activities and regulating physical distancing; and

**WHEREAS** sections 8, 9 and 11 of the Municipal Act, 2001 authorize the City of Burlington to pass by-laws necessary and desirable for municipal purposes, and in particular, paragraphs 5, 6, and 8 of subsection 11(2) authorize by-laws respecting public assets of the municipality, the economic, social and environmental well-being of City, the health, safety and well-being of persons, the protection of persons and property; and Whereas section 425 of the Municipal Act, 2001 provides that any person who contravenes any by-law of the municipality is guilty of an offence; and

**WHEREAS** pursuant to the *Municipal Act, 2001*, The Corporation of the City of Burlington has enacted a by-law regulating the parking, standing or stopping of vehicles, namely By-law 39-2016, being a By-law to Regulate Parking and Idling in the City of Burlington; and

**WHEREAS** subsection 102.1(1) of the *Municipal Act, 2001* provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person failed to comply with any by-laws respecting the parking, standing or stopping of vehicles; and

**WHEREAS** the Province adopted the Administrative Penalties Regulation O.Reg. 333/07 pursuant to the *Municipal Act, 2001* which applies to administrative penalties in respect of the parking, standing or stopping of vehicles; and

**WHEREAS** the City of Burlington passed the Administrative Penalty By-law 40-2016, being a by-law to establish a system of administrative penalties respecting the stopping, standing or parking of vehicles in the City; and

**WHEREAS** the City of Burlington has been limiting access to parking facilities in areas prone crowding to aid physical distancing measures;

Now therefore the Council of the Corporation of the City of Burlington hereby enacts as follows:

1. That section 1 of By-law 39-2016 is amended by deleting the definition of “Administrative Penalty” and replacing it with the following new definition:

“Administrative Penalty” means an administrative penalty established by this by-law and specified in Schedules “2” and “3” of this by-law;

2. That section 1 of By-law 39-2016 is amended by adding the following new definitions immediately after the definition of “Council”:

“**COVID-19 Emergency**” means the period of time commencing upon the date of passing of this By-law until the declaration of emergency made by Head of Council under section 4 of the *Emergency Management Act* in relation to the COVID-19 Pandemic has been terminated.

“**COVID-19 Special Parking Enforcement Area**” means:

- (a) Parking lots and roadways adjacent to municipally owned facilities closed due to the COVID-19 emergency including parks, sports fields, recreation centres, arenas, paths, trails and municipally owned parking lots.
- (b) Temporary permit parking areas created by Authorized Signs for medical personnel surrounding Joseph Brant Hospital on Northshore Boulevard and Lakeshore Road.
- (c) Roadways adjacent to Conservation Areas and the Bruce Trail when these facilities are closed due to the COVID-19 Emergency.

3. That By-law 39-2016 is amended by deleting section 8.2 and replacing it with the following new section 8.2:

8.2 Each person who contravenes this by-law, and each registered owner of that Vehicle, when given a Penalty Notice, in accordance with the City's Parking Administrative Monetary Penalties by-law, shall be liable to pay the City an Administrative Penalty in the amount specified in Schedules "2 and 3" of this by-law, and any fees related thereto.

4. That PART 2 ADMINISTRATION AND ENFORCEMENT of By-law 39-2016 is amended by adding the following new section after the section titled TOWING:

#### 10.1 COVID-19 Special Parking Enforcement Areas

1. Notwithstanding any other provision in this by-law, no person shall do the following in a COVID-19 Special Parking Enforcement Area:
  - (a) park or stand without a consent or permit;
  - (b) park on any portion of the grass or sand adjacent to a Municipal Parking Facility or on Municipal Property;
  - (c) park as to obstruct any portion of a Sidewalk;
  - (d) park on any portion of a Boulevard;
  - (e) park in front of or within one (1) metre of any entrance to a Driveway or laneway, so as to prevent egress or ingress;
  - (f) park in a manner that obstructs traffic or Bicycle Lane;
  - (g) park on a shoulder of a Roadway;
  - (h) park where there are Authorized Signs clearly indicating prohibited Parking on a particular Highway, Roadway or Municipal Property at any time or any day of the week or during specified times or days of the week, unless the Authorized Sign permits Parking at that particular time;
  - (i) stand, stop, or park where there are Authorized Signs clearly indicating prohibited standing, stopping or parking in an emergency area;
  - (j) stop a vehicle as to obstruct any portion of a Crosswalk or Pedestrian Pathway; or,
  - (k) stop a vehicle where there are Authorized Signs clearly indicating prohibited Stopping on a particular Highway, Roadway or Municipal Property at any time or any day of the week or during specified times or days of the week, unless the Authorized Sign permits Stopping at that particular time.

5. That By-law 39-2016 is amended by adding a new Schedule “3” immediately after Schedule “2” of that By-law in the form attached hereto as Schedule “A”, which forms part of this By-law.
6. If a court of competent jurisdiction declares any provision or part of a provision of this By-law invalid, the provision or part of a provision is deemed severable from this By-law and it is the intention of Council that the remainder of this By-law shall continue to be in force.
7. This By-law comes into force on the date of its passing.
8. This By-law will remain in force for the duration of the COVID-19 Emergency.

PASSED this 20th day of April 2020.

Mayor Marianne Meed Ward \_\_\_\_\_

City Clerk Kevin Arjoon \_\_\_\_\_

**SCHEDULE “A” to By-law XXX-2020**

**SCHEDULE “3”  
ADMINISTRATIVE PENALTIES FOR  
COVID-19 SPECIAL PARKING ENFORCEMENT AREA**

NO	CONTRAVENTION	PARKING BY-LAW 39-2016 SECTION	PENALTY AMOUNT
1	Park, stop or stand, without consent or permit on municipal property, roadway, or highway	10.1.1(a)	\$250
3	Park on grass or sand on municipal property	10.1.1(b)	\$250
4	Park obstructing any portion of sidewalk	10.1.1(c)	\$250
5	Park on any portion of boulevard	10.1.1(d)	\$250
6	Park in front of or within 1-metre of driveway or laneway	10.1.1(e)	\$250
7	Park in manner that obstructs traffic or bicycle lane	10.1.1(f)	\$250
8	Park on shoulder of roadway	10.1.1(g)	\$250
9	Park in signed prohibited parking area	10.1.1(h)	\$250
10	Park in signed emergency prohibited stopping area	10.1.1(i)	\$250
11	Stop as to obstruct any portion of a crosswalk or pedestrian pathway	10.1.1(j)	\$250
12	Stop in signed prohibited stopping area	10.1.1(k)	\$250

**To:** Mayor Meed Ward and members of Council

**From:** Councillor Shawna Stolte Ward 4

**Date:** April 16, 2020

**Re:** Road closures to aid social distancing during the COVID 19 emergency

---

**Staff Direction:**

**Direct the Director of Transportation Services to assess, create and implement as soon as possible, and with input from other city departments and members of the Cycling and ITAC Committees, a “Shared Streets Burlington” Pilot Project with the goal of temporarily closing portions of roadways to allow for safer physical distancing for pedestrians and cyclists for the duration of the COVID-19 pandemic.**

**Background Discussion:**

The residents of Burlington, along with City Council and City Staff, are all committed to the goal of stopping the spread of COVID-19 in our community.

Our role, as City Council and staff, is to amplify the message of medical experts in regard to adhering to physical distancing requirements while also considering a longer-term plan that acknowledges residents need for physical exercise and fresh air in order to effectively manage their mental health and wellbeing.

A recent Angus Reid Poll asked, “if there is anything residents are doing more of than normal since being isolated” and 53% reported “going for more walks” and 26% reported “taking up extra exercise”.

City streets and sidewalks remain some of the few places residents are permitted to travel outside their homes, but sidewalks are simply not wide enough to ensure the physical distancing requirements recommended by medical experts and the informal use of grass boulevards does not provide a safe nor viable alternative for wheelchairs, strollers or bicycles.

These sidewalks and multi-use paths are becoming more congested as the seasons change, temperatures are rising, and residents seek outlets to support their mental health and wellbeing.

The space to expand outdoor physical distancing is available.

Roadways are underutilized due to reduced traffic volumes and represent a clear and simple alternative to “expand the sidewalk”.

There are many resources already available, as well as an established work group comprised of dedicated residents from the ITAC and Cycling Committee who have been meeting to research strategies and suggestions for implementation.

Some suggestions are as follows;

- to begin with a Pilot Project to measure, monitor and learn as well as to assess the willingness of the community to participate in a safe manner
- to consider a phased approach that can adapt/expand as needed
- to offer multiple, local, widespread, “very ordinary” locations to create the opposite of a destination to avoid gathering crowds
- to network streets and coordinate with park locations
- to ensure strong signage and communication
- to consider a variety of options such as closing off curb lanes on thoroughfares (ex. Maple, Palladium Way, Prospect -east of Guelph) or installing strong “Shared Streets” signage on key neighbourhood streets (ex. Spruce, Townsend, Palmer, Millcroft Park)

This motion is intended to encourage a realistic, longer term plan that will ensure safe “physical distancing” as well as strive for the balance that is needed to support physical exercise and mental health initiatives, by literally creating more space for people to get outside and breathe.

I encourage Council to join the 60+ other cities around the world as well as Brampton, Calgary, Edmonton, Kitchener, Montreal, Ottawa, Vancouver, Victoria and Winnipeg who have already implemented or are actively exploring this creative alternative as a means of supporting the wellbeing of their residents.

Thank you,  
Councillor Shawna Stolte



## How to Save The Planet March 2020

The two largest contributors to climate change are fossil fueled vehicles and heating equipment.

Most people think going to an electric vehicle and a heat pump is too expensive. This may be true for the up-front capital cost but it is not true for the life cycle cost.

Here are a couple of ways to put money in your pocket and save the planet.

### Example 1. Hybrids

The Browns think they will have to wait until their relatively new gas furnace, air conditioner and water heater die before buying heat pumps to replace them. They will have to save up for the higher cost. Their gasoline car is eight years old and they plan to drive it into the ground while saving money for an electric car.

This means they could be producing about 5 tonnes of carbon a year from their furnace and water heater and about 3 tonnes from their vehicle. If they have a gas dryer and stove/BBQ, it could add another tonne or so.

The Burlington Climate Action Plan asks for a 50% reduction in emissions by 2030. This does not mean everyone has to wait until then to switch. It will be a gradual transition where older cars and appliances are replaced first.

But if you can save money over the next ten years, and the planet, why not start now?

Enter hybrid cars and appliances. Both use a combination of fossil fuel and clean Ontario grid electricity and are cheaper than the fossil fuel alternatives.

### Vehicle

Their current sedan is worth about \$10,000 and they think it will last until 2030. They found a used plug-in hybrid for \$24,000 + HST. They have only one car and don't want to go all electric because they make long trips to see relatives every few months. There are not many charging stations along the way and they don't want the hassle of planning every trip based on charging. With the hybrid, they can charge it up at home with a 120 Volt outlet and don't need to spend money on a fast charger. Around town, they may not need to charge it up for a few days in a row. An overnight charge costs about a dollar. On long trips, the system switches from full electric to hybrid when the battery gets low and they can travel continuously as long as they can find a gas station. They figure they would be on electric power 75% of the time.

They compared keeping the current car to replacing it. The savings in fuel, insurance, maintenance and depreciation are about \$1,000 a year, mostly due to fuel savings. The yearly finance costs for a 5 year lease on the value after trade-in would be \$2663. At the end of ten years, they have a vehicle with a good resale value and longer life because the gasoline motor runs only a portion of the distance travelled and will have less hours of use on it compared to a gasoline engine running all the time.

The carbon savings were calculated to be about 2 tonnes a year or about 75% based on their current car getting about 7.6 litres per 100 km and the hybrid getting about 2.4. This means that for ten years they have reduced their carbon output by 20 tonnes.

They felt the added costs of an average \$28 a month for 5 years were worth the carbon savings and the longer vehicle life. The resale value also made the ten year cost close to that of keeping their current vehicle.

#### Furnace, Water Heater and Air Conditioner

Similarly, to vehicles, hybrid products are available for home heating equipment. As well as furnaces and water heaters, heat pump clothes dryers are available. The technology is well proven and used commonly in other parts of the world.

A family with a 5 year old natural gas furnace, A/C and water heater can save 4 to 5 tonnes of carbon a year by going to a hybrid heat pump and heat pump water heater. For some situations, a highly insulated electric tank water heater may be more appropriate.

The Browns decided to replace the air conditioner with a hybrid heat pump. They can sell the used A/C knowing it can help someone else without creating carbon emissions. They also will replace their gas tank water heater which they find is noisy. They selected a non-metallic all electric unit.

The cost for the heat pump and water heater is about \$6,000 and the savings in energy costs are \$1300 for the heat pump and a slight increase for the water heater. However, maintenance on the water heater is much less than the gas one. Emissions are 85% less (3 tonnes) for the heat pump and 80% less (0.5 tonnes) for the water heater. The net savings after financing is about \$60 a month.

When they combine the vehicle and the home costs, they are a little ahead including the resale value of the car and they have saved 61 tonnes of carbon.

	Current			Replacement				Savings	
Example 1.	Age	Carbon	Oper. Cost	Age	Carbon	Oper. Cost	Finance	Carbon	Cost
Vehicle	8 yr Gas	3 tonnes	\$3700/yr	3 yr PHEV	1 tonne	\$2700/yr	\$2663/yrx5 yr	2 t	(\$1663)
10 yrs	18 yr	30 t	\$37000	13	10 t	\$27000	\$19,392	20 t	(\$9,392)
Resale	\$0			\$7,728					(\$1,644)
Furnace-A/C	5 yr Gas/ electric	4.3 t	\$1000	0 Heat Pump	0.7 t	\$461	\$150	3.6 t	\$389
Water heater	8 yr Gas	0.6 t	\$120	0 Electric	0.1 t	\$215	\$50	0.5 t	(\$145)
10 yrs		49 t	\$11,200	10	8 t	\$6,760	\$2,000	41 t	\$2440
<b>Combined</b>								<b>61 t</b>	<b>(\$6,952)</b>
<b>Net After Resale</b>									<b>\$776</b>

## Example 2. All Electric

### Vehicle

OK so you are ready for a new car. Your first thought is a Honda Civic. Let's compare that to a Chevy Bolt EV. The new car price is \$50,000 and it is eligible for the \$5,000 federal rebate. The Civic is \$35,000.

You figure your driving habits will accommodate an electric car with a range of about 400 km on a charge. You have a second gasoline car if you need a long trip with few charging stations along the way.

The savings in fuel for 20,000 km a year is \$1,500. And maintenance is about \$800 a year less. 5 year financing is less because the EV does not depreciate as quickly as the gasoline car. This leaves \$240 in your pocket every month. And over ten years they add up \$23,000.

Carbon savings would be about 3 tonnes a year.

### Furnace, Water Heater and Air Conditioner

They are all toast. Replacing with similar more efficient gas appliances would cost \$10,000 for an energy savings of \$500. Financing would cost \$1000 a year. The emissions savings would be minor. Their net cost would be \$500 a year and still produce 4 tonnes a year in carbon.

Switching to a heat pump and electric water heater would cost \$12,000 and cost \$1200 a year in financing and save \$325 a year in energy. The net cost would be \$370 a year and the carbon savings would be 4 tonnes a year. With government rebates and lower maintenance costs, they could be spending less than with the natural gas alternatives.

But when the savings on the car are factored in, they are up \$19,000 over ten years. And they have saved 71 tonnes of carbon.

Example 2.	Current			Replacement				Savings	
	Age	Carbon	Cost	Age	Carbon	Oper. Cost	Finance Cost	Carbon	Cost
Vehicle	0 yr Civic	4 t	\$4500/yr oper. \$4,936 fin	0 yr Bolt	1 t	\$2200/yr	\$4370/yrx 5 yr	3	\$2866
5 yrs	5 yr	20 t	\$47,180	5	5 t	\$11000	\$21,848	15 t	\$14,332
10 yrs	10 yr	40 t	\$76,618	10	10 t	\$22,000	\$32,072	30 t	\$22,546
Furnace-A/C	0 yr Gas/electric	4.0 t	\$1500 oper. \$400 fin.	0 Heat Pump	0.4 t	\$1675	\$550	3.6 t	(\$325)
Water heater	0 yr Gas	0.6 t	\$120 op. \$100 fin.	0 electric	0.1 t	\$215	\$50	0.5 t	(\$45)
10 yrs	10	46 t	\$21,200	10	5 t	\$18,900	\$6,000	41 t	(\$3700)
<b>Combined</b>								<b>71 t</b>	<b>\$19,300</b>

For more information and a calculator tool, visit

<https://www.jadeenvironmentalservices.com/resources/How%20to%20Choose%20a%20Hybrid%2C%20PHEV%20or%20BEV%20Feb%2028%202019.pdf>

<https://www.jadeenvironmentalservices.com/resources/Green%20Home%20and%20Car%20Upgrade%20Program%20February%202019%20R1.pdf>

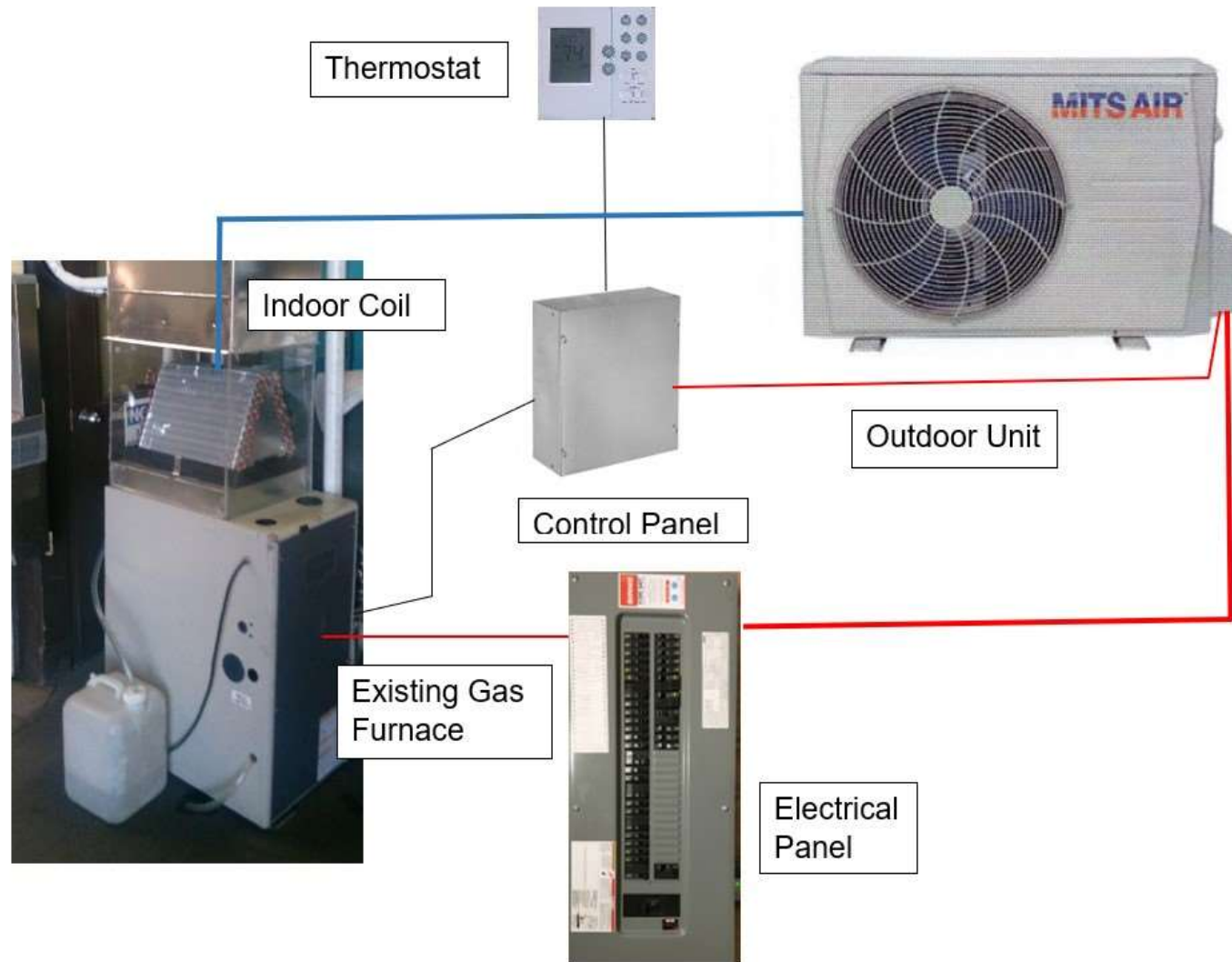
Appendix Slide Deck



Gen 2 Volt in Heather Gray

	Current			Replacement				Savings	
Example 1.	Age	Carbon	Oper. Cost	Age	Carbon	Oper. Cost	Finance	Carbon	Cost
Vehicle	8 yr Gas	3 tonnes	\$3700/yr	3 yr PHEV	1 tonne	\$2700/yr	\$2663/yrx5 yr	2 t	(\$1663)
10 yrs	18 yr	30 t	\$37000	13	10 t	\$27000	\$19,392	20 t	(\$9,392)
Resale	\$0			\$7,728					(\$1,644)

# HYBRID HEAT PUMP



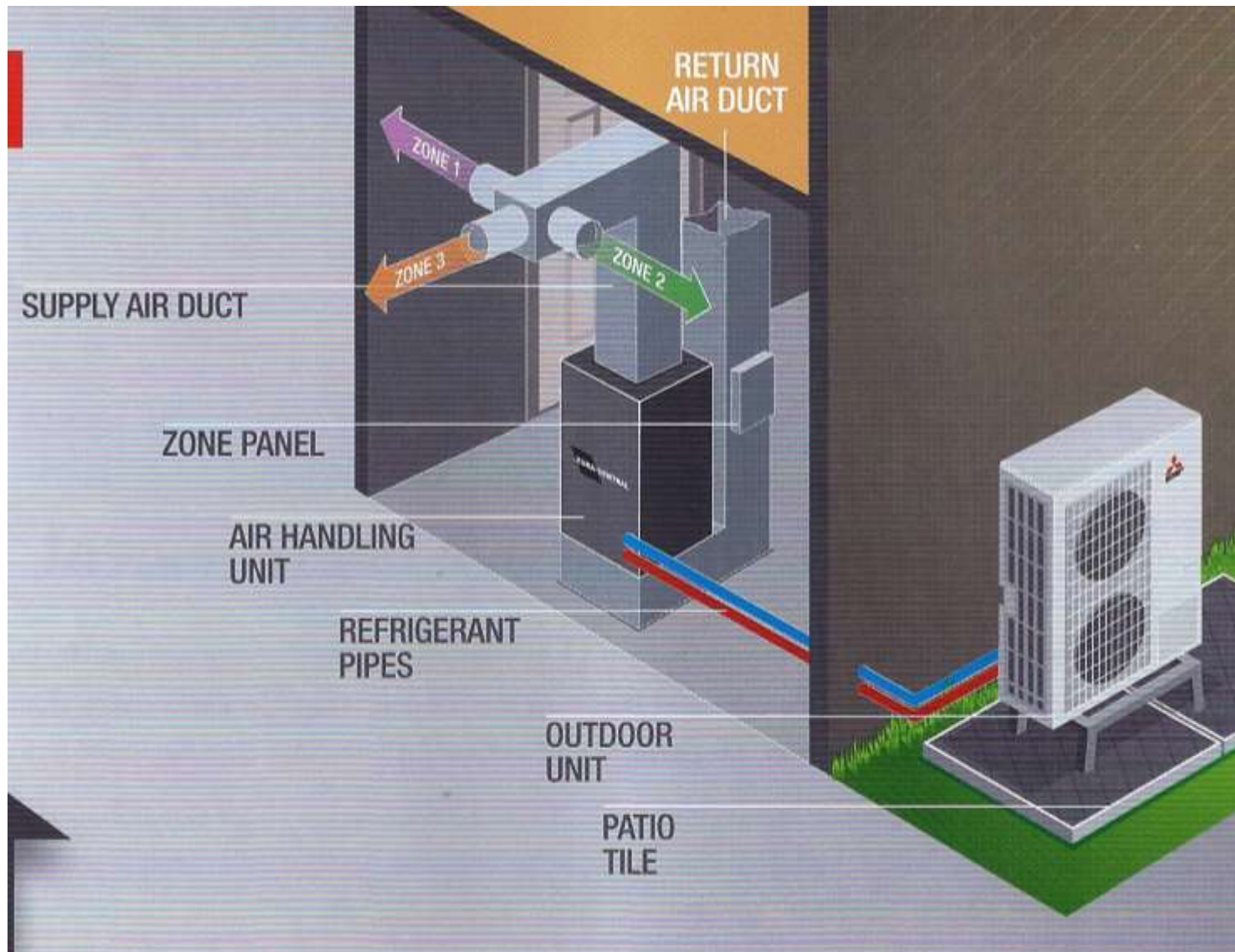
	Current			Replacement				Savings	
Example 1.	Age	Carbon	Oper. Cost	Age	Carbon	Oper. Cost	Finance	Carbon	Cost
Furnace-A/C	5 yr Gas/ electric	4.3 t	\$1000	0 Hybrid Heat Pump	0.7 t	\$461	\$150	3.6 t	\$389
Water heater	8 yr Gas	0.6 t	\$120	0 Electric	0.1 t	\$215	\$50	0.5 t	(\$145)
10 yrs		49 t	\$11,200	10	8 t	\$6,760	\$2,000	41 t	\$2440
Combined Car and heating								61 t	(\$6,952)
Net After Resale									\$776





	Current			Replacement				Savings	
Example 2.	Age	Carbon	Cost	Age	Carbon	Oper. Cost	Finance Cost	Carbon	Cost
Vehicle	0 yr Civic	4 t	\$4500/yr oper. \$4,936 fin	0 yr Bolt	1 t	\$2200/yr	\$4370/yrx5 yr	3	\$2866
5 yrs	5 yr	20 t	\$47,180	5	5 t	\$11000	\$21,848	15 t	\$14,332
10 yrs	10 yr	40 t	\$76,618	10	10 t	\$22,000	\$32,072	30 t	\$22,546

# CENTRAL HEAT PUMP



**HIGH INSULATION ELECTRIC  
WATER HEATER  
NON-METALIC**



	Current			Replacement				Savings	
Example 2.	Age	Carbon	Cost	Age	Carbon	Oper. Cost	Finance Cost	Carbon	Cost
Furnace-A/C	0 yr Gas/electric	4.0 t	\$1500 oper. \$400 fin.	0 Heat Pump	0.4 t	\$1675	\$550	3.6 t	(\$325)
Water heater	0 yr Gas	0.6 t	\$120 op. \$100 fin.	0 electric	0.1 t	\$215	\$50	0.5 t	(\$45)
10 yrs	10	46 t	\$21,200	10	5 t	\$18,900	\$6,000	41 t	(\$3700)
Combined Car and heating								71 t	\$19,300

-----Original Message-----

From: Lawson [REDACTED]  
Sent: Wednesday, April 8, 2020 4:57 PM  
To: Edgcumbe, Kaylan <[Kaylan.Edgcumbe@burlington.ca](mailto:Kaylan.Edgcumbe@burlington.ca)>  
Subject: re: TS-11-20 delegation

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Ms. Edgcumbe,

After re-reading my delegation to the Council committee, and listening to the audio transcript of the meeting, I wish to apologize if I gave you, or Council, the impression that the RFP process was in any way not done in a professional, correct manner or that anything untoward was conducted.

As you can imagine, emails in general and this new way of delegating can lead to mixed messages, or worse. We in the public have a tiny window of opportunity to respond to agenda items. No one has time to constantly visit the City's website to see what is posted and when. It would appear that my email was done in, to use my own word - haste, trying to meet the deadline of noon on Friday.

My concern stems from the frustration of many that Council has not yet ratified the Climate Action Plan, a plan that has enormous consequences and one that Council approved spending of one tenth of your proposal.

Though Mobility is a major component of Climate Mitigation, the timing of your request for approval of the tender and the amount of money requested seemed, to me, disproportionate.

Of course, I'm no expert and was limited to whatever I could glean from your report, the original 68 page RFP (which was extremely difficult to find given the limitations put on by the City's IT department with COVID notices appearing on many pages), and the Addendums.

I merely wished Council to pause for a moment to reflect on the importance of all components that feed into the Climate Action Plan, especially given the craziness of our uncertain times.

But, at the end of the day, Council trusted your expertise and judgement, and that of your colleagues, without question. And that is how it should be.

Sincerely,  
Lawson Hunter



# ... Memo

**To:** Mayor & Members of Council

**From:** Lynn Robichaud, Sr. Sustainability Coordinator, Environment, Infrastructure & Community Services

**cc:** Allan Magi, Exec. Director, Environment, Infrastructure & Community Services

**Date:** April 15, 2020

**Re:** Climate Action Plan for Burlington

---

There has been a correction to the Climate Action Plan with respect to data in the table located on page 53 related to actions for deep energy retrofits of homes, specifically actions #5 - #7. Apparently, the errors were made during the final design process for the plan. This error was noted by a resident when the report was presented to the Environment, Infrastructure & Community Services Committee in March.

In addition, the consultant SSG has added an additional explanation related to the modelling of costs and emissions for deep energy retrofits of homes and the use of heat pumps in Appendix 1 of the plan:

Residential retrofits to improve the building envelope, to reduce energy demand, and to switch to low- or zero-carbon fuel sources are an essential part of the low-carbon pathway for Burlington. Facilitation of the wide-spread adoption of these modifications may require support or incentives to encourage the level of uptake required to achieve deep GHG emissions reductions, as not all retrofits or conversions will be financially positive or neutral.

The cost of heat pumps, as well as other interventions, were assessed over the period from 2019-2050. Assumptions about the size and timing of installing heat pumps in commercial buildings are less accurate than for residential buildings; Burlington does not have a large commercial building stock.

Electricity price projections used in the modelling are obtained from Canada's Energy Regulator, and project that electricity will be more than ten times more expensive than natural gas in the future. Added to this is the complexity of investment required in Ontario's electricity grid, which could result in even higher electricity prices. This increase is the primary driver of the additional cost for heat pumps combined with the capital cost, which is higher than a conventional boiler or furnace- the combination of low natural gas prices and low capital costs,

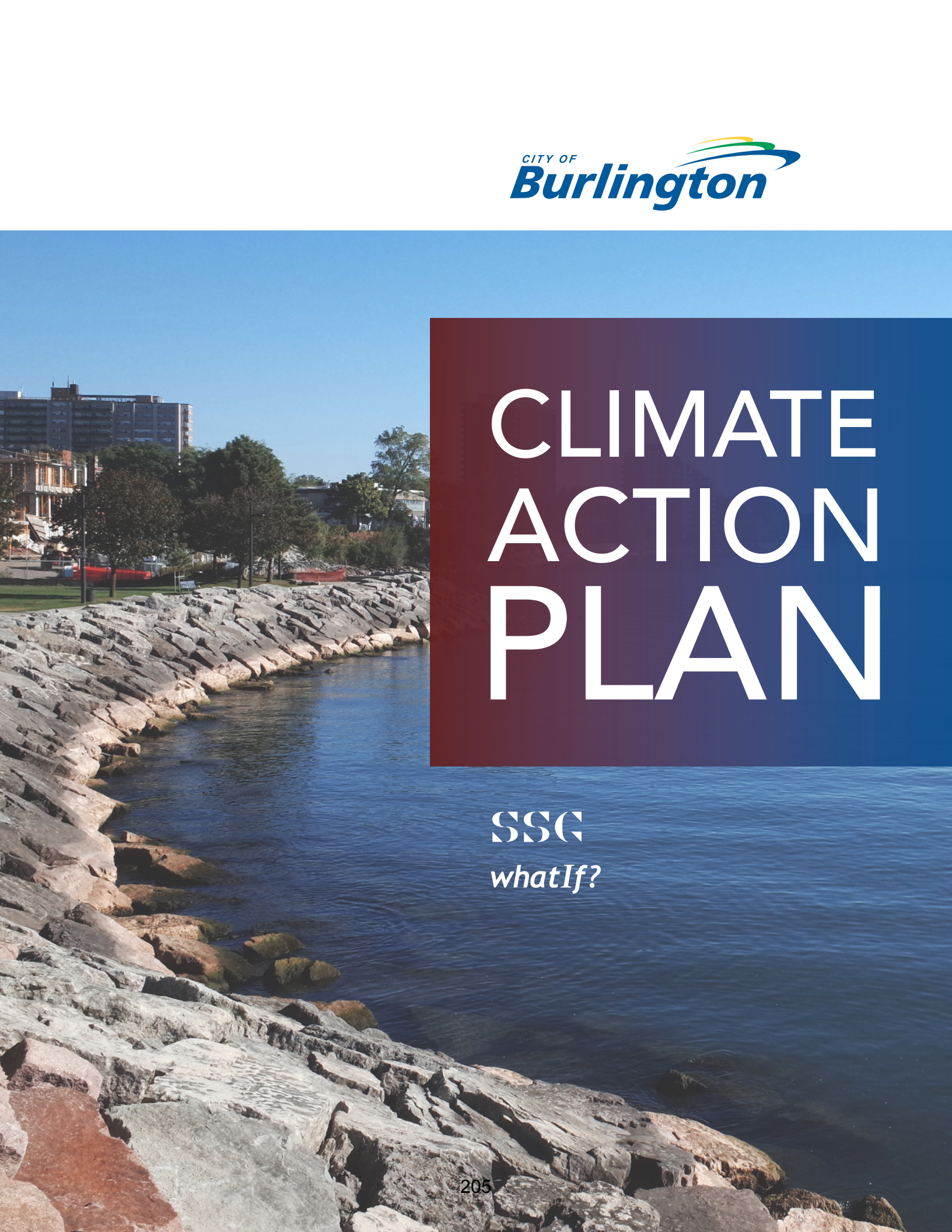


make the financial case for heat pumps challenging. Groundsource and air-source heat pumps are bundled together in the modelling, which has the effect of lowering the costs of ground-source heat pumps, and raising the cost of air-source systems. Air-source heat pumps will have a better return on investment, and no hybrid or other heat pump types were evaluated.

The cost of retrofits in the model averages between \$50,000 and \$60,000 per unit, resulting in energy savings of 50% savings. This level of retrofit on one dwelling today will likely be more in the range of \$80-\$100,000, so the modelling assumption is based on the development of a retrofit industry that achieves economies of scale. Energy savings needs to be significant to provide a return on an investment of \$60,000. Retrofits that result in energy savings of 20-30% can be more financially compelling, but once insulation in exterior walls and windows need to be replaced the return on investment is longer. Retrofit investment for the entire plan is \$600 million while the savings are \$550 million over a 30 year projection, with a margin of error associated with the assumptions for the modelling.

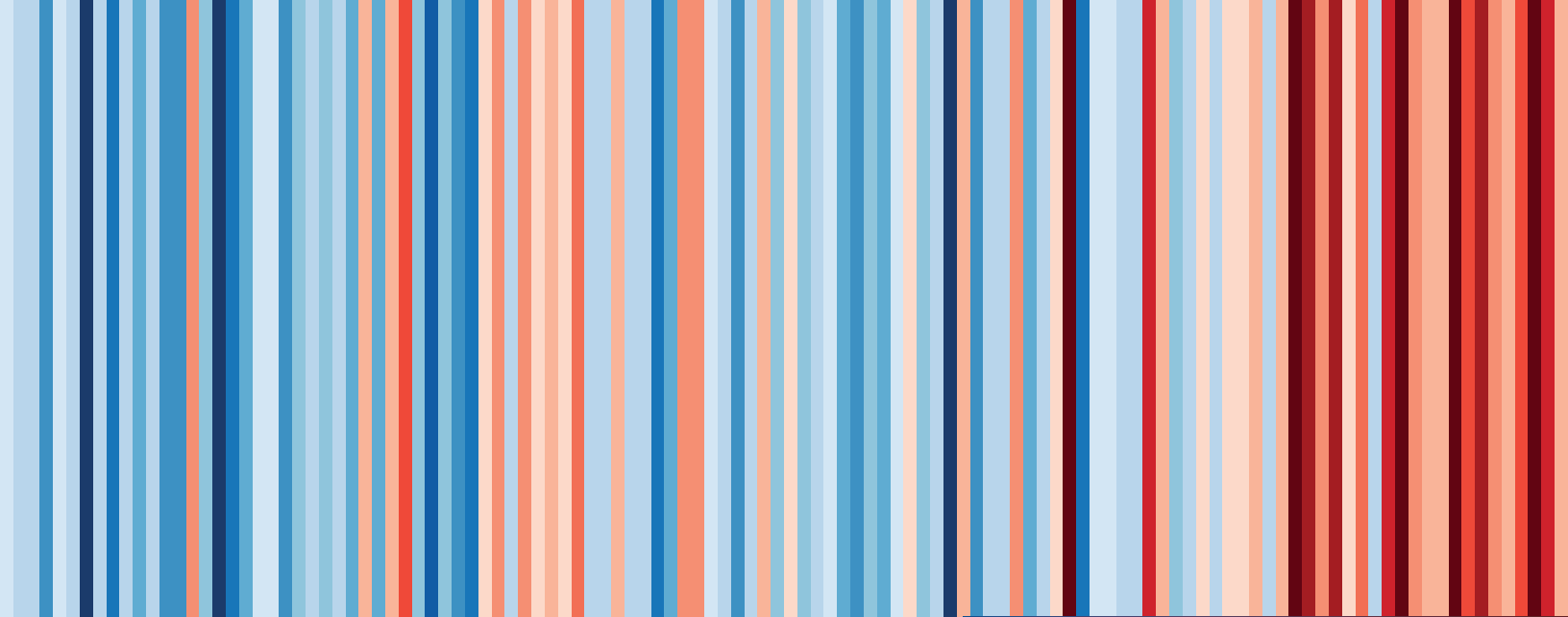
The attached updated Climate Action Plan is presented for approval by Council.





# CLIMATE ACTION PLAN

SSC  
*whatIf?*



Warming Stripes for Canada from 1901-2018. Annual average temperatures for Canada from 1901-2018 using data from Berkeley Earth. Source: [showyourstripes.info](http://showyourstripes.info)

## Disclaimer

This analysis has been undertaken to identify a low carbon energy pathway for the community of Burlington. Reasonable skill, care and diligence have been exercised to assess the information acquired during the preparation of this analysis, but no guarantees or warranties are made regarding the accuracy or completeness of this information. This document, the information it contains, the information and basis on which it relies, and factors associated with implementation of the pathway are subject to changes that are beyond the control of the authors. The information provided by others is believed to be accurate, but has not been verified.

The population and employment projections that inform the analysis are based on information from the June 26, 2015 Region Official Plan Consolidation to 2031 at the time the document was published, and further projections from 2031 to 2050 are an estimate for the purpose of the Burlington Climate Action Plan, and were developed by the authors of this report for this exercise, and do not constitute projections for the purposes of land use planning.

This analysis includes high level estimates of costs and revenues that should not be relied upon for design or other purposes without verification. The authors do not accept responsibility for the use of this analysis for any purpose other than that stated above and does not accept responsibility to any third party for the use, in whole or in part, of the contents of this document.

This analysis applies to the City of Burlington and cannot be applied to other jurisdictions without analysis. Any use by the City of Burlington, project partners, sub-consultants or any third party, or any reliance on or decisions based on this document, are the responsibility of the user or third party.

# Glossary

Term	Definition
Adaptation (to climate change)	Adjusting to actual or expected climate impacts to reduce negative effects on people, society, infrastructure, and the environment
Air Source Heat Pump	An efficient system to transfer latent heat from outside of a building to inside the building, or vice versa, typically using electricity as a fuel source
BAU	Business as Usual
BCAP	Burlington Climate Action Plan
CO <sub>2</sub> e	Carbon dioxide equivalent, a standardized measurement of greenhouse gases based on the warming potential of given gases compared with carbon dioxide
District Energy	A network of hot and cold water pipes that are used to heat and cool connected buildings more efficiently than if each building had their own heating/cooling systems
GHG	Greenhouse gases
Ground Source (Geothermal) Heat Pump	A central heating or cooling system that transfers heat to or from the ground, where the earth is used as a heat source and sink.
KtCO <sub>2</sub> e	Kilotonne carbon dioxide equivalent; equal to 1,000 tonnes
LCS	Low carbon scenario
LIC	Local improvement charge
Mitigation (of climate change)	Human interventions to reduce the sources and enhance the sinks of GHGs
MtCO <sub>2</sub> e	Megatonne carbon dioxide equivalent; equal to 1,000,000 tonnes
PACE	Property Assessed Clean Energy is a funding mechanism that allows individuals to make upgrades to their property.
RNG	Renewable natural gas
Solar thermal	Solar thermal technologies capture heat energy from the sun, and use it for heating or to produce electrical energy
Solar PV	Solar photovoltaic technologies produce electricity from solar radiation
VKT	Vehicle kilometres travelled



# Table of Contents

Glossary	3
Executive Summary	6
Introduction	14
A Low-Carbon Action Plan	22
Building the Economy	37
Implementation	42
Program 1: Burlington Low Carbon New Building Guideline	48
Program 2: Burlington Deep Energy Retrofit Program	51
Program 3: Renewable Energy Cooperative	54
Program 4: Integrated Mobility Plan	56
Program 5: Electric Mobility and Equipment Program	58
Program 6: Waste Reduction Initiative	60

Program 7: Industrial Innovation Program	61
Implementation of Programs	62
Program 2: Burlington Deep Energy Retrofit Program	62
Program 3: Renewable Energy Cooperative	64
Program 5: Electric Mobility and Equipment Program	65
Community Engagement Strategy	67
Monitoring and Evaluation	76
Effectiveness Indicators	78
Impact Indicators	78
Conclusion	81
Appendix 1. Modelling and Methodology	83
Appendix 2. Assumptions tables	87

# EXECUTIVE SUMMARY

Climate change is the defining challenge of our time. The way in which societies confront this challenge over the coming decade will determine whether we have a safe and sustainable world, for now and into the future. In April 2019, the City of Burlington joined other Canadian and global municipalities in their declarations of a climate emergency. This declaration sets a strong direction for the City and the community to mitigate GHG emissions. It acknowledges the necessity to act now to avoid further economic, ecological and societal impacts, and resolves that Burlington will

1. Address the operations of the corporation of the municipality as well as the functioning of the entire community; and
2. Include a plan for a thorough and complete consultation with stakeholders and the community; and
3. Increase action and ambition for the City's climate change-related activities; and
4. Include performance metrics to track progress and timelines for achieving key deliverables/major milestones, and a strategy to report back publicly on progress.

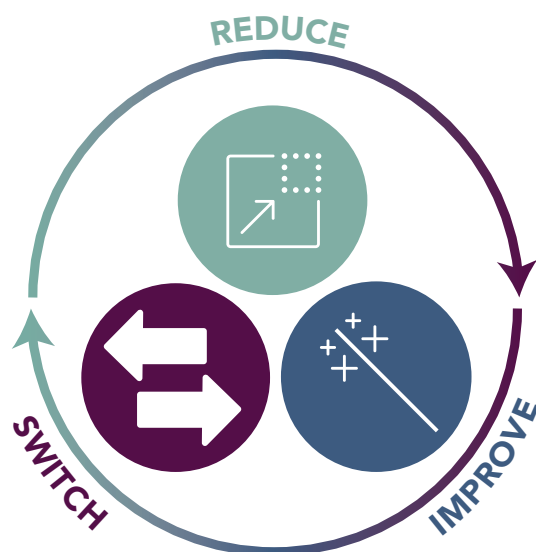
The leadership of City Council in declaring a climate emergency in response to the climate change concerns expressed by citizens is consistent with the shift among municipalities worldwide to take bold action to reduce emissions while creating resilient, high quality of life, and prosperous communities.

The City is undertaking numerous policies and initiatives to address the impacts of climate change, and to reduce the energy consumption and greenhouse gas (GHG) emissions of the City's operations and the community. In 2018, Burlington partnered with the City of Hamilton to complete the Bay Area Climate Change Inventory and Forecast, which accounted for the energy use and GHG emissions of Hamilton and Burlington in 2016, and projected future energy use and GHG emissions to 2050 both in a Business-as-Usual (BAU) scenario, and as a Low Carbon Scenario (LCS). The Climate Action Plan incorporates the LCS as a pathway and evaluates the financial opportunities, programs and policies to enable the pathway.

The modelling of the LCS used for this analysis represents one possible pathway for a low carbon future for the City of Burlington. Changes in the timing, scope, and scale of implementation will affect the real-world results, as will changes in technology that could not be captured in this model. The actions for the LCS pathway are summarized in Table 2.

# Transitioning the Energy System

A framework of **reduce, improve and switch** is used to help frame the actions in the LCS. This approach is adapted from similar approaches such as the well-known Reduce-Reuse-Recycle (from the waste sector) and Avoid-Shift-Improve<sup>1</sup> (from the transportation sector). The focus is first on reducing or avoiding consumption of energy, second, on improving the efficiency of the energy system (supply and demand), and third, on fuel switching to low carbon or zero carbon renewable sources. This approach minimizes the cost of the energy transition by avoiding installing capacity that is not subsequently required as a result of energy efficiency measures.



In terms of reduction, overall energy consumption in the City declines from 127 GJ/capita/year in 2016 to 56 GJ/capita/year by 2050, indicating a more efficient use of energy. Electric vehicles are much more efficient than combustion-powered vehicles, and so the adoption of electric vehicles is a major contributor to the greater efficiency and lower conversion losses in the LCS. Additionally, the reduction in heating degree days reduces the need for building heating, and is not matched by the increase in cooling degree days requiring more frequent building cooling.

A second aspect of community energy and climate action planning includes prioritizing interventions in terms of a hierarchy based on what lasts longest, and are therefore most difficult to change.<sup>2</sup> The first priority is land use planning and infrastructure, including density, mix of land uses, energy supply infrastructure and transportation infrastructure. The second is major production processes, transportation modes and buildings, including industrial processes choice of transportation modes, and building and site design. The final priority is converting to energy-using equipment including for transit vehicles, motors,

1 GIZ. (2011). *Sustainable urban transport: Avoid-shift-improve*. Retrieved from [http://www.sutp.org/files/contents/documents/resources/E\\_Fact-Sheets-and-Policy-Briefs/SUTP\\_GIZ\\_FS\\_Avoid-Shift-Improve\\_EN.pdf](http://www.sutp.org/files/contents/documents/resources/E_Fact-Sheets-and-Policy-Briefs/SUTP_GIZ_FS_Avoid-Shift-Improve_EN.pdf)

2 Jaccard, M., Failing, L., & Berry, T. (1997). From equipment to infrastructure: community energy management and greenhouse gas emission reduction. *Energy Policy*, 25(13), 1065–1074.

appliances and HVAC systems.

This hierarchy explicitly concentrates the efforts on spheres of influence where there are fewer options to intervene in the future and it decreases the emphasis on the easier interventions which are likely to have greater short term returns.

## Boosting Burlington's Economy

In the short term, annual energy-related expenditures in the LCS are somewhat higher than in the BAU scenario, as the up-front investments in efficiency and renewables required to significantly reduce GHG emissions generate savings over the long term. By 2029, the savings from these investments result in the annual net costs of the LCS dropping below the BAU scenario out to 2050. After 2029, the gap between the LCS and BAU continues to widen, and by 2050 the annual savings from the LCS reach \$600 million. By 2050, the cumulative savings from the LCS as compared to the BAU scenario reach \$6.7 billion and are still growing.

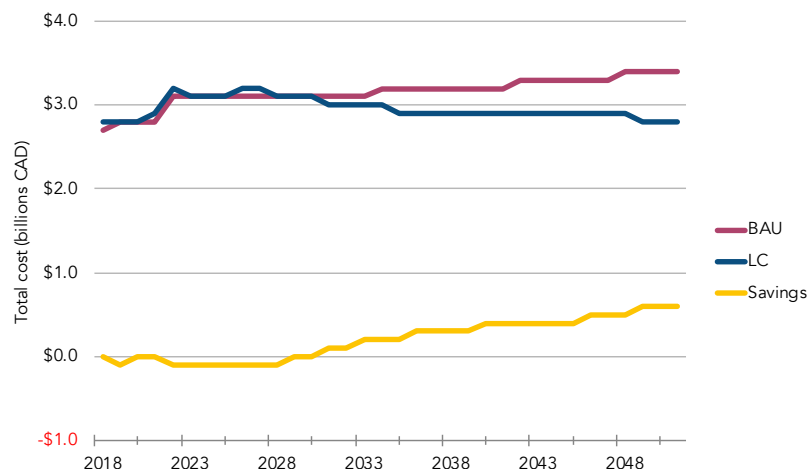


Figure 1. Total annual costs in the BCAP scenarios, 2016 CAD.

Additionally, the investments required result in new job opportunities. 21,300 person-years of employment are created between 2020 and 2050 in the LCS pathway, with 5,600 of those person-years in the renewable energy sector. Annual person-years by category can be seen in the following chart.



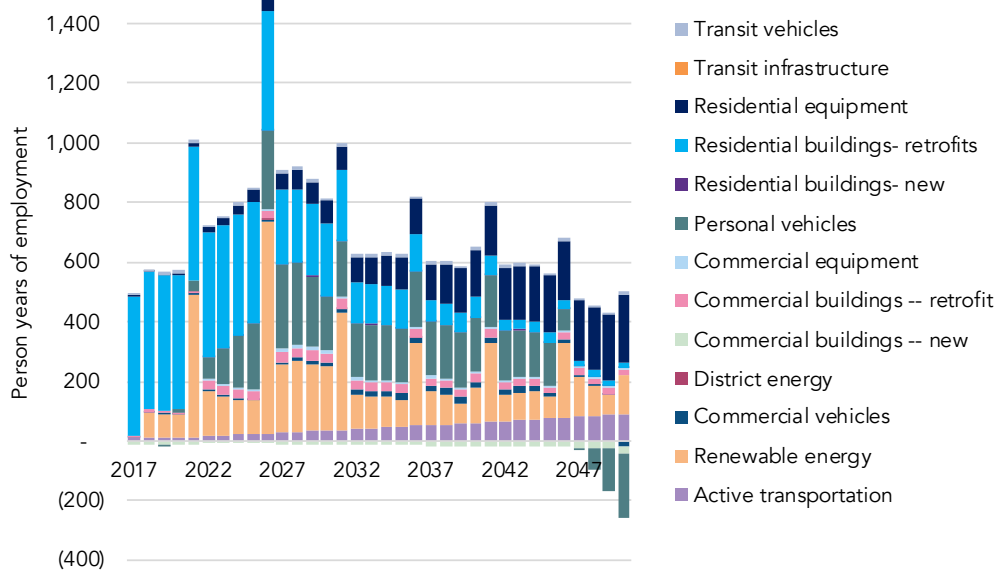


Figure 2. Employment generation in Burlington for the LCS pathway. Personal vehicles show negative values at the end of the period because EVs need less maintenance.

## The Role of the Public Sector

Despite a compelling economic case for many of the actions incorporated within the LCS, these actions are not being advanced by the private sector, for a variety of reasons. The public sector has three key roles in overcoming these barriers to enable the implementation of the BCAP:

1. Identify the implementation strategies that maximize social benefits;
2. Create enabling conditions for private sector participation, for those cases in which private sector participation maximizes social benefit; and
3. Provide support for, or directly deliver those actions which are not delivered by the private sector.

A mapping process was undertaken to identify programs or policies that will support or enable the actions identified in the LCS. In most cases, each program can support multiple actions.

*Table 1. Short-term implementation program actions*

Programs	Description
<p><b>Program #1: Burlington Low Carbon New Building Guideline:</b> Enhanced energy performance for new buildings.</p>	<p>Staff will update the existing Sustainable Building and Development Guidelines, researching best practices in other jurisdictions and legislative authority. It will include a tiered set of performance measures that will require, incentivize and/or encourage new buildings to be built to a low carbon standard. Financing mechanisms will be explored.</p>
<p><b>Program #2: Burlington Deep Energy Retrofit Program:</b> Transforming existing buildings.</p>	<p>The deep retrofits program will transform the energy efficiency of existing buildings. Staff will assess best practices in other jurisdictions, including a financing package which may utilize the LIC (Local Improvement Charge) or PACE (Property Assessed Clean Energy) mechanisms. Stakeholders will be engaged, including utilities, senior government agencies, industry and post secondary institutions. Partnerships and collaborations with third parties will also be considered. Retrofits may be targeted to groups of buildings, such as neighbourhoods, or sectors (restaurants, grocery stores, etc.) to generate economies of scale. Renewable energy will also be eligible under the program including solar PV and thermal (for hot water), air and ground-source heat pumps, and energy storage.</p>
<p><b>Program #3: Renewable Energy Co-operative:</b> Stimulating local renewable energy projects.</p>	<p>The cooperative is a partnership between local groups, agencies and individuals to invest in local renewable energy projects. The co-operative will advocate for, develop, commission and finance projects, depending on which strategy is appropriate to a particular context. Different technologies and approaches will be considered, including district energy, solar, storage and geothermal. Financing options will be researched and may come from community bonds, loans and grants from various levels of government.</p>

Programs	Description
<p><b>Program #4: Integrated Mobility Plan:</b> Transit service improvements to reach mode share targets.</p>	<p>The Integrated Mobility Plan (IMP) will develop an innovative strategy that supports future mobility planning with an emphasis on <b>people movement</b>. The Plan will be cognizant of the city's current demographics, recognizing the unique mobility needs of an aging population, while looking towards the future through a lens that focuses on maximizing the people-carrying capacity of our transportation network compared to road expansion. The resultant strategy will position Burlington to respond to technology changes and emerging mobility options, while balancing the needs of our citizens and providing equitable mobility in a safe, reliable and sustainable manner. The IMP will enable council and city administration to make future decisions relating to mobility and prioritize funding in a manner that ensures future success and continued livability.</p>
<p><b>Program #5: Electric Mobility and Equipment:</b> Encouraging the adoption of electric mobility and equipment.</p>	<p>A technical working group will be established with representatives from relevant organizations and stakeholders. The working group will develop a strategy to support infrastructure investments, education and outreach, and municipal policies to support electric mobility options. Electric mobility may include electric vehicles, bikes, scooters and other means of mobility. Electric equipment may include landscaping equipment such as lawn mowers, trimmers and leaf blowers, as well as others where relevant.</p>
<p><b>Program #6: Waste Reduction Initiative:</b> Engaging the community.</p>	<p>Waste management is primarily delivered by the Region of Halton, and is therefore outside of the direct influence of the City. The City will support the region to engage the community to first reduce waste and secondly, properly divert waste.</p>

Programs	Description
<p><b>Program #7: Industrial Innovation Program:</b> Reducing energy demands by industry.</p>	<p>This program will support organizations that work with local businesses to improve energy efficiency in their operations and identify opportunities for the City to incentivize energy efficiency in the industrial sector..</p>

# Tracking Progress

Tracking the effectiveness of the programs in the BCAP helps to manage the risk and uncertainty associated with the efforts, as well as external forces such as evolving senior government policy and new technologies which can disrupt the energy system. Key motivations for monitoring and evaluation include the following:

- Identify unanticipated outcomes.
- Adjust programs and policies based on their effectiveness.
- Manage and adapt to the uncertainty of climate change.
- Manage and adapt to emerging technologies.

Specific activities which have been identified to support the implementation of the BCAP include an annual work plan and review, an annual indicator report, an update of the GHG inventory every two years and an update of the BCAP every five years.

# INTRODUCTION

This document represents the first phase of the Climate Action Plan for the community of Burlington, with a focus on mitigating greenhouse gases (GHGs) and reducing energy consumption. The City has set a goal in its Strategic Plan to work towards being a net carbon neutral community. The second stage of this Climate Action Plan will focus on climate adaptation, identifying ways for Burlington to improve its resiliency and adapt to the changing climate. Phase 2 will be completed by early 2021.

## NET CARBON NEUTRALITY

**Carbon neutrality** means that no additional greenhouse gases are being released into the atmosphere. This can be achieved by reducing energy consumption and activities that produce GHGs as much as possible, by switching to energy sources that don't produce GHGs, like solar and wind, and by offsetting any unavoidable GHG emissions by purchasing carbon offsets from projects that reduce carbon emissions. The primary objective is to reduce GHG emissions produced by the City or community as much as possible and to "subtract" any remaining emissions by purchasing carbon offsets.



# The City of Burlington

The City of Burlington covers 186 km<sup>2</sup> at the northwestern end of Lake Ontario. The city is in the Regional Municipality of Halton, at the western end of the Greater Toronto Area, within the intensively developed Greater Golden Horseshoe area of Southern Ontario.

For the purpose of this plan, population growth in Burlington was modelled to increase from 189,000 people in 2016 to 219,000 by 2050, an increase of 16%. The total number of jobs in 2016 was 86,000 and by 2050, this is projected to increase to 98,000<sup>3</sup>.

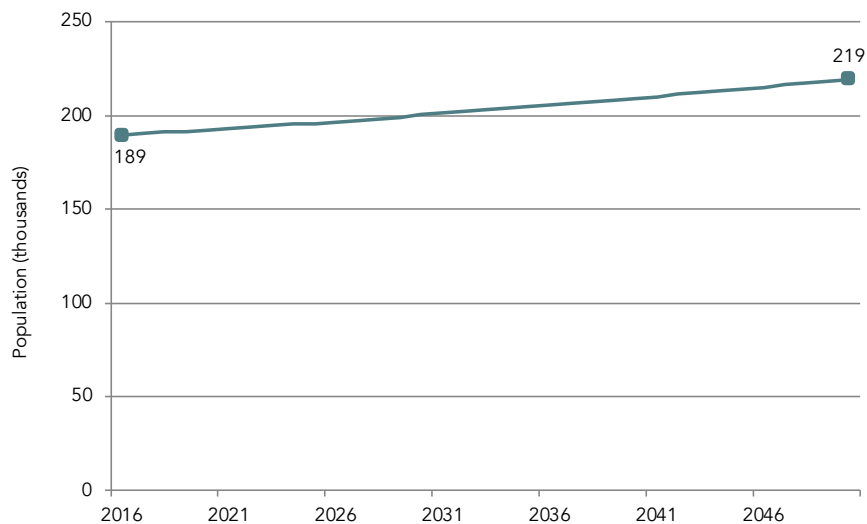


Figure 3. Population growth in Burlington from 2016-2050<sup>4</sup>

Like many municipalities in the region, Burlington has a diversity of industries and employers, including manufacturing, financial services, food processing and packaging, IT, life and earth sciences, manufacturing and fabrication, and transportation.<sup>5</sup> No one of these industries dominates the energy use and emissions production in Burlington.

Burlington has a humid continental climate with four distinct seasons over which the temperature fluctuates greatly from mid-summer to mid-winter. The climate is greatly affected by Lake Ontario, resulting in cold winters, and noticeable variability in the weather over short distances.<sup>6</sup>

3 Methods and assumptions for these baseline numbers and projections are found in Appendix A, at the end of this document.

4 Population growth projection as outlined in the Bay Area Climate Change Inventory and Forecast, 2018, adjusted for census undercount.

5 Economic Development Burlington. Major Employers. Accessed Oct 2019: <https://bedc.ca/major-employers/>

6 [https://en.wikipedia.org/wiki/Burlington,\\_Ontario](https://en.wikipedia.org/wiki/Burlington,_Ontario)

# Climate Change and Burlington

The City of Burlington is already experiencing the impacts of climate change, including the ice storm that hit the region in December 2013, the localized flooding in 2014, large and unpredictable winter storms in 2019, and an increase in invasive species.<sup>7</sup>




The city is expected to see more days above 30°C, increasing from an estimated 29 days in 2020 to 48 days in 2050, accompanied by an increased number of heat waves, and the heat waves will last longer. Cold days are expected to steadily decrease over time and the mean temperature is expected to increase. Total annual precipitation will increase slightly, but the region will see more days with heavy precipitation (20 mm or more), increasing from 7 days a year in 2020, to 9 days a year by 2050. This precipitation will also shift to more freezing rain and ice in winter. The frost-free season will expand, which will extend the growing season, but also result in changes to pests and invasive species success, and changes to precipitation patterns which can change crop planting patterns and crop success.<sup>8</sup> More frequent higher intensity storms are expected, which will increase stress and wear on current infrastructure designed to handle the more predictable storms in the past. The impacts of climate change will affect people, infrastructure, industry, and natural systems within Burlington.

---

<sup>7</sup> City of Burlington, 2019. City of Burlington Climate Emergency Declaration. Accessed Oct 2019: <https://www.burlington.ca/en/live-and-play/resources/Environment/Climate-Emergency/Final-Burlington-Climate-Emergency-Declaration-12-pt-font.pdf>

<sup>8</sup> Canadian Climate Atlas, 2019. Climate Atlas Report Municipality: Hamilton. Accessed Oct 2019: [https://climateatlas.ca/data/city/451/hwlen\\_2030\\_85/line](https://climateatlas.ca/data/city/451/hwlen_2030_85/line)



Climate Impacts	Variable <sup>9</sup>
 Heat	Increased average temperature More hot days (above 30C) More hot nights (above 20C) More and longer heat waves
 Cold	Fewer days below 0C Fewer freeze-thaw cycles
 Precipitation	Increased annual precipitation Increased heavy precipitation days (more than 20mm)

## A Call to Action

In April, 2019 the City of Burlington declared a climate emergency. This declaration acknowledges the necessity to act now to avoid further economic, ecological and societal impacts, and resolves that Burlington will

1. Address the operations of the corporation of the municipality as well as the functioning of the entire community;
2. Include a plan for a thorough and complete consultation with stakeholders and the community;
3. Increase action and ambition for the City's climate change-related activities; and
4. Include performance metrics to track progress and timelines for achieving key deliverables/major milestones, and a strategy to report back publicly on progress.

Burlington's Strategic Plan for 2015-2040 includes three Key Strategic Directions with direct or indirect impacts on GHG emissions:

1. A City that Grows: this reflects the vision for smooth well-planned growth for the city
  - Development of mixed-use areas and employment lands are a priority.  
*More people who live in Burlington also work in Burlington.*

<sup>9</sup> Ibid.

- Active transportation and public transit are developed throughout the city, including downtown with pedestrian-focused streets.
  - Incentives for energy-efficient buildings are provided, including the renovation of existing buildings.
2. A City that Moves: maximizing the efficiencies and strategic growth of transportation networks and infrastructure
- Development of walkable neighbourhoods.
  - Connection improvement between public transit and active transportation systems.
  - Automobiles are replaced by these modes where possible.
3. A Healthy and Greener City: the city recognizes that climate change is a significant issue, and is working with the community and all levels of government toward the goal of the Burlington community being net carbon neutral
- Every resident of Burlington lives within a 15 to 20-minute walk from parks or green spaces.
  - The City's operations are net carbon-neutral (by 2040).
  - The City's urban forest and tree canopy has increased and continues to thrive.
  - District energy, microgeneration, and storage technologies will be explored.

Council's 2018 – 2022 workplan, *From Vision to Focus*, also provides key initiatives which relate to the Climate Action Plan. Priorities include the completion of this plan to address the climate emergency declaration; completion of the Burlington Transit 5-year Business Plan and the Integrated Mobility Plan, among other actions.

The 2020 – 2024 Burlington Transit Business Plan will guide the implementation of transit service improvements over the next five years. This plan includes goals to increase transit use: " Over the five year life of this business plan, transit mode share is targeted to reach 8.3 percent by 2024, translating to 6,356,818 annual rides (a 98 percent growth in ridership from 2019; or 19.6 percent per year."

The Burlington Official Plan, still in the final approval phases, outlines the long-term vision of Burlington, regulating both the public and private sectors on land use, development, and resource management within the City of Burlington, with

the goal of a cohesive community vision. Within this Plan, the City aims to:

1. Increase community resiliency to climate change through mitigation and adaptation measures, and through the maintenance and restoration of the Natural Heritage System;
2. Work towards the goal of the city community being net carbon neutral; and
3. To enhance air quality.

The City will reach these goals by designating Mixed Use Intensification Areas (Policy 8.1), encouraging development that promotes walking, cycling and transit, encouraging energy generation from renewable sources and the use of community energy storage, encouraging energy efficient buildings, developing a Climate Action Plan, and maintaining natural infrastructure and water resources (Policy 4.1).<sup>10</sup>

The Cycling Plan<sup>11</sup> and Integrated Mobility Plan complements the Official Plan, focusing on achieving the transit and active transportation goals outlined in the Official Plan, and on land use planning as it relates to cycling and walking infrastructure, transit, and transportation infrastructure. The Integrated Mobility Plan is under development and, when implemented, will result in safe, accessible transit and transportation options that allow for a variety of mobility options throughout the city.<sup>12</sup>

The Burlington Corporate Energy and Emissions Management Plan 2019-2024<sup>13</sup> was approved in 2019 with 65 actions to reach targets set for 2020, 2024 and 2040 for city operations (primarily buildings and fleet). Actions include electrification, solar PV expansion, geothermal, energy audits to identify deep energy retrofits, training and awareness. The City will update the Corporate Sustainable Buildings policy (for city buildings) in 2020 and the Community Sustainable Building and Development Guidelines (for private development) by 2021. In addition, the City has implemented numerous initiatives and actions to reduce corporate energy use and GHG emissions, including adding eight plug-in electric vehicles to the municipal fleet, adding 33 EV charging ports on city property, using geothermal heating and a green roof on the Joseph Brant Museum, and designing the City View Park Pavilion and the Skyway Area redevelopment to include renewable energy sources.

---

10 City of Burlington, 2019. Burlington Official Plan. Accessed Oct 2019: [https://www.burlington.ca/uploads/21493/Doc\\_636610358428491805.pdf](https://www.burlington.ca/uploads/21493/Doc_636610358428491805.pdf)

11 City of Burlington, 2019. Cycling Plan. Accessed Oct 2019: <https://www.burlington.ca/en/services-for-you/cycling-plan.asp>

12 City of Burlington, 2019. Transportation Plan. Accessed Oct 2019: <https://www.burlington.ca/en/services-for-you/Transportation-Master-Plan.asp>

13 City of Burlington, 2019. The Burlington Corporate Energy and Emissions Management Plan 2019-2024. Accessed Oct 2019: <https://www.burlington.ca/en/live-and-play/resources/Environment/Energy/Burlington-CEEMP-2019-2024.pdf>



# A Vision for the Future

What would Burlington look like in 2050 if the city follows the steps towards a low carbon future? Here, we share this vision of a sustainable, livable, and healthy Burlington.

## Where we live in 2050

The house doesn't use much energy, just 20% of what houses use in 2015. The roof is covered with solar PV panels, with a capacity of 4 kW. The dwelling is heated with radiant floors, using waste heat from nearby industries transported through pipes underground; cooling is also provided in the summer through the same pipes.

## Moving around in 2050

In most neighbourhoods in the City, it is easy to walk to a school, park, grocery store, restaurant and other key destinations. If you are going somewhere less than 5 km away, you are likely to cycle. Entire road lanes are physically separated for cyclists and cycling is integrated into the culture of the City. Cycling lanes/paths are plowed before vehicular roads in the winter because of the demand. A personal transportation planner from the City visited your household and helped you identify the best transportation options for trips for work and leisure, while saving money and increasing convenience. Private vehicles are easily accessible for all ages for trips that are too complex for transit and too far for walking or cycling. Transit is much more extensive than in 2016 with an enhanced bus and train system.



## Going to work in 2050

Many more people will walk (17%), cycle (28%) and take transit (23%) to work and less will drive (32%). If they do drive, they are unlikely to own the vehicle, but will rely on shared electric and autonomous vehicles provided by the transit agency. Some people travel to work only four days a week. The workplace will incorporate more shared office spaces and flexible work location options, and floor space per employee will decline. Offices will be efficient, designed to high standards if new and retrofitted if not. Indoor air quality will be improved. The building will generate energy with solar PV on the roof and facades, and will likely be connected to a district energy system for heating and cooling.

## Jobs in 2050

There are many new types of employment in 2050 and the low carbon transition is estimated to directly result in 21,300 new person-years of employment. A major new industry is focused on upgrading the energy efficiency of buildings. Companies involved in this industry undertake major construction projects, retrofitting one neighbourhood at a time. Businesses involved in the retrofits include expertise in finance, law, construction and engineering. Other sectors that grow significantly include renewable energy, particularly solar PV, energy storage and district energy.

# A LOW-CARBON ACTION PLAN

## Climate Change Inventory and Forecast

In 2018, Mohawk College, located in Hamilton, Ontario, partnered with the City of Hamilton and the City of Burlington to host [the](#) Centre of Climate Change Management (CCCM). The CCCM is a regional response to shared goals around climate change action and sustainability. The CCCM includes the Bay Area Climate Change Office (BACCO) which has a mandate to collaboratively implement Burlington's Climate Action Plan and Hamilton's Climate Change Action Plan.

A key part of this partnership was the development of a greenhouse gas inventory and forecast for each city. This inventory and forecast outlined a low-carbon pathway for the City of Burlington to reduce energy consumption and lower greenhouse gas emissions. This pathway included a series of actions, modelled in sequence, and a comparison of the outcomes of implementing this pathway to continuing current actions. This analysis serves as the foundation for the Burlington Climate Action Plan (CAP).

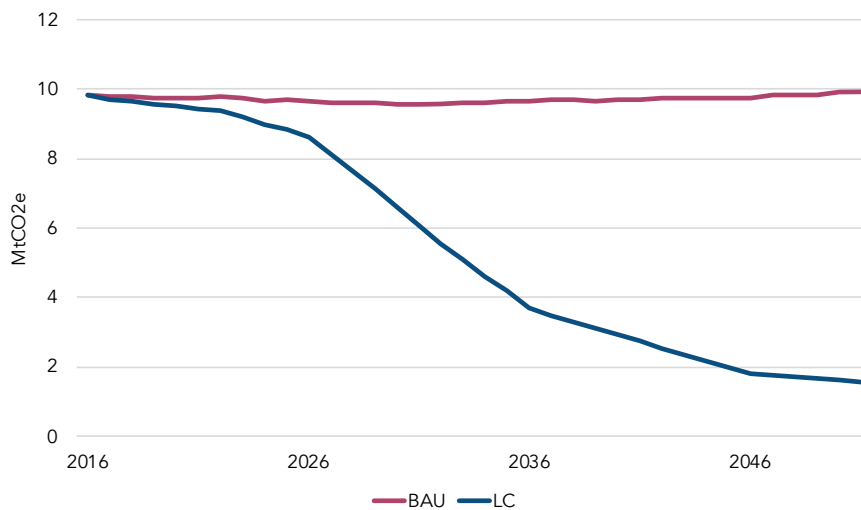


Figure 4. Total GHG emissions (MtCO<sub>2</sub>e) for the Bay Area (Burlington and Hamilton).

## Low-Carbon Plan

Two scenarios were developed in order to compare what might happen if no new policies or programs are implemented to what a low-carbon future could look like for Burlington. The Business as Usual (BAU) scenario represents current patterns of energy consumption and extrapolates these out until 2050, while accounting for population increases, federal fuel efficiency standards and the impacts of climate change on heating requirements in buildings. The low carbon scenario (LCS) is a composite of ambitious actions designed to reduce GHG emissions in Burlington through reduced energy consumption and switching to lower carbon solutions.

The assumptions and actions for both the BAU and LCS are summarized in Table 2, below.



Table 2. BAU and Low Carbon actions and assumptions for the City of Burlington.

City of Burlington	BAU assumption	LCS assumption
<b>BUILDINGS</b>		
<b>New buildings growth</b>		
Floor space	Floor space per employee held constant.	Floor space per employee decreased by 25% by 2050 in offices.
<b>New buildings energy performance</b>		
Residential	Apply 2017 Ontario Building Code (OBC) levels of performance.	Incrementally increase the number of buildings that achieve passive house levels of performance to 100% by 2030.
Industrial, commercial and institutional (ICI)	Apply 2017 OBC levels of performance.	Incrementally increase the number of buildings that achieve passive house levels of performance to 100% by 2030.
<b>Existing buildings energy performance</b>		
Retrofit homes built prior to 2017	No retrofits.	98% of pre-2017 dwellings retrofit by 2050, with retrofits achieving thermal and electrical savings of 50%. Savings are greater for older buildings than newer buildings.
Retrofits of commercial and industrial	No retrofits.	98% of pre-2017 dwellings retrofit by 2050, with retrofits achieving average thermal and electrical savings of 50%. Savings are greater for older buildings than newer buildings.



City of Burlington	BAU assumption	LCS assumption
<i>Recommissioning of commercial and institutional buildings</i>	<i>No retrofits.</i>	<i>Every building is recommissioned on a ten-year cycle, achieving energy savings of 15% on pre-2017 building stock.</i>
<b>End use</b>		
<i>Space heating</i>	<i>Baseline shares of heating systems are maintained.</i>	<i>Air source heat pumps are added to 40% of residential buildings and 30% of commercial buildings by 2050. Ground source heat pumps are added to 20% of residential and 25% of commercial buildings by 2050.</i>
<i>Water heating</i>	<i>Scale up to 10% of residential buildings by 2050, and 10% of commercial buildings by 2050. Achieves 50% of solar hot water load.</i>	<i>Scale up to 80% of residential buildings by 2050, and 50% of commercial buildings by 2050. Achieves 50% of solar hot water load.</i>
<b>ENERGY GENERATION</b>		
<i>Solar PV</i>	<i>Scale up so that 10% of all buildings by 2050 have solar PV systems which provide on average 30% of consumption for building electrical load for less than 5 storeys; 10% for multi-unit and commercial buildings.</i>	<i>80% of all buildings by 2050 have solar PV systems which provide on average 30% of consumption for building electrical load for less than 5 storeys; 10% for multi-unit buildings greater than 5 storeys and commercial buildings</i>

City of Burlington	BAU assumption	LCS assumption
<i>Solar PV - ground mount</i>	<i>0.5 MW per year between 2018 and 2050; ~20 hectares (ha).</i>	<i>5 MW per year between 2018 and 2050; ~120 ha.</i>
<i>District Energy</i>	<i>N/A</i>	<i>Zero emissions district energy is introduced into the downtown core by 2030.</i>
<i>Energy storage</i>	<i>No storage deployed.</i>	<i>250 MWh by 2050.</i>
<i>Renewable natural gas</i>	<i>No additional production.</i>	<i>Local production is maximized and additional renewable natural gas is imported to displace natural gas consumption in buildings.</i>
<b>TRANSPORTATION</b>		
<i>Expanded transit</i>	<i>Transit mode share remains constant.</i>	<i>Transit service and routes expanded; mode share impact as per other cities.  Transit mode share increases to 20% of internal trips.</i>
<i>Active modes</i>	<i>Walking and cycling mode share remains constant.</i>	<i>Mode shift 50% of trips less than 1km to walking by 2050; mode shift 50% of trips between 1 and 5 km to cycling by 2050.  Active mode share increases to 15% of internal trips.</i>
<i>Electrify transit system</i>	<i>No additional electrification.</i>	<i>100% electric transit system by 2040.</i>
<i>Electrify municipal fleet</i>	<i>No additional electrification.</i>	<i>100% of the fleet is electric by 2040.</i>

City of Burlington	BAU assumption	LCS assumption
<i>Electrify personal vehicles</i>	<i>~5% of personal use vehicles are electric by 2035; 10% by 2050.</i>	<i>100% of new passenger vehicles are electric beginning in 2030.</i>
<i>Electrify commercial vehicles</i>	<i>25% of the vehicle fleet is electric by 2050.</i>	<i>All commercial vehicles are electric by 2050.</i>
<b>WASTE</b>		
<i>Waste generation</i>	<i>Waste generation is held constant.</i>	<i>Waste generation is reduced by 50% per capita by 2050.</i>
<i>Waste diversion</i>	<i>Waste diversion rates are held constant.</i>	<i>Diversion rates are increased by 50% per capita by 2050.</i>

# The Pathway

The GHG emissions trajectory for each of the scenarios is illustrated in Figure 5. Even in the BAU scenario, GHG emissions are reduced, primarily as a result of a decreased heating load due to climate change and the increased fuel efficiency of vehicles as a result of federal fuel efficiency standards. In the LCS, by 2050 annual emissions are 0.9 MtCO<sub>2</sub>e lower than in the BAU scenario, an 88% reduction, falling from 1.2 MtCO<sub>2</sub>e in 2020 to 0.1 MtCO<sub>2</sub>e in 2050.

Figure 5 shows the emissions reductions targets in 5 year intervals from 2025 to 2050 along the LCS curve for the City of Burlington.

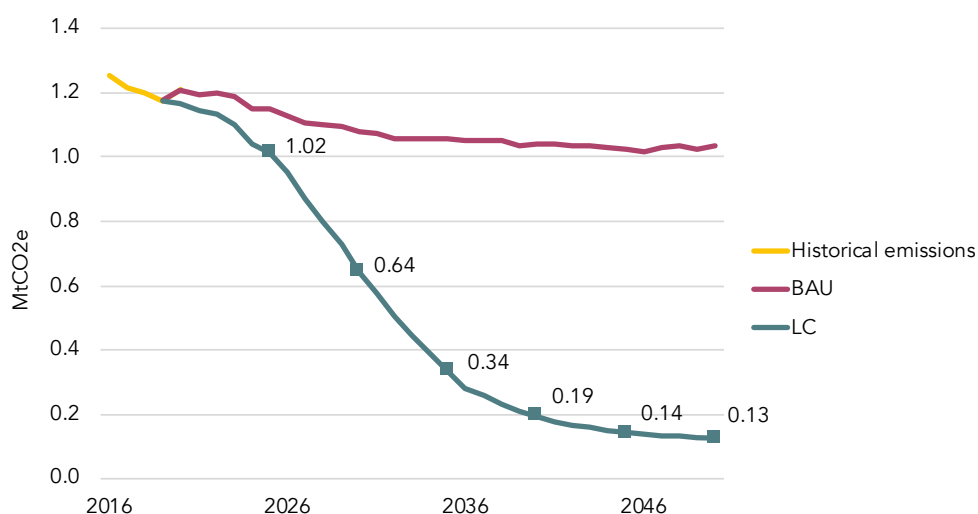


Figure 5. Annual GHG emissions for both scenarios, 2016–2050

The proportionate emissions reductions from each action are distributed on a year over year basis to generate a wedge diagram, illustrated below. The wedge diagram shows the contribution of each action to the overall LCS emissions reduction trajectory. As there are dependencies and feedback cycles between the actions, which are captured by the model, the wedge diagram is a simplified representation of the results.

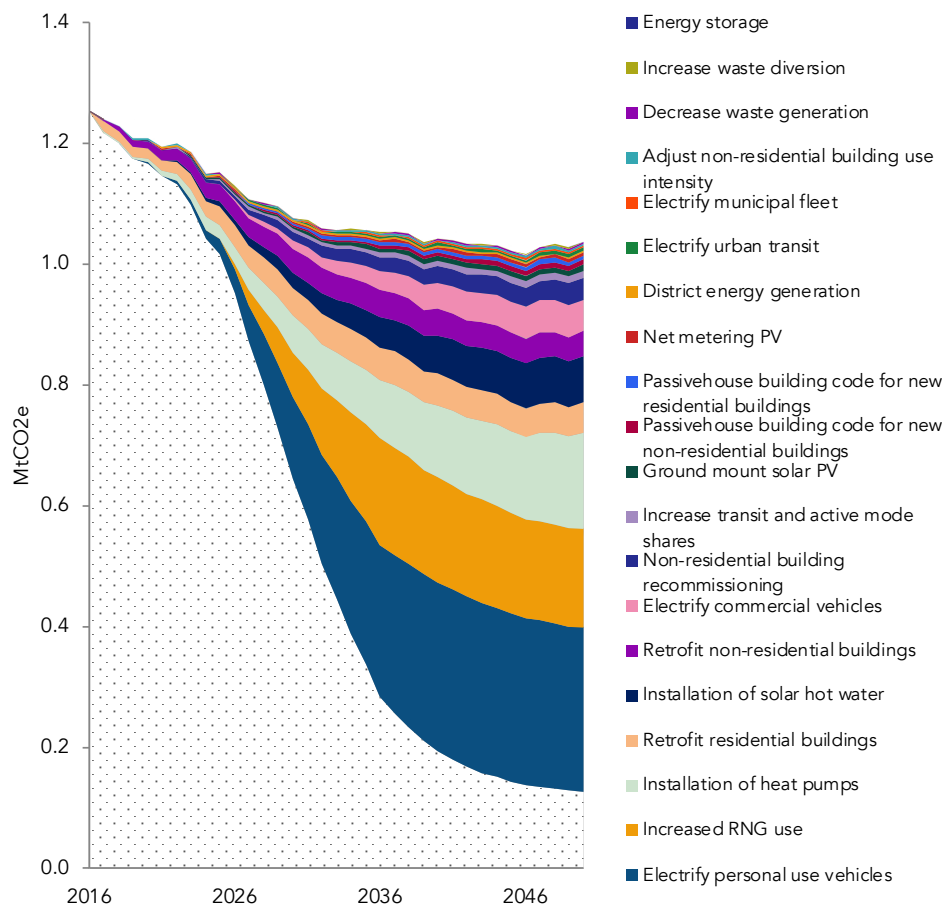


Figure 6. Emission reductions by action from 2016 baseline projected to 2050 for the City of Burlington.

Major opportunities for GHG reductions include switching personal use vehicles to electric vehicles, increased use of RNG captured from waste and other sources, efficiency requirements in new commercial, institutional and industrial buildings, the installation of heat pumps which displace natural gas with electricity, and installation of solar hot water for heating.

*Table 3. Interim GHG reduction targets*

Year	Annual GHG emissions (Mt CO <sub>2</sub> e)	% decrease from 2016 baseline
2016	1.25	0%
2025	1.02	-19%
2030	0.64	-49%
2035	0.34	-73%
2040	0.19	-84%
2045	0.14	-89%
2050	0.13	-90%

# GHG targets in the context of the global carbon budget

Burlington's Strategic Plan 2015-2040 states that the City will work toward being a net carbon neutral community, which was reiterated in council's Vision to Focus 2018-2022 document. Based on the analysis through the modelling process for this plan, the target year 2050 has been set for Burlington to become a net carbon neutral community, with an interim target of reducing emissions to 50% below 2016 levels by 2030. In order to meet the 2050 goal, the City will need to offset approximately 126 ktCO<sub>2</sub>e of emissions through purchasing carbon offsets, or through further actions to reduce emissions.

In simple words, the carbon budget is the total CO<sub>2</sub>e left to emit in order to prevent dangerous levels of climate change. C40, a network of large cities in the world, developed an approach to allocate per capita emissions for cities, which is coherent with global carbon budgets that are likely to limit warming to 1.5 degrees and 2 degrees.

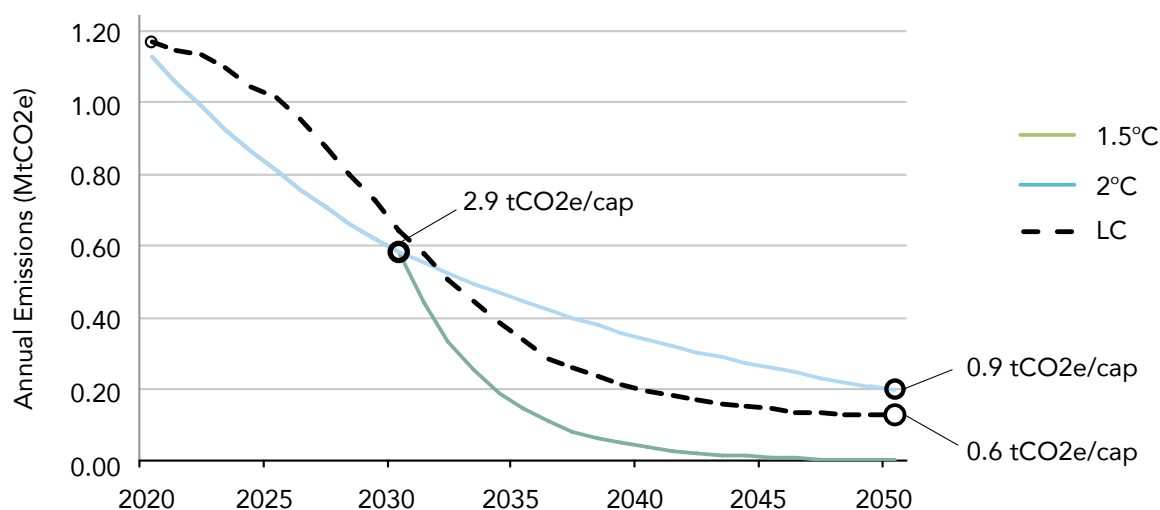


Figure 7. 1.5 and 2°C carbon trajectories for the City of Burlington

The total carbon budget for the City of Burlington between 2020 and 2050, which results from adding up all the annual budgets, is 11 MtCO<sub>2</sub>e for the 1.5°C scenario and 16 MtCO<sub>2</sub>e for the 2°C scenario. The results indicate that additional efforts beyond the LCS are required to reduce GHG emissions by 0.12 MtCO<sub>2</sub>eq (0.6tCO<sub>2</sub>e/cap) for the 1.5°C pathway.

*Table 4. Annual carbon budget results*

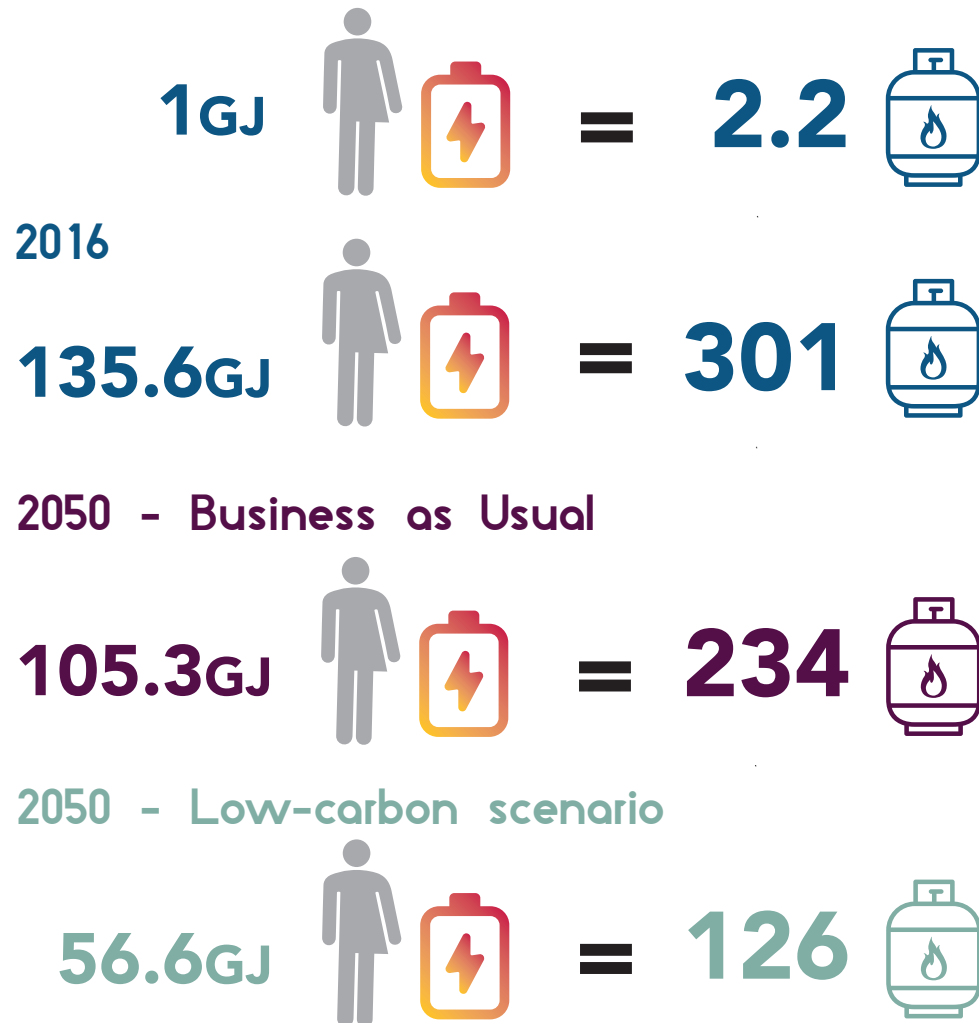
Year	1.5 degrees [ktCO <sub>2</sub> e]	LCS [ktCO <sub>2</sub> e]	2.0 degrees [ktCO <sub>2</sub> e]	BAU Scenario [ktCO <sub>2</sub> e]
2016	1,253	1,253	1,253	1,253
2020	1,130	1,167	1,130	1,207
2030	580	644	580	1,077
2040	36	195	338	1,043
2050	2	126	197	1,037
2019- 2050	10,903	15,474	16,015	33,432

In the context of a climate emergency, the pathway to reach an emissions target is as critical to consider as the target, because the total emissions produced until 2050 will vary greatly depending on how quickly action is taken. In order to achieve the reductions needed to meet 1.5 C pathway, GHG emissions must be curtailed as soon as possible. If Burlington's current emissions patterns do not decrease, as shown in the BAU scenario, the carbon budget will run out in 8.5 years, the same amount of time as the remaining in the global carbon budget. The LCS reduces this total by 54% to 15.5 MtCO<sub>2</sub>e, which is a slightly greater reduction than the 2°C budget of 16.0 MtCO<sub>2</sub>e. For the 1.5°C target the carbon budget is 10.9 MtCO<sub>2</sub>e; achieving this level of reduction requires actions beyond those considered in the BCAP.



## Energy

Annual per capita energy use



Scenario	Energy per capita (GJ)	BBQ tanks <sup>14</sup>
2016	135.6	301
2050 BAU	105.3	234
2050 LCS	56.6	126

## Emissions

14 1 standard 20 lb BBQ tank holds the equivalent of 0.45GJ of energy

## Annual per capita emissions

**2016**

Approximately  
0.64 times around  
the earth.

The circumference of the Earth in  
kilometers is 40,075 km



## 2050 Business as usual

Approximately  
the distance to  
Cairo, Egypt and  
back.

Cairo is about 9,258km from Burlington.



## 2050 Low-carbon scenario

Approximately  
the driving distance to  
Winnipeg, Manitoba.

The driving distance between Burlington and Winnipeg  
is 2170.54km.



Scenario	Emissions per capita (tCO <sub>2</sub> e)	Km driven by average car <sup>15</sup>
2016	6.6	25,970
2050 BAU	4.7	18,490
2050 LCS	0.6	2,360

The LCS reduces emissions to 126,000 tCO<sub>2</sub>e in 2050. This is equivalent to the

<sup>15</sup> <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

emissions from 26,750 passenger vehicles driven for one year<sup>16</sup>. The 1.5 degree scenario described above would mean restricting 2050 emissions to 2,000 tCO<sub>2</sub>e in 2050, which is equivalent to the emissions from 425 passenger vehicles driven for a year.

# The Role of the Municipalities

The transition to a low-carbon energy system relies on municipalities.<sup>17</sup> Municipalities and regions in Canada have direct or indirect control over 40-50% of greenhouse gas emissions.<sup>18</sup> If municipalities are not built to stringent low carbon standards, land-use planning and infrastructure investments can lock in energy and GHG intensive patterns of development which inhibit or make cost prohibitive efficient and low carbon alternatives.<sup>19</sup> Alternatively, compact urban form increases the feasibility of district energy and the introduction or improvement of public transit, in addition to reducing the financial cost and the GHG impact of providing municipal services such as roads, water and wastewater conveyance, ambulance, fire protection, school transportation, and even provision of home-based health care.

Recognizing the role of municipalities, the Province has embedded climate change into land-use planning policy. Although the Provincial Policy Statement (PPS) of 2014 required consideration of climate change directly with respect to the impact of land-use patterns on GHG emissions, the new proposed PPS (under review) only refers to planning for the impacts of climate change. However, the new growth plan, A Place to Grow: a growth plan for the Greater Golden Horseshoe (2019) requires municipalities to develop policies in their official plans that will reduce greenhouse gas emissions, and address climate change adaptation goals. It encourages municipalities to develop strategies to reduce greenhouse gas emissions and address the impacts of climate change.

---

16 Ibid.

17 The Global Commission on the Economy and Climate. (2014). *Better growth, better climate: The new climate economy report*. Retrieved from <http://newclimateeconomy.report/2014/wp-content/uploads/2014/08/NCE-cities-web.pdf>; Seto, K. C., Dhakal, S., Bigio, A., Blanco, H., Delgado, G. C., Dewar, D., ... others. (2014). Human settlements, infrastructure and spatial planning. Retrieved from <http://pure.iiasa.ac.at/11114/>; International Energy Agency. (2016). *Energy technology perspectives 2016: Towards sustainable urban energy systems*.

18 Torrie, R. (2015). Low carbon futures in Canada – the role of urban climate change mitigation: Briefing on urban energy use and greenhouse gas emissions. Stockholm Environment Institute. Retrieved from <https://data.bloomberglp.com/dotorg/sites/2/2015/10/Low-Carbon-Futures-in-Canada.pdf>

19 Erickson, P., & Tempest, K. (2015). *Keeping cities green: Avoiding carbon lock-in due to urban development*. Stockholm Environment Institute. Retrieved from <https://www.sei-international.org/mediamanager/documents/Publications/Climate/SEI-WP-2015-11-C40-Cities-carbon-lock-in.pdf>

Municipalities rely on funding programs from both the federal and provincial governments to support municipal investments and activities to reduce GHG emissions. The multiple roles of municipalities are as follows:

- **A leader:** Municipalities should show leadership with their own facilities, fleet, and activities in adopting and implementing low carbon actions.
- **A mobilizer:** Municipalities can engage people, municipalities and other organizations around a vision, goals, objectives and targets. Examples include a community engagement program and a bulk purchase of renewable energy on behalf of citizens.
- **An innovator:** Municipalities can directly or indirectly support innovation by reducing risk through investments, partnerships or policies that support low carbon projects or enterprises. An example is the provision of electric vehicle charging infrastructure.
- **A collaborator:** There are multiple opportunities for collaboration in the energy transition; with other levels of government, transit authorities, utilities, municipalities, regions, businesses, non-profit organizations, neighbourhoods and governments in other parts of the world. Collaboration can take the form of shared targets or policies or joint projects or investments. An example is a coordinated retrofit program between municipalities and utilities.
- **An investor:** Municipalities can use their access to low interest capital to make investments directly in areas such as building retrofits and renewable energy technologies. Alternatively, and in tandem, the City can enable investments by third parties. An example is local improvement charges as a way to finance building retrofits.
- **An implementer:** Through policies and incentives, municipalities can support businesses and households in the energy transition. An example is the implementation of a district energy system to supply thermal energy (heating and cooling) to a group of buildings.
- **An incubator:** Municipalities can cultivate the development of new technologies or applications that enable the low carbon economy by supporting and attracting new and existing businesses and creating a hub or ecosystem in which the businesses and organizations support each other. An example is a low carbon business park or incentives for different levels of building performance that stimulate innovation by builders.

# BUILDING THE ECONOMY

## Economic Impact

Reducing GHG emissions is positive for the economy. The economic impact of the LCS results from the stimulus created by the investments required to implement these actions, and the long-term savings in fuel and electricity costs. Jobs are created as new infrastructure is needed and new technologies are introduced and therefore new markets appear and grow.

In Burlington 21,300 person-years of employment will be created in total if the LCS pathway is followed, with 5,600 of those person-years in the renewable energy market. Annual person-years by category can be seen in the following chart.

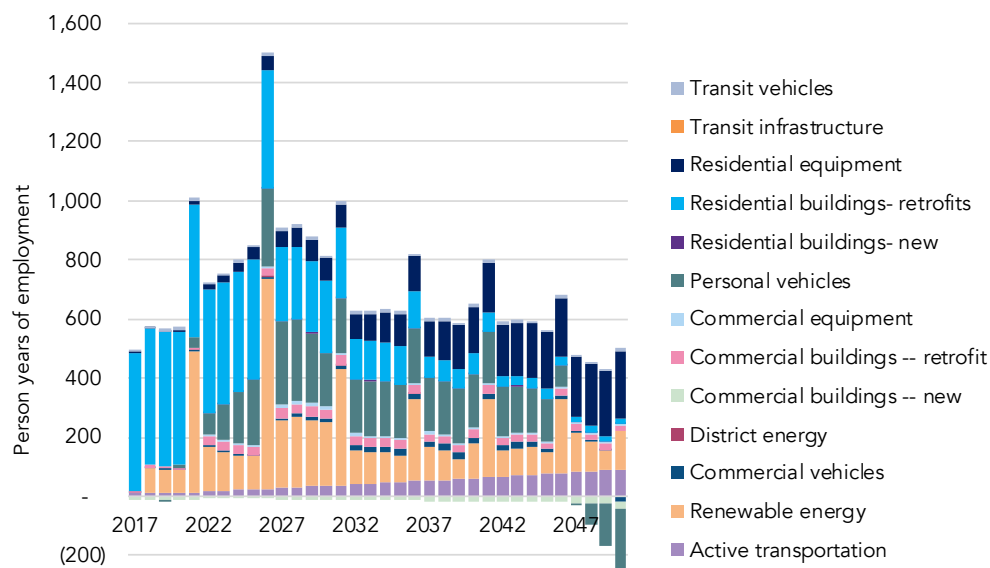


Figure 8. Employment generation in Burlington for the LCS pathway. Personal vehicles show negative values at the end of the period because EVs need less maintenance.

Likewise, given the approach of “Reduce-Improve-Switch”, actions increasing the efficiency of energy use generates savings in the long term that are directly beneficial to households. In the BAU scenario, household energy expenditures are projected to decline because vehicles become more efficient due to national fuel efficiency standards and because of decreased heating requirements as the climate becomes milder due to climate change. The LCS involves shifting away from natural gas and gasoline to electricity, a more costly energy source. The increased cost of electricity, however, is more than offset by the increased efficiency of homes as required by building codes and of vehicles as a result of the efficiency of electric motors. By 2050, a household spends \$2,700 on energy, just over half of the expenditures in the BAU scenario. Over the period between 2020 to 2050, the LCS saves households an average of \$57,000 on energy expenditures.

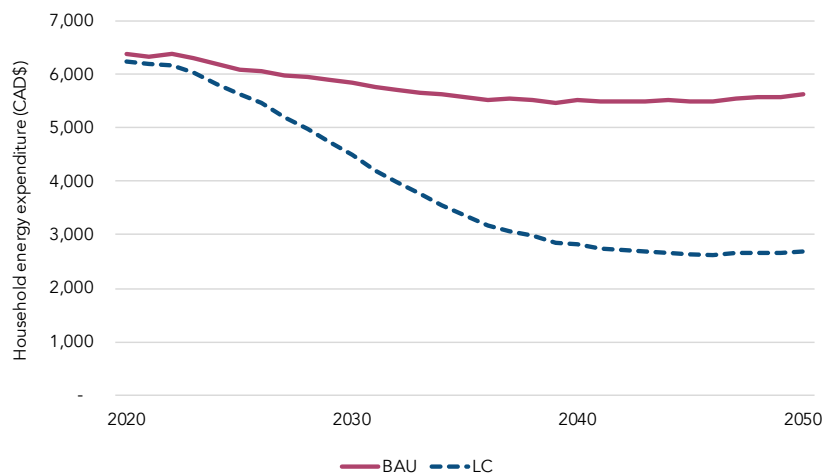


Figure 9. Annual household expenditures on energy for homes and transportation, 2020–2050

In terms of budget, in 2016, households, businesses and governments in Burlington spent a total of \$700 million on fuel and electricity, and in a business-as-usual future this total is projected to slightly increase to \$760 million by 2050, considering an increased population, efficiency gains, and increasing energy prices. The actions in the LCS reduce this total by 36% or \$270 million. Beyond these savings, some of the actions in the LCS generate savings in other areas, such as reduced operating and maintenance costs. In total, the LCS reduces costs for the Burlington economy by approximately \$6.7 billion in constant dollars on expenditures of \$100 billion over the period. The savings occur as a result of reduced operating costs, primarily energy expenditures and lower cost of carbon.

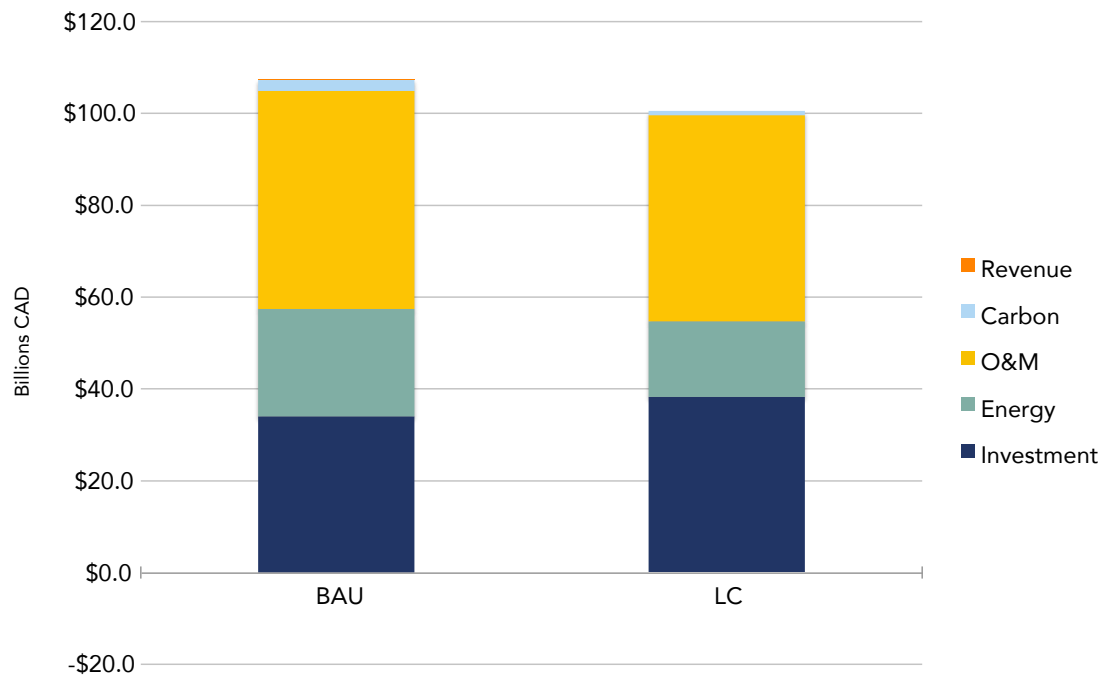


Figure 10. Total expenditures for all the period, for each scenario. Investment is increased in LCS but is offset with savings in energy and O&M.

The incremental investments to put Burlington in the LCS - about \$125 million per year on average - can be compared with the \$700 million per year that is already being spent on fuel and electricity, a figure that is projected to grow to \$760 million per year in the business-as-usual outlook.

# Investment Opportunities

Most of the actions evaluated are GHG reduction investment opportunities, in that the actions result in both GHG reductions and financial returns – a win-win situation. The exceptions are heat pumps, energy storage, and passive house building code for new non-residential buildings.

The marginal abatement cost curve (MACC) graph provides at-a-glance emissions reductions versus costs/savings for each LCS action. It is a measure of the cumulative cost or savings of reducing emissions for a particular action over the 2020-2050 time period.

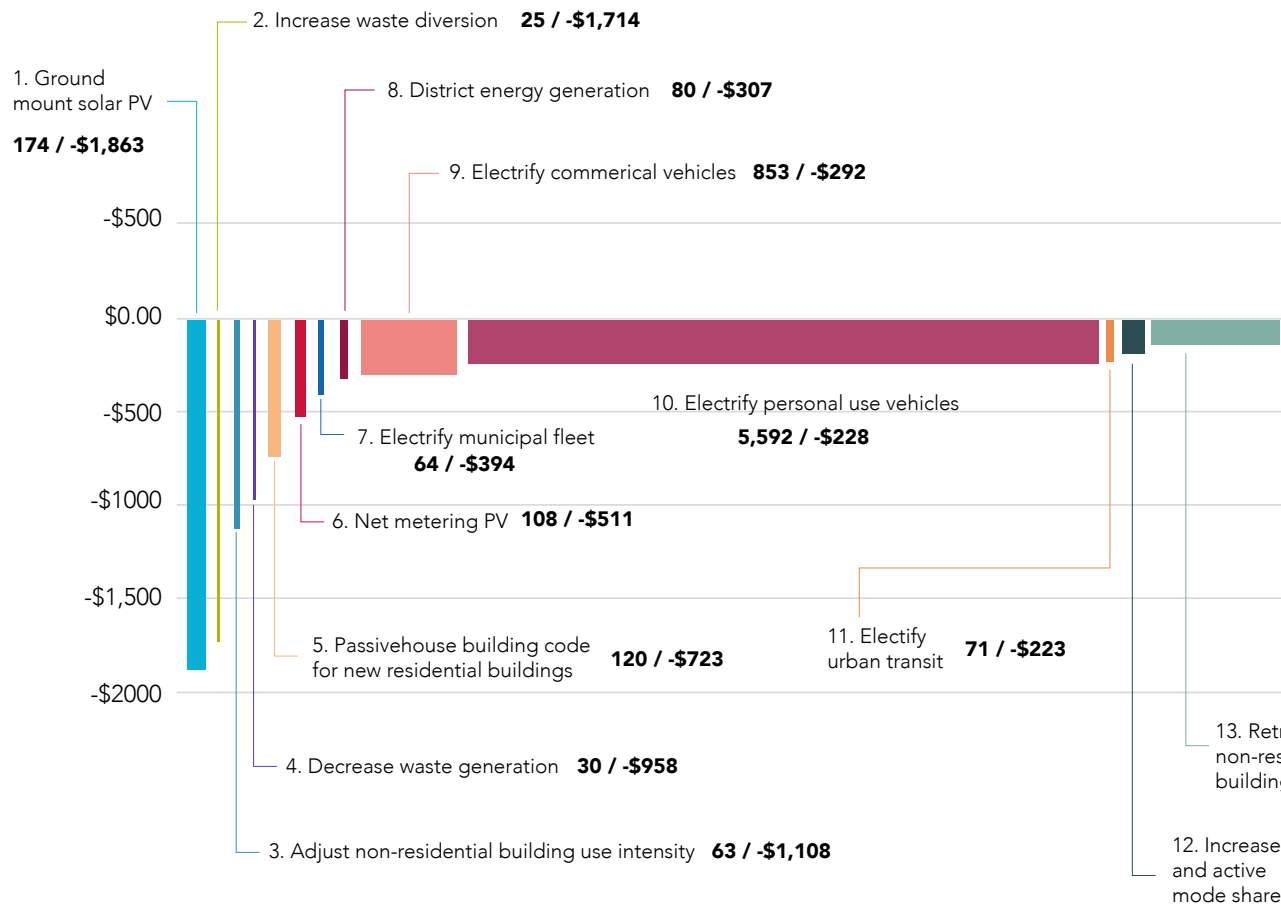


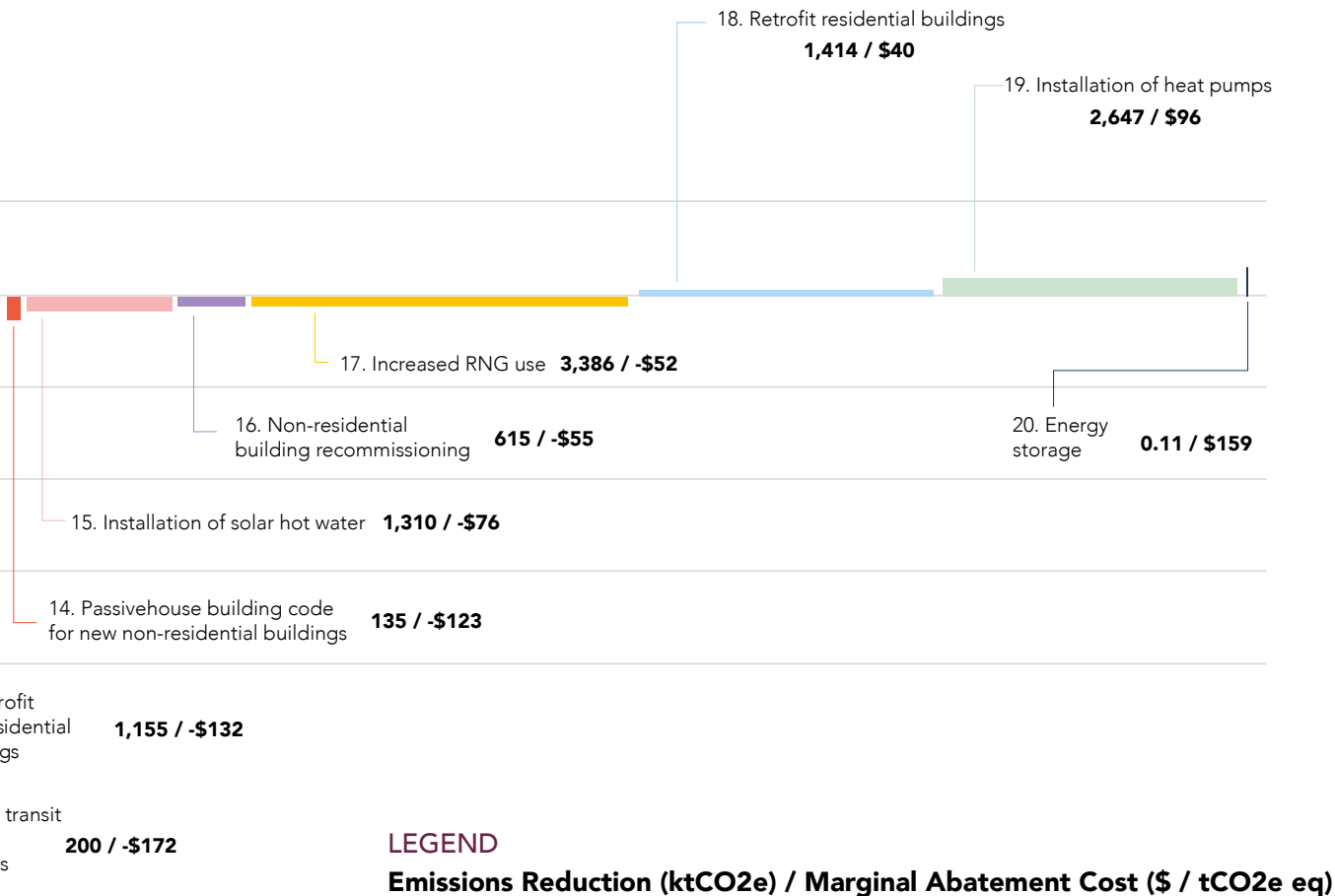
Figure 11. Marginal Abatement Cost Curve (MACC) for all the actions in the LCS. The width of the bars represents the cumulative ktCO<sub>2</sub> reduction during all the LCS timeframe, while the height represents the cost in net present value per tCO<sub>2</sub>e reduced.



The MACC divides the total costs or savings of an action, as represented by the net present value (NPV), by the total emissions reductions associated with that action over its lifetime. The result is a cost or savings per tonne of emissions reduced for each action.

An action costs money overall if its cost per tonne of emissions saved is positive. An action saves money if its cost per tonne of emissions saved is negative. The marginal abatement costs in Figure 11 are shown for all actions.

The amount of GHG reductions for each action varies considerably, and this is described in the implementation section below. An analysis of the internal rate of return (IRR) also indicated opportunities for investment, with actions ranging from 2.5% to greater than 20%.



# IMPLEMENTATION

## Burlington's role

With direct or indirect control over at least 40-50% of GHG emissions produced, municipalities have a unique influence over demands resulting in GHG emissions, and the pathway to a low or zero carbon future. Municipalities are integrated systems in which an action in one sector influences emissions in another sector. Influences include elements like the location and shape of buildings, building energy performance, renewable energy generation, district energy (heat density), and travel behaviours (i.e. whether destinations are accessible by walking, cycling or transit).

Municipalities also play a key role in implementing and facilitating the implementation of policies of higher levels of government, as illustrated in Table 4. Reaching the GHG emission targets outlined in this report assumes that the LCS will be implemented fully and on schedule, which will require that senior levels of government are supportive of the policies and funding required to enact the LCS.

*Table 5. Municipal energy and emissions policy roles.<sup>20,21</sup>*

Municipal government role	Municipal role examples	Corresponding national or provincial government role
Policy architect & leader: Primary body responsible for policy design, formulation, application, implementation and enforcement	<ul style="list-style-type: none"> <li>• Land-use planning</li> <li>• Design/development of local transit systems or transportation policies</li> <li>• Development of infrastructure projects</li> <li>• Waste management regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish national policy frameworks</li> <li>• Enable municipal government action through: <ul style="list-style-type: none"> <li>• Capacity building and information sharing</li> <li>• Access to funding</li> <li>• Legal and policy alignment</li> </ul> </li> </ul>
Critical implementer: Responsible for key application, implementation, or enforcement actions related to a policy	<ul style="list-style-type: none"> <li>• Building code implementation and compliance-checking</li> <li>• Implementation of regionally coordinated, cross-jurisdictional infrastructure projects or transportation policies</li> </ul>	<ul style="list-style-type: none"> <li>• Policy design and/or standard setting</li> <li>• Regional coordination</li> <li>• Enabling city government implementation role</li> </ul>

20 Adapted from: Broekhoff, D., Erickson, P., & Lee, C. M. (2015). *What cities do best: Piecing together an efficient global climate governance*. Stockholm Environment Institute Seattle, WA, US. Retrieved from <http://ledsgp.org/wp-content/uploads/2015/12/SEI-WP-2015-15-Cities-vertical-climate-governance.pdf>

21 The regional government, Halton Region, is responsible for waste management and collection, and water and wastewater treatment and distribution.

Municipal government role	Municipal role examples	Corresponding national or provincial government role
Complementary partner: Undertakes separate, complementary actions that contribute to the effectiveness, uptake, penetration, or success of a policy led by higher levels of government	<ul style="list-style-type: none"> <li>• Complementary information and outreach, green standards development and implementation, certification and incentive programs for improved building energy efficiency and reduced GHG emissions through urban design measures.</li> <li>• Permitting or active installation of electric vehicle charging stations</li> <li>• Permitting, tax incentives and/or subsidies for commercial and residential distributed energy resources</li> </ul>	<ul style="list-style-type: none"> <li>• Policy design and/or standard-setting</li> <li>• Primary implementation and enforcement</li> <li>• Coordination/integration of actions within and across different levels of government</li> <li>• Enabling municipal government complementary actions (through capacity building, funding or legal reform).</li> </ul>

Land-use planning and infrastructure investments shape patterns of development and their energy and emissions implications. This provides an opportunity for municipalities to make efficient low carbon alternatives affordable. Compact urban form increases the feasibility of district energy which requires greater energy demand concentrated in smaller areas. Further, this form can introduce more rapid and frequent public transit and reduce financial costs and GHG emissions resulting from increased municipal services such as roads, conveyance of water and wastewater, ambulance, fire protection, and even provision of home-based health care. Land use decisions, including density, urban form, and mixed uses, can therefore enable, inhibit or prevent the transformation to a low or zero carbon economy.

Recognizing all this, municipalities around the world are taking decisive action implementing climate solutions. Since the climate conference of parties (COP) in Copenhagen, the [C40 Cities Climate Leadership Group](#) estimates that cities

have taken 10,000 climate actions and have identified 2,300 high-impact actions that could save 450 MtCO<sub>2</sub>e by 2020.<sup>22</sup> In June 2017, in response to the U.S. President withdrawing from the Paris Climate Agreement, a bipartisan group of mayors from over 250 U.S. cities unanimously backed a commitment for the country's cities to run entirely on renewable energy sources by 2035.<sup>23</sup>

## Programs

The BCAP represents a major new effort by Burlington to invest in the energy system, an investment that will result in dramatically reduced greenhouse gas emissions, lower energy costs for households and businesses, the creation of new businesses and jobs, reduced air pollution and other co-benefits.

Implementing the BCAP is a complex, multi-faceted endeavour with multiple partners and new programs that require:

- Financing and innovative financial instruments
- Training and mobilization of required human resources (e.g. building retrofits)
- Changes to municipal policies
- Infrastructure to support energy technologies such as EVs
- Innovative partnerships and business models
- Behavioural change to adapt to and implement the changes outlined in the LCS

In order to identify the programs and policies that will support implementation, the BCAP is governed by the following principles:

- **Leadership and Vision.** Provide the “big picture” of a future vision of a sustainable energy future for Burlington, and lead by example.
- **Engagement.** The objectives of the BCAP can only be achieved by the active engagement of the stakeholders that affect the level and pattern of energy use in the community.
- **Alignment.** Identify and exploit the alignment between BCAP objectives and stakeholder objectives.
- **Leverage.** Strategic use of local government financial, regulatory and planning resources to leverage accelerated progress toward BCAP objectives.

---

22 Hundreds of US mayors endorse switch to 100% renewable energy by 2035 <https://www.theguardian.com/environment/2017/jun/26/hundreds-of-us-mayors-vow-not-to-wait-for-trump-on-clean-energy>

23 This analysis refers to urban populations and not all local governments in Canada.

Based on these principles and the objectives identified in the stakeholder engagement process, seven programs of activity are identified which enable the GHG reductions identified as a result of the actions modelled in the LCS. The ability of the program to scale up over time and address multiple actions are also criteria which guided program development. Table 5 illustrates the relationship between the LC themes (bundled actions), the programs and cumulative GHG reductions associated with the relevant LC actions. A coordinated effort for the industrial sector needs to be developed between relevant industries, the gas utility and the IESO and municipal governments to reduce industrial emissions.

*Table 6. Programs of activity<sup>24</sup>*

Theme	Program	Cumulative GHG reductions in LCS compared to BAU, 2020-2050 (ktCO <sub>2</sub> e)
New Buildings	Burlington Low Carbon New Building Guideline	318
Existing buildings	Burlington Deep Energy Retrofit Program	7,140
Energy End Use		
Energy Generation	Renewable Energy Cooperative	3750
Waste		
Transport	Integrated Mobility Plan	200
	Electric Mobility and Equipment Program	6,580
Waste	Waste Reduction Initiative	55
Industry	Industrial Innovation Program	TBD

<sup>24</sup> Variation in totals is due to rounding.

## A Note on Trees

The seven key program areas in this plan do not include an action area related to planting trees and protecting natural heritage resources in the community to support carbon sequestration. Trees do sequester carbon in varying quantities, based on the species and the age of the tree, however, research also shows that trees can only achieve so much, particularly in an urban context. Massive tree plantings on a global scale could also have an unintended impact on food security (reduced land for agriculture) and natural ecosystems.

In order to stabilize the climate, significant effort is required to reduce the use of fossil fuels. The seven program areas in this plan are focused on areas that will have the most impact in Burlington, transitioning from the use of fossil fuels with low carbon buildings, sustainable mobility options, increased use of renewable energy, reduced waste and innovation in industry.

While urban tree planting may not be the sole solution to reduce atmospheric carbon, there are several benefits delivered by trees, especially in an urban area, such as improving air quality and providing cooling resources, reducing the urban heat island effect and energy needed to cool buildings, and improving physical and mental health of residents. Trees also reduce erosion and slow down fast flowing water. The second part of the Climate Action Plan will focus on improving resiliency in the face of climate impacts such as rising temperatures and the increased frequency of severe storms and flooding events. Therefore, it is expected that actions related to tree planting will be included in the next phase of the Climate Action Plan.

Recognizing the importance of trees in Burlington, council has approved a tree canopy target of 35% by 2041 in the 2018 – 2022 Burlington Plan – ‘From Vision to Focus’. The Urban Forestry Management Plan will be completed in 2020. Council has also recently approved a private tree by-law to protect trees on private property in the urban area and increased funding to support community tree planting.

## Program 1: Burlington Low Carbon New Building Guideline

**Objective:** Increasing the performance of new buildings is more cost effective than trying to retrofit them after they have been constructed. Providing a clear pathway and incentives to the building industry gives certainty and stimulates innovation.

**Design:** Staff will update the existing Sustainable Building and Development Guidelines, researching best practices in other jurisdictions and legislative authority. The Guidelines will include a tiered set of performance measures that will require, incentivize and/or encourage new buildings to be built to a low carbon standard. Financing mechanisms will be explored that help reduce upfront costs.

**City's Role:** Update the Sustainable Development and Building Guidelines

**Connections:** From Vision to Focus (council work plan)

**Timeline:** 2021

**Responsibility:** Community Planning and Building and By-law Departments

**Potential Partners for Collaboration:** Other municipalities; Clean Air Partnership

**References:** Toronto's Green Standard; Passivhaus standards; Canada Green Building Council Net Zero standards.

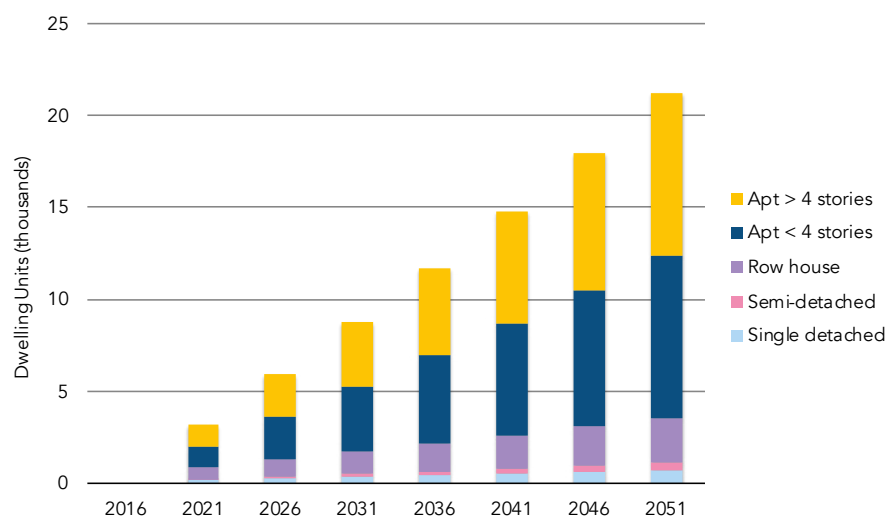


Figure 12. Residential dwelling units built to net zero energy, cumulative to 2051



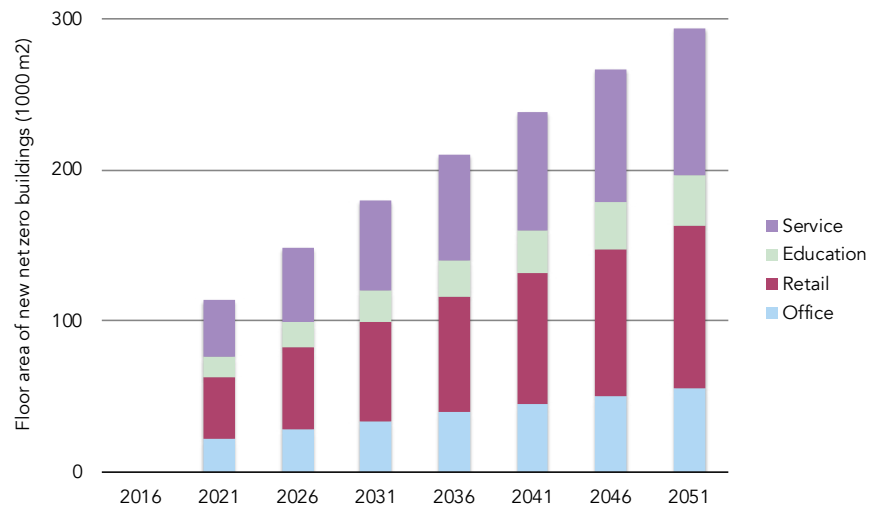


Figure 13. Commercial floor space that achieves net zero energy, cumulative to 2051

LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
1. Floor space per employee decreased by 25% by 2050 in offices.	63.0	0.3 %	\$0	\$-69.8 million	\$-69.8 million

LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
2. Incrementally increase the number of net zero new homes to 100% by 2030.	119.8	0.7%	\$154 million	\$-240 million	\$-86.3 million
3. Incrementally increase the number of multi-residential buildings which achieve Passivhaus levels of performance to 100% by 2030.					
4. Incrementally increase the number of ICI buildings which achieve Passivhaus levels of performance to 100% by 2030.	135.0	0.7%	\$38 million	\$-54 million	\$-17 million

## Program 2: Burlington Deep Energy Retrofit Program

**Objective:** The preferred scenario involves retrofitting nearly all the residential, commercial and institutional buildings in the City over a period of 30 years. This objective requires a new and enhanced focus on deep, whole-building retrofits, as well as a new industry and aligns with the Comprehensive Residential Retrofit program previously recommended in the Burlington Community Energy Plan.

**Design:** The deep energy retrofit program will transform the energy efficiency of existing buildings. Staff will assess best practices in other jurisdictions, including a financing package which may utilize the LIC (Local Improvement Charge) or PACE (Property Assessed Clean Energy) mechanisms. Stakeholders will be engaged including utilities, senior government agencies, industry and post secondary institutions. Partnerships and collaborations with third parties will also be considered. Retrofits may be targeted to groups of buildings, such as neighbourhoods or sectors (restaurants, grocery stores, agriculture, etc.). Renewable energy will also be eligible under the program including solar PV and thermal (for hot water), air and ground-source heat pumps and energy storage.

**City's Role:** Implementing agency to deliver program or partner/collaborate with a 3rd party to deliver program.

**Connections:** Former Community Energy Plan: Consider incentives or financing programs, such as using Local Improvement Charges to assist residents to finance retrofits.

**Timeline:** 2022

**Responsibility:** Sustainability staff

**Potential Partners for Collaboration:** Other interested municipal governments; utilities, builders and contractors; suppliers and retailers; architects; post-secondary institutions; Clean Air Partnership

**References:** City of Toronto HELP program; Guelph's GEERS program (pending approval); TRCA's work with York Region municipalities; The Clean Air Partnership's Climate Action Support Centre

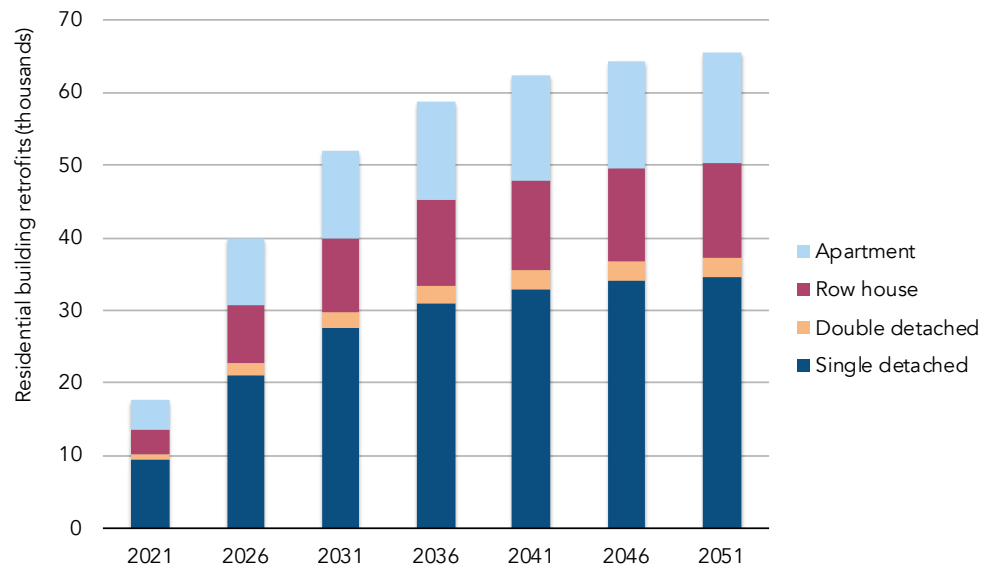


Figure 14. Number of dwellings retrofit in five-year increments, cumulative to 2050

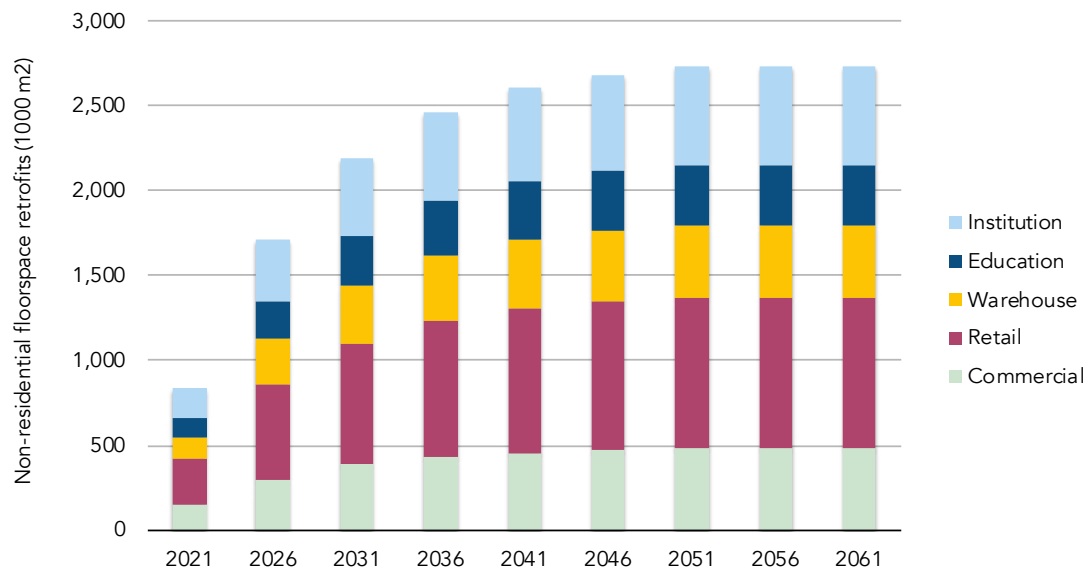


Figure 15. Non-residential floor space retrofit in five-year increments, cumulative to 2050

LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions (2018–2050)	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
5. Retrofit old (pre-1980) homes	1,413.5	7.8	\$605 million	\$-547 million	\$58 million
6. Retrofit new (post-1980) homes					
7. Retrofit non-residential buildings	1,154.6	6.4	\$123 million	\$-275 million	\$-151 million
8. Non-residential building recommissions	615.1	3.4	\$56 million	\$-90 million	\$-33 million
9. Installation of heat pumps	2,647.2	14.7	\$372 million	\$-118 million	\$253 million
10. Installation of solar hot water	1,310.4	7.3	\$93.2 million	\$-193 million	\$-99 million

## Program 3: Renewable Energy Cooperative

**Objective:** The renewable energy cooperative will coordinate and advance the renewable energy objectives of the BCAP, using an entrepreneurial approach. In addition to the renewable energy mandate, the cooperative's mandate will include developing local expertise, stimulating the local economy and providing energy security and resilience.

**Design:** The co-operative is envisioned as a partnership with local groups, agencies and individuals to advocate for, develop, commission and finance projects, depending on which strategy is appropriate to a particular context. Different technologies and approaches will be considered, including district energy, increased use of renewable natural gas, solar PV, energy storage, biomass, and geothermal heating/cooling. Financing options will be researched and may come from community bonds, loans and grants from various levels of government.

**City's Role:** Collaborate with potential partners and facilitate the development of a co-op to operate as a 3<sup>rd</sup> party entity

**Connections:** Former Community Energy Plan – increase sustainable local energy generation in Burlington.

**Timeline:** 2022

**Responsibility:** Sustainability Staff

**Potential Partners for Collaboration:** Burlington Hydro; Enbridge; IESO; BurlingtonGreen; Green Venture; Halton Region; The Atmospheric Fund; Renewable Energy Associations

**References:** Toronto Renewable Energy Cooperative; Ottawa Renewable Energy Cooperative; Oxford Community Energy Cooperative

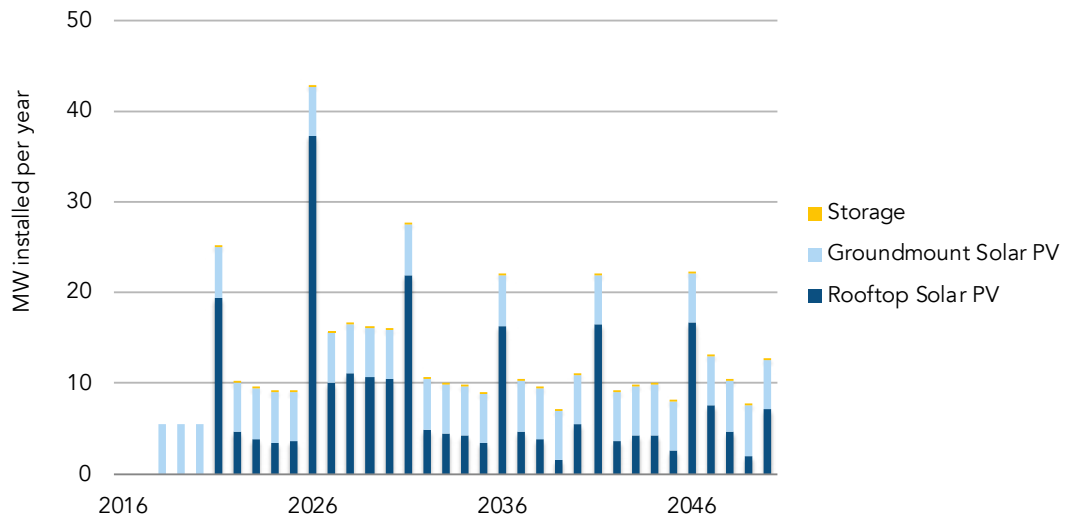


Figure 16. Annual renewable energy installations, 2018–2050

LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions (2018–2050)	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
11. Net metering solar PV	107.6	0.6%	\$169 million	\$-224 million	\$-55 million
12. Ground mount solar PV	174.0	1.0%	\$129 million	\$-453 million	\$-324 million
13. District energy	79.8	0.4%	\$13 million	\$-38 million	\$-24 million
14. Energy storage	0.1	0.0%	\$312,000	\$-296,000	\$17,000
15. Increased RNG use, including maximizing RNG from waste streams	3386.0	18.8%	\$3.1 million	\$-181 million	\$-178 million

## Program 4: Integrated Mobility Plan

**Objective:** The Integrated Mobility Plan will develop an innovative strategy that supports future mobility planning with an emphasis on **people movement**. The Plan will be cognizant of the city's current demographics, recognizing the unique mobility needs of an aging population, while looking towards the future through a lens that focuses on maximizing the people-carrying capacity of our transportation network compared to road expansion. The resultant strategy will position Burlington to respond to technology changes and emerging mobility options, while balancing the needs of our citizens and providing equitable mobility in a safe, reliable and sustainable manner. The IMP will enable council and city administration to make future decisions relating to mobility and prioritize funding in a manner that ensures future success and continued livability.

**Design:** The desired outcome of this project is to develop a "road map" for the next 10-years while the city transitions from its suburban roots to an urbanized community; providing the framework for a future transportation network that successfully meets regional mode share targets and provides equitable access to mobility for all residents. Key challenges to be addressed include quantifying impacts of congestion (current and future impact if no shift to travel behaviour is achieved), how to mitigate impacts of traffic growth, and how to successfully achieve the mode share targets through the creation of an integrated transportation network.

**City's Role:** Strategic planning and operating transit system

**Connections:** From Vision to Focus- Increasing Burlington Transit service levels and growing overall ridership (1% annually). Burlington Transit's 5 year Business Plan; Integrated Mobility Plan; Cycling Plan; Rural Active Transportation Plan

**Timeline:** 2021- 20% modal split

**Responsibility:** Burlington Transit; Transportation Department

**Partners for Collaboration:**

Ministry of Transportation, Metrolinx, & Halton Region.



LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions (2018–2050)	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
16. Expanded transit services to increase mode share	200.1	1.1%	\$98 million	-133 million	\$-34 million
17. Increased active transportation mode share					

## Program 5: Electric Mobility and Equipment Program

**Objective:** Implement measures and policies to support electric mobility options in Burlington and electrify gas-powered equipment.

**Design:** A technical working group will be established with representatives from relevant organizations and stakeholders to develop a strategy to support infrastructure investments, education and outreach, and municipal policies to support electric mobility and equipment options. Electric mobility may include electric vehicles, bikes, scooters and other means of mobility. Electric equipment may include landscaping equipment such as lawn mowers, trimmers and leaf blowers, as well as others where relevant.

**City's Role:** Convert fleet, and implement infrastructure.

**Connections:** Former Community Energy Plan – Monitor electric vehicle market and investigate the feasibility of electric charging stations at city facilities, including downtown parking lots; Green Fleet Strategy.

**Responsibility:** Sustainability Staff; Transportation; Transit (bus fleet); Roads, Parks & Forestry; and Fire Departments

**Potential Partners for Collaboration:** Burlington Hydro; BurlingtonGreen (Make the Switch program)

**References:** City of Calgary EV Strategy; City of Toronto EV Strategy; Framework for Municipal Zero Emission Vehicle Deployment (Pollution Probe & Delphi Group)

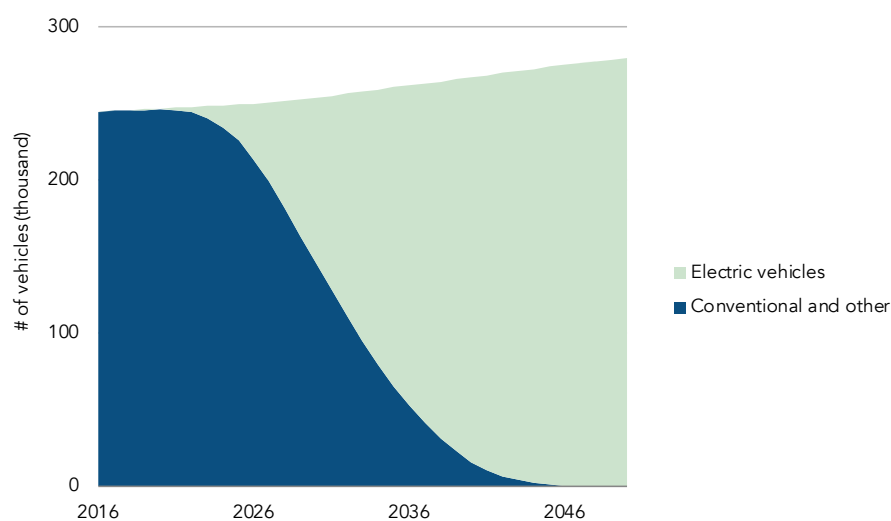


Figure 17. Conventional vs electric vehicles projection for Burlington, 2016–2050

LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions (2018–2050)	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
18. Electrify urban transit	71.4	0.4%	\$13 million	\$-29 million	\$-16 million
19. Electrify municipal fleets	63.9	0.4%	\$17 million	\$-42 million	\$-25 million
20. Electrify light duty personal and commercial use vehicles	5,591.2	31%	\$728 million	\$-2.00 billion	\$-1.27 billion
21. Electrify other commercial use vehicles	853.3	4.7%	\$39 million	\$-289 million	\$-249 million

## Program 6: Waste Reduction Initiative

**Objective:** Develop educational programs to increase waste diversion and reduce overall waste production by the community.

**Design:** Waste management services are primarily delivered by the Region of Halton. The city will support the region to engage the community to first reduce waste and secondly, properly divert waste

**City's Role:** Show leadership through its services and operations to reduce and divert waste

**Connections:** Halton Region is the lead jurisdiction for waste, Halton Region Waste Management Strategy

**Timeline:** Ongoing

**Responsibility:** Halton Region Waste Management; City of Burlington

**Potential Partners for Collaboration:** BurlingtonGreen

LCP Actions	Cumulative emissions reductions (ktCO <sub>2</sub> e)	Percent of total GHG emissions (2018–2050)	Incremental costs (2020–2050), 2016\$, present value	Incremental savings (2020–2050), 2016\$, present value	Net present value (2020–2050), 2016\$, present value
22. Decrease waste generation	30.1	0.2%	\$0	\$-29 million	\$-29 million
23. Increase waste diversion	25.1	0.1%	\$0	\$-43 million	\$-43 million

## Program 7: Industrial Innovation Program

**Objective:** Support organizations that work with local businesses to improve energy efficiency in their operations Increase process motors and electrical efficiency by 50% by 2050

**Design:** TBD upon consultation with industry stakeholders.

**City's Role:** Facilitate support through the IESO and Enbridge

**Timeline:** Ongoing

**Responsibility:** IESO and Enbridge

**Potential Partners for Collaboration:** Burlington Economic Development Corporation; Sustainable Hamilton Burlington; BurlingtonGreen

# IMPLEMENTATION OF PROGRAMS

The City of Burlington has identified three top priority program areas, out of the seven described above, to focus initial efforts, resources, and funding. Focusing on these three programs first will result in immediate GHG emissions reductions, and energy savings. Lessons learned through these initial projects will provide learnings and motivation as the focus of the City expands to include the remaining four programs. While the focus will be on the three top priority areas, work will continue on the other programs, including updating the Sustainable Development and Building guidelines, as well as developing an Integrated Mobility Plan.

**The top priority areas are:**

## Program 2: Burlington Deep Energy Retrofit Program

### **Immediate focus for 2020 – 2022**

- Work in partnership with the Bay Area Climate Change Council (BACCC) and community stakeholders on this topic.
- Support a roundtable discussion hosted by BACCC on this topic with local experts.
- Develop an implementation team of local experts
- Support the partnership of the IESO (Independent Electricity System Operator), AMO (Association of Municipalities of Ontario), the City of Toronto and the Clean Air Partnership in their efforts to develop a regional approach to deep energy retrofits in Ontario.
- Review options to utilize the Local Improvement Charge mechanism as other municipalities have done.
- Monitor the federal government's commitment to support deep energy retrofits in the 2020 budget.
- Increase awareness of residents and businesses – what is involved in a deep energy retrofit?

### **Potential funding sources and mechanisms**

- The Federation of Canadian Municipalities received two contributions from

the Federal Government for two retrofit funding programs, the Community EcoEfficiency Acceleration (\$300 million) and Sustainable Affordable Housing Innovation (\$300 million). Details on these funds have not yet been released.

- Natural Resources Canada has been directed to develop a plan to improve energy efficiency and resiliency of homes, including up to \$40,000 in interest free loans to homeowners and free energy audits.
- Municipalities can provide financing which is tied to dwellings as opposed to homeowners in order to align payments with avoided energy costs.

### Implementation milestones

	Implementation milestone (cumulative)					
Action	2025	2030	2035	2040	2045	2050
Retrofit old homes (actions 5 & 6)						
# single detached dwellings retrofit	21,098	27,534	31,067	33,007	34,073	34,657
# double detached dwellings retrofit	1,638	2,138	2,412	2,563	2,646	2,691
# row house dwellings retrofit	7,924	10,341	11,668	12,396	12,797	13,016
# apartment dwellings retrofit	9,180	11,980	13,518	14,362	14,826	15,080
Total dwellings retrofit	39,841	51,993	58,665	62,329	64,340	65,445
Retrofit non-residential buildings (action 7)						
m <sup>2</sup> commercial floorspace retrofit	301,912	386,484	432,918	458,414	472,412	480,098
m <sup>2</sup> retail floorspace retrofit	557,639	713,845	799,610	846,701	872,556	886,752
m <sup>2</sup> warehouse floorspace retrofit	267,518	342,455	383,600	406,190	418,594	425,404
m <sup>2</sup> education floorspace retrofit	225,453	288,606	323,281	342,320	352,773	358,513
m <sup>2</sup> institution floorspace retrofit	362,376	463,884	519,618	550,220	567,022	576,247

	Implementation milestone (cumulative)					
Action	2025	2030	2035	2040	2045	2050
Total m <sup>2</sup> floorspace retrofit	1,714,898	2,195,274	2,459,028	2,603,844	2,683,357	2,727,014
Installation of heat pumps (action 9)						
# residential heat pumps installed	36,534	60,826	96,123	135,786	180,470	226,548
m <sup>2</sup> commercial floorspace served by heat pumps	528,479	891,151	1,232,238	1,611,632	1,999,754	2,334,506
Installation of solar hot water (action 10)						
# residential solar hot water systems installed	1,546	7,103	13,341	20,443	28,039	36,011
m <sup>2</sup> commercial floorspace served by solar hot water	763,358	1,277,317	1,833,330	2,280,611	2,307,408	2,334,506

## Program 3: Renewable Energy Cooperative

### Immediate focus for 2020 – 2022

- Host a roundtable of experts to discuss opportunities and barriers of expanding renewable energy in Burlington
- Create a task force of experts in the field
- Create a how to guide for homeowners for residential renewable energy installations
- Research the feasibility of developing a renewable energy cooperative in Burlington, consisting of individual members or organisational members (such as utilities and municipalities), or a combination of both (multi-stakeholder cooperative).

### Potential funding sources and mechanisms

- In the start-up phase, the cooperative will require funding to establish the organisation and develop projects. For this purpose, the cooperative can solicit funds either as contributions or loans from its members
- For a renewable energy project, cooperatives will also borrow funds, which is paid back with revenues from selling the energy. Cooperatives can also



partner with other renewable energy developers on projects to reduce the financing requirement

- Other renewable energy cooperatives have raised funds by accepting investments from individual members or member organisations, depending on the structure

### Implementation milestones

	Implementation milestone (cumulative)					
Action	2025	2030	2035	2040	2045	2050
Net metering solar PV (action 11)						
MW installed	35	115	154	186	217	255
Ground mount solar PV (action 12)						
MW installed	44	72	99	127	154	182
District energy (action 13)						
MW installed	1.0	1.5	2.0	2.0	2.0	2.0
Energy storage (action 14)						
MW installed	0.05	0.1	0.15	0.2	0.25	0.3
Increasing RNG use, including maximizing RNG from waste streams (action 15)						
GJ RNG consumed	2,242	1,267,950	3,700,399	5,360,067	5,978,959	6,163,563

## Program 5: Electric Mobility and Equipment Program

### Immediate focus for 2020 – 2022

- Host a roundtable of experts to discuss opportunities and barriers of electric mobility in Burlington
- Create a task force of experts
- Continue to support the expansion of charging infrastructure in Burlington
- Work with community stakeholders to engage the community
  - ◊ Test drive events with Plug'n Drive
  - ◊ Information about the benefits of EVs, e-equipment and e-bikes

### Potential funding sources and mechanisms

- EV purchases for fleets can be integrated into asset planning and

incremental capital costs can be financed with a revolving loan fund, or by applying a life cycle costing purchasing policy that reflects lower operational costs. Incentives for personal and commercial EVs can be provided through dedicated infrastructure (parking, lanes, charging locations) which can be incorporated into existing infrastructure budgets.

- Strategies such as EV free zones can be financed through tariffs on non-EVs

### Implementation milestones

	Implementation milestone (cumulative)					
Action	2025	2030	2035	2040	2045	2050
Electrify urban transit (action 18)						
% total vehicles as EV	9%	24%	39%	53%	68%	82%
% new vehicles as EV	55%	100%	100%	100%	100%	100%
Electrify municipal fleet (action 19)						
% total vehicles as EV	8%	24%	46%	70%	88%	97%
% new vehicles as EV	30%	55%	80%	100%	100%	100%
Electrify light duty personal and commercial use vehicles (action 20)						
% total vehicles as EV	15%	50%	80%	96%	100%	100%
% new vehicles as EV	66%	100%	100%	100%	100%	100%
Electrify other commercial use vehicles (action 21)						
% total vehicles as EV	2%	5%	9%	15%	21%	26%

# COMMUNITY ENGAGEMENT STRATEGY

## Engagement and Communications<sup>25</sup>

The City of Burlington contracted LURA Consulting to facilitate public and stakeholder feedback on the BCAP. Over the summer of 2019, various opportunities were provided for engagement. Key engagement activities included: pop-up engagements at local events; online survey; in-person workshops with stakeholders and members of the public; and a drop-in open house.

In addition to facilitating and reporting on the engagement for the development of the Climate Action Plan (outlined above), LURA was also tasked with developing a Community Engagement Strategy for the implementation of the plan. The purpose of this strategy is to encourage and support the widespread adoption and implementation of the actions and programs outlined in the Climate Action Plan. Successful implementation of the Plan will require action from all of us - residents, businesses and government.

In total, 21 actions were identified for Burlington. Stakeholder and community engagement completed to date has focused on the program areas and related actions outlined below. These actions were selected for their relevance to the respective audiences and was not meant to indicate priority over other actions.

Program Area	Related Action(s)
Active Transportation / Transit	<ul style="list-style-type: none"><li>• Choosing sustainable transportation options like walking, cycling or transit</li></ul>

---

<sup>25</sup> Lura Consulting BCAP Engagement Strategy, 2019.

Program Area	Related Action(s)
Electric Mobility	<ul style="list-style-type: none"> <li>• Electrify commercial vehicles</li> <li>• Switching to electric vehicles (personal)</li> </ul>
Existing Buildings	<ul style="list-style-type: none"> <li>• Complete deep retrofits of commercial and industrial buildings</li> <li>• Use heat pumps and/or solar hot water in industrial, commercial and institutional (ICI) buildings</li> <li>• Retrofitting your home to be more energy efficient</li> <li>• Installing a heat pump or solar hot water heater at home</li> </ul>
Renewable Energy	<ul style="list-style-type: none"> <li>• Use solar PV for energy generation in ICI buildings</li> </ul>

The following considerations were highlighted in stakeholder and public engagement sessions:

- Provide information on both how and why individuals/businesses should implement climate action, with a focus on capacity-building
- Develop and communicate the business case or return-on-investment associated with the suggested actions
- Highlight the benefits to the specific individual or business
- Preferred communications tactics included receiving information online (website, email, newsletters, social media) and via in-person events

## Community Stakeholders

The City of Burlington is not acting alone in tackling climate change head-on. The Burlington community is made up of citizens, businesses, institutions, non-profits, faith-based groups, sports, arts and recreational organizations and many more. The following lists the key stakeholders who have been involved in the former Community Energy Plan and are now involved in the community Climate Action Plan.

**Burlington Economic Development Corporation (BEDC)** has a mandate to enhance the growth prospects of local companies and attract new firms to the community. Its focus is on growing the economic base to sustain a competitive and prosperous community.

**Role:** To foster synergies and look for opportunities with local businesses to improve energy efficiency and promote local technologies and services in the energy field.

**BurlingtonGreen** is a citizen led, non-partisan -registered charity that works to protect the environment, mitigate climate change and create a healthier, more environmentally responsible community through awareness, advocacy and action. BurlingtonGreen is known for their annual city-wide dual component Community Clean Up Green Up (tree planting) event, the greening of community events through proper waste sorting, their popular youth environmental network, Eco Film events, and many other initiatives.

**Role:** Engage the community in actions to reduce greenhouse gas emissions through its programs such as 'Eco Score' as well as 'Make the Switch' – which educates Burlington residents on the benefits of electric vehicles, taking public transit and installation of heat pumps.

**Burlington Hydro Inc. (BHI)** is a regulated local electrical distribution company (LDC) serving the City of Burlington with approximately 67,000 customers. Burlington Electricity Services Inc. (BESI) is its non-regulated sister company, engaging in sector related business activities such as EV charging stations.

**Role:** In 2017 BESI entered into an agreement with the City of Burlington to convert its street lighting to LED technology. BESI is also involved in expansion of electric vehicle charging infrastructure in the city, providing programs to homeowners (detached and townhomes) as well as working with multi-residential buildings.

**Burlington Sustainable Development Committee** is a volunteer citizen advisory committee to city council, established in 1990. This committee has two mandates – to provide advice and guidance to city council on planning and policy initiatives to support a sustainable development community. It also engages and educates the community on sustainability initiatives and actions through events, on topics such as green buildings, renewable energy, energy conservation, green living, and local food.

**Role:** Continue to provide advice and guidance to city council on sustainable development issues and engage and educate the community on issues related to climate change.

**The Centre for Climate Change Management at Mohawk College (CCCM)** is mobilizing support and facilitating solutions to reduce greenhouse gas emissions, and to adapt to the impacts of our changing climate. Through collaboration with decision-makers, influencers and passionate citizens, the CCCM is embarking on action to ensure a thriving, low-carbon economy.

**Role:** Continue to engage students, faculty, community and businesses through the following programs:

- Bay Area Climate Change Office
- Industry Partnership Initiative
- Campus Carbon Management Initiative
- Office of Campus Sustainability and Climate Change

### **Halton Catholic District School Board**

There are 14 elementary schools and 3 secondary schools in Burlington under the jurisdiction of the Halton Catholic District School Board, delivering educational programs to students in Burlington.

**Role:** Engage and educate students about the impacts of climate change and actions that students and families can take. HCDSB schools participate in the Eco School program. Ontario EcoSchools is an environmentally educative program that aims to help school communities across the province to develop their ecological literacy and environmental practices. The goal of the program is for schools to reduce their eco footprints and to teach staff, students and parents to be environmentally responsible citizens. The school board can also show community leadership by improving the energy efficiency of the schools and implementing renewable energy projects where possible.

### **Halton Environmental Network (HEN)**

HEN is an incorporated non-profit organization operating in Halton Region (Oakville, Burlington, Milton, Halton Hills). HEN supports and enhances the capacity for local climate action and environmental sustainability across our community. HEN brings together relevant parties to drive change and facilitates communication, cooperation, resources and alignment with Community members, Conservation Authorities, Non-profits, Faith-Based Organizations) Government, and Educational Sector.

**Role:** HEN engages the community through workshops, community educational outreach programs, and waste diversion and mitigation initiatives for organizations and businesses and at events.

### **Halton District School Board**

There are 35 elementary schools and 9 secondary schools in Burlington under the jurisdiction of the Halton District School Board, delivering educational programs to students in Burlington. The board delivers other programs such as adult continuing education and night school at Gary Allan High School.

**Role:** Engage and educate students about the impacts of climate change and actions that students and families can take. HDSB schools participate in the EcoSchool program (see above under Halton Catholic District School Board).

## **McMaster University – Department of Engineering & McMaster Institute for Energy Studies**

The research that the institute is involved in such as energy harvesting, thermal energy recovery, micro thermal networks and energy storage will help to support the development of smart community energy systems as Burlington grows and develops.

**Role:** Continue its research and relate the applicability to Burlington in future development and support pilot projects. The city will also support and participate in research projects where relevant to its strategic goals.

## **Region of Halton**

The Region of Halton is the regional government and is responsible for providing services such as water and wastewater treatment, distribution and collection, waste management services, and health and social services, among others.

**Role:** The region has a leadership role to play on climate change by ensuring its own operations are delivered in an efficient way to reduce the overall carbon footprint. The region does extensive community outreach on areas related to waste reduction and diversion, water efficiency and conservation, and the linkages between climate change and health.

## **Royal Botanical Gardens**

The Royal Botanical Gardens (RBG) is the largest botanical garden in Canada with 400 acres of display gardens. The RBG also shows stewardship by protecting and restoring 2,450 acres of nature sanctuaries containing environmentally sensitive habitats, where approximately 50 listed species-at-risk have made their home. It is actively involved in teaching and educating the public and school children about the importance of plants, nature and maintaining sustainable biodiversity, and how to be environmental stewards in their community.

**Role:** Continue to engage the public and school children on being environmental stewards to reduce the impacts of climate change, particularly on the natural environment and biodiversity.

## **Sustainable Hamilton Burlington**

Sustainable Hamilton Burlington is a non-profit social enterprise serving the cities of Hamilton and Burlington. It works with local businesses and non-profit organizations to take leadership and adopt a sustainable approach to their operations through collaborative learning, measurable action and recognition of success.

**Role:** Continue to work in the business and non-profit sector to achieve positive change to reduce the collective carbon footprint and waste.

## Enbridge

Enbridge Gas Inc. delivers natural gas to homes, businesses and industries in communities across Ontario.

**Role:** Enbridge delivers residential conservation programs as well as programs to businesses. Residential programs include a home reno rebate program, a low income 'weatherization' program, and support to builders to improve energy efficiency of new homes. Programs for businesses include incentives for energy efficiency equipment, incentives to help fund engineering feasibility studies, and building optimization programs to help improve building efficiency, among others.

# Partnerships and Collaboration

## Centre for Climate Change Management at Mohawk and The Bay Area Climate Change Office & Council

The Centre for Climate Change Management at Mohawk (CCCM) is a multi-sector partnership between the cities of Hamilton and Burlington, Sustainable Hamilton Burlington and Mohawk College. The governance model, particularly for the Bay Area Climate Change Office (BACCO) and Council supports the implementation of a community driven plan to grow the economy while reducing emissions and building resilience to adapt to a changing climate.

There are currently 15 member organizations and individuals on Bay Area Climate Change Council. A strength of the council is the diverse background and experience of the membership. The council will collectively promote the adoption of deep greenhouse gas emissions mitigation strategies and climate change adaptation initiatives, prioritizing the following actions:

- Advocating for the adoption of progressive climate change policies;
- Supporting deep energy retrofits for homes and residential buildings;
- Advancing transportation strategies to reduce greenhouse gas emissions; and,
- Collaborating on low carbon supply chain solutions to support access to local food and reduce waste throughout the food supply chain.



## Halton Climate Collective

The Halton Climate Collective (HCC) was initiated by and is led by the Halton Environmental Network (HEN). The HCC is a group of local organizations focused on collectively transforming the community of Halton into a low carbon, climate resilient community. The purpose of the collective is to align actions and leverage expertise to reduce climate change, secure funding opportunities and promote a collective approach to addressing climate change. Organizations represented on the collective include:

- City of Burlington
- Conservation Halton
- Halton Environmental Network
- Town of Halton Hills
- Town of Milton
- Town of Oakville
- Halton Catholic District School Board
- Halton District School Board
- Region of Halton; and
- University of Waterloo

## Sustainable Hamilton Burlington

Sustainable Hamilton Burlington is a non-profit social enterprise serving the cities of Hamilton and Burlington. It works with local businesses like Walker Emulsions, Wolseley Distribution and Zip Signs (Burlington businesses) and non-profit organizations to take leadership and adopt a sustainable approach to their operations through collaborative learning, measurable action and recognition of success. This includes supporting organizations in setting and working towards carbon reduction targets. The cities of Hamilton and Burlington are members of SHB in part to show leadership to other local organizations and businesses to improve sustainability and adopt a low carbon approach to their operations.

## Clean Air Partnership and Clean Air Council

The Clean Air Partnership (CAP) is a charitable environmental organization launched in June 2000. CAP's mission is to help municipalities become sustainable, resilient, vibrant communities where resources are used efficiently, the air is clean to breathe and greenhouse gas emissions are minimized. The Clean Air Council is a program administered by CAP and is a network of 28

municipalities and health units from across Ontario. Since 2000, Clean Air Council members have been working collaboratively on the development and implementation of clean air, climate change, sustainability and resilience actions. The City of Burlington has been an active member on the Clean Air Council for several years.

## QUEST Community Energy Planning and Implementation Network

QUEST (Quality Urban Energy System for Tomorrow) is a national non-government organization that works to accelerate the adoption of efficient and integrated community-scale energy systems in Canada by informing, inspiring and connecting decision makers. This organization commissions research, communicates best practices, convenes government, utility, and private sector leaders, and works directly with local authorities to implement on the ground solutions.

Participating in QUEST's Community Energy Planning and Implementation Network (CEPIN) provides Burlington the opportunity to network with peer municipalities on community energy planning, sharing best practices, lessons learned and other information, with access to senior levels of government and utilities on energy issues. The network assists Burlington staff to stay informed about changing policies and programs related to community energy planning as well as best practices being implemented by other organizations.

## International Urban Cooperation Program

Burlington has been participating in the European Union's International Urban Cooperation program since 2017, partnered with Växjö, Sweden to share solutions to common challenges such as sustainable development, community energy systems and climate change. The program is part of a long-term strategy by the EU to foster sustainable urban development in cooperation with both the public and private sectors. Burlington and Vaxjo have been working together to share information and lessons learned on their respective areas of focus using an ecosystem approach to planning for urban parks and the redevelopment of an industrial area. Information is being shared through skype meetings and webinars on topics such as the fossil fuel free city; storm water management; tall wood buildings; and community engagement activities.

## Showcase Cities and Global Covenant of Mayors for Energy and Climate Canada

The City of Burlington is one of 25 Canadian municipalities participating in the Showcase Cities Program. The program is designed to help municipalities make the transition to the Global Covenant of Mayors for Climate and Energy (GCoM - Canada).

GCoM Canada is a collaboration between the Federation of Canadian Municipalities, ICLEI Canada, C40 Cities, the Global Covenant of Mayors Secretariat and the International Urban Cooperation Project, supported by funding from the European Union. The initiative combines two leading domestic climate programs, the Partners for Climate Protection (PCP) and Building Adaptive and Resilient Communities (BARC) with the leading global climate program. The purpose of this collaboration is to further advance Canadian local climate action by adding value, international opportunities/profile and streamlined support and reporting for members.

Burlington has joined over 9,000 cities, representing more than 800 million people worldwide and over 10% of the total global population by committing to take part in the GCoM program.

# MONITORING AND EVALUATION

Tracking the effectiveness of the actions in the BCAP helps to manage the risk and uncertainty associated with these efforts, as well as external forces such as evolving senior government policy, and new technologies which can disrupt the energy system. Key motivations for monitoring and evaluation include the following:

- Identify unanticipated outcomes.
- Adjust programs and policies based on their effectiveness.
- Manage and adapt to the uncertainty of climate change.
- Manage and adapt to emerging technologies.

Specific activities which have been identified to support the implementation of the BCAP include an annual work plan and review, an annual indicator report, an update of the GHG inventory every two years and an update of the BCAP every five years.

*Table 7. Monitoring and evaluation activities*

Activity	Purpose	Description	Frequency
1. Annual work plan and review	Review work to-date and set annual priority actions	Annual report with prioritized actions	Annual
2. Annual indicator report	Track effectiveness of actions	Annual report on set of indicators with an analysis of the results	Annual
3. Inventory	Update energy and GHG emissions profile	Re-calculate the GHG emissions and energy inventory	Every 2 years
4. Update the BCAP	Update the BCAP to reflect changing conditions	Review each action and the progress being achieved. Identify new actions.	Every 5 years

# Annual Work Plan and Review

An annual work plan identifies all relevant activities to achieve the actions and policies in the plan, the responsible parties, the budget and the schedule. The results of the previous year's work plan should be reviewed to inform the development of subsequent work plans. The work plan is prepared by the BCAP coordinating body, as identified by the BCAP partners.

## Annual Indicator Report

There are two aspects involved in the application of indicators: collecting data on indicators (monitoring) and interpreting the results of those indicators (evaluation). Over time, the City can also evaluate its effectiveness in embedding the knowledge and wisdom gained through this process into the organization.

From the perspective of the BCAP, there are multiple purposes for which data is collected: to evaluate the effectiveness of the actions, to evaluate the impact of the actions on the community, and to evaluate the uptake of the lessons from the evaluation.

The City can launch its implementation report on Earth Day each year.

*Table 8. Types of indicators*

Indicator Category	Question
1. Effectiveness indicators	Are the actions achieving their objectives?
2. Impact indicators	What is the impact of the actions on the community?

## Effectiveness Indicators

These indicators are designed to evaluate whether or not policies or actions are having an effect; they vary from municipality to municipality according to the specifics of the community energy and emissions plan. The results of the indicators are then compared against the assumption in the modelling to monitor whether or not the community is on track with projections. Indicators should be developed for each policy or mechanism.

## Impact Indicators

The City should develop a set of indicators that track macro trends and drivers of GHG emissions in the City. These are designed to be reported on each year.

*Table 9. Indicators*

Indicator	Trend	Data sources
Total new dwellings by type	An indication of the growth of the building stock.	Building permits
Average total floor area of new dwellings	An indication as to whether there is more or less floor space to heat or cool.	Building permits
Diversity of dwelling types	An indication of the types of dwellings and whether or not they have shared walls.	Building permits
Total new non-residential floorspace by type	An indication of the growth of the building stock.	Building permits
Total demolitions	An indication of the change in the building stock.	Demolition permits

Indicator	Trend	Data sources
Percentage of non-residential floorspace within 400m of a transit stop	An indication as to whether commercial development is occurring in areas more appropriate for walking, cycling and transit.	Building permits and GIS analysis
Number of new dwellings that are within 400m of a transit stop	Indication of transit accessibility.	GIS layers of transit and building footprint
Annual or monthly energy price by fuel (electricity, gasoline, diesel, natural gas) (\$/GJ)	Energy costs are an important indicator of opportunities for energy savings and renewable energy, household, municipal and business energy costs.	Available from the utilities
Total energy consumption by sector for electricity (GJ)	An indication of trends in energy use in buildings.	Available from the utilities
Total solar PV installs (# of installations)	An indication of extent of decentralized renewable energy.	Building permits or utilities
Total gasoline sales (\$)	An indication of GHG emissions from vehicles.	Available for purchase from Kent Group Ltd.
Total transit trips	An indication of whether non-vehicular trips are increasing.	Available from B.T. and Metrolinx

Indicator	Trend	Data sources
Length of physically separated cycling lanes, new cycling infrastructure, and new sidewalks	An indicator of opportunity for people of all ages to cycle and use active transportation modes.	City
Mode share	An indication of the use of transit/active transportation	City
Volumes of types of waste processed at recycling and waste management facilities	An indicator of uptake of waste diversion strategies, and of overall waste production	Region
Number of EV, PHEV and BEV vehicle sales compared to total vehicle sales	An indicator of adoption EVs in the market	Province



# CONCLUSION

The BCAP is a pathway to a low carbon future. This pathway requires new investments by the public sector, the private sector and households, and will stimulate a new economy.

Municipal interventions will be foundational. These efforts will unlock key strategies to advance the LCS, including creating policies to support district energy, land-use planning, supporting advanced building performance standards, financing retrofits and renewable energy, and education and support.

The low carbon pathway nearly achieves Burlington's GHG targets. New opportunities will need to be incorporated into the BCAP in order to address the gap between the City's GHG targets and the LCS.

**Recommendation #1:** The City and partners continue to test novel approaches and identify new strategies to reduce GHG emissions as part of the monitoring and evaluation of the BCAP.

**Implementation focuses on six program areas.** The transition requires efforts firstly to reduce energy consumption through high performance building codes and land-use planning, secondly to improve the energy system by retrofitting existing buildings, and thirdly to switch to renewable energy, primarily electricity and to a lesser degree renewable natural gas. The BCAP outlines specific actions and programs that will implement those actions.

**Recommendation #2:** The partners of the BCAP will develop a five-year implementation plan based on the six program areas identified in the BCAP.

**The City of Burlington is not alone.** Many other cities and regions around the world are exploring similar pathways, and there are opportunities to compare notes and learn from successes and challenges going forward.

**Land-use policy will enable implementation.** Energy and GHG gains that occur as a result of land-use planning are essentially free in that they require no investment and deliver a range of other co-benefits. Therefore, municipalities

should continue to advance intensification strategies as an enabling strategy to reduce GHG emissions. Other policies in the Official Plan will also support the delivery of the programs and the implementation of the actions.

**Recommendation #3:** The BCAP be both recognized and enabled by the forthcoming revisions of the Burlington Official Plan.

**The BCAP is an economic development strategy.** There are opportunities for new and existing businesses in the fields of heat pumps, building retrofits, renewable energy, district energy, energy storage and others yet to be determined.

**Major investments are required.** This transition requires significant capital investments, an additional amount of \$4.3 billion for all the timeline of the LC pathway, compared with the BAU scenario. However, these investments are offset mainly by reduced fuel expenditures later on, reaching savings of \$ 6.7 billion over the same period. The incremental capital costs of the LCS are 4% of the total expenditures made annually on buildings, transportation and waste management in the City.

**Recommendation #4:** Work with financial partners to develop a BCAP capitalization strategy.

The LCS actions modelled have varying return on investments and risk profiles. Some investments will be more suited to the public sector, whereas others will be more appropriate for private businesses. Determining which action is best associated with which entity has yet to be done but there are many promising investment opportunities.

**New jobs will be created.** The investments in the energy system will generate employment in building design, retrofits, district energy, renewable energy, electric vehicle manufacturing and other sectors. A total of 21,300 direct person years of employment will be created over the period as a result of the implementation of the LCS.

**The low carbon pathway will evolve.** As new technologies emerge and new approaches to deployment are developed, the approach to implementing the actions will change. The earlier the City of Burlington can undertake the investments contemplated in the pathway, the greater financial and environmental benefits will be for the community as a whole. Delay will result in, for example, increasing household energy costs for a longer period.

# APPENDIX 1. MODELLING AND METHODOLOGY

## Population and Employment Assumptions and Projections

City-wide population is modelled using the standard population cohort-survival method, disaggregated by single year of age and gender. It accounts for various components of change: births, deaths, immigration and emigration. The age structured population is important for analysis of demographic trends, generational differences and implications for shifting energy use patterns.

The 2016 population includes an estimated census undercount, based on estimates for the census undercount by age and gender. The Statistics Canada 2016 Census is used as the basis for this year.

The employment numbers are adjusted to reflect the place of work of employees.

The population and employment growth rates in the BPE (2011) were used to project to 2031, and held fixed from 2031-2050 (growth rates held fixed; not population and employment). The Regional Municipality of Halton Best Planning Estimates of Population, Occupied Dwelling Units, and Employment 2011-2031 for the City of Burlington were used for these projection estimates.

# Carbon Budget Methods

In this context, a carbon budget for Burlington was developed using the per capita figures of 2.9 tCO<sub>2</sub>e for 2030, and 0.9 tCO<sub>2</sub>e and 0 tCO<sub>2</sub>e for 2050 respectively, using the C40 report as reference.<sup>26</sup> A logistic function was used to extrapolate per capita GHG emissions between 2019 and 2030, and 2030 and 2050 using a convergence point of 2.9 tCO<sub>2</sub>e in 2030, resulting in an annual per capita budget for CO<sub>2</sub>e emissions. Future population projections were then multiplied against the per capita GHG emissions factor to generate total GHG emissions year over year.

## Financial Modelling

The actions in the LCS require investments that result in savings and, in the case of local electricity generation, revenues; it is a classic case of pay now to save later. Incremental expenditures, (as compared with the business-as-usual case) in buildings, vehicles and other energy-related equipment and infrastructure increase costs in the short term in return for long term savings. By 2050, cumulative investment in the LCS reaches \$38 billion with a present value in 2016 of \$23.5 billion.

On the other side of the ledger are the fuel and electricity cost savings, the monetary value of the carbon reductions resulting from carbon pricing, and savings from a lower O&M cost. The largest contribution to the value of the LC comes from lower energy bills; by 2050, fuel and electricity expenditures in Burlington are a \$0.4 billion per year lower than in the business-as-usual scenario. In that same category, cumulative savings reach \$6.9 billion, with a present value in 2016 of \$3.5 billion.

Carbon pricing effectively increases the value of fuel and electricity savings, and especially fuel savings, modestly in the first half of the program but more significantly in the later years as the effective carbon price increases. In 2050, the carbon “premium” from the LC reaches \$99 million and the cumulative premium over the period totals \$1.5 billion, with a present value of \$0.7 billion.

Finally, the LCS pathway includes investments in local energy generation facilities in Burlington that generate a minor stream of revenue.

The above four categories of Investments, Energy Savings, Carbon Credits, and Energy Generation Revenue are summarized in Figure A1 below, which presents the LC scenario figures relative to BAU. On an annual basis, the investments

---

<sup>26</sup> (C40, 2017, p. 40)

exceed the savings and revenues until the breakeven point in 2029 and then the net benefits begin to exceed the annual costs by an ever widening margin. By 2050, the annual net payback from the plan reaches \$0.6 billion per year. By that point the cumulative investment reaches \$4.3 billion as compared to the cumulative benefits of \$6.8 billion. Additionally, as illustrated in Figure A2, the net present value of the costs and benefits of the Low Carbon Pathway is \$2.9 billion.

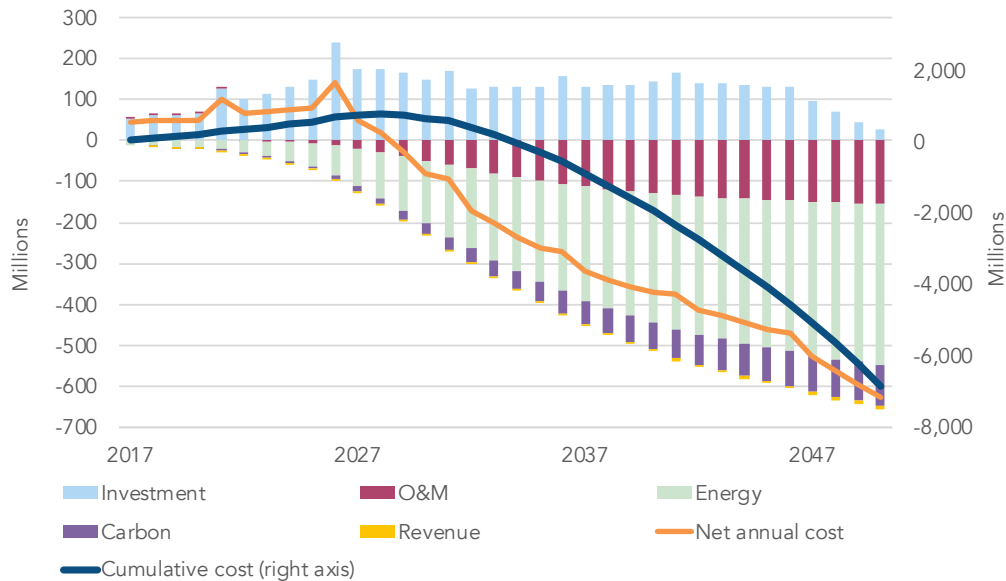


Figure A1. Expenditures, savings and revenues from the LCS, relative to business-as-usual. (Values are presented as costs in this figure, so expenditures are above the line and savings and revenue are below the line).

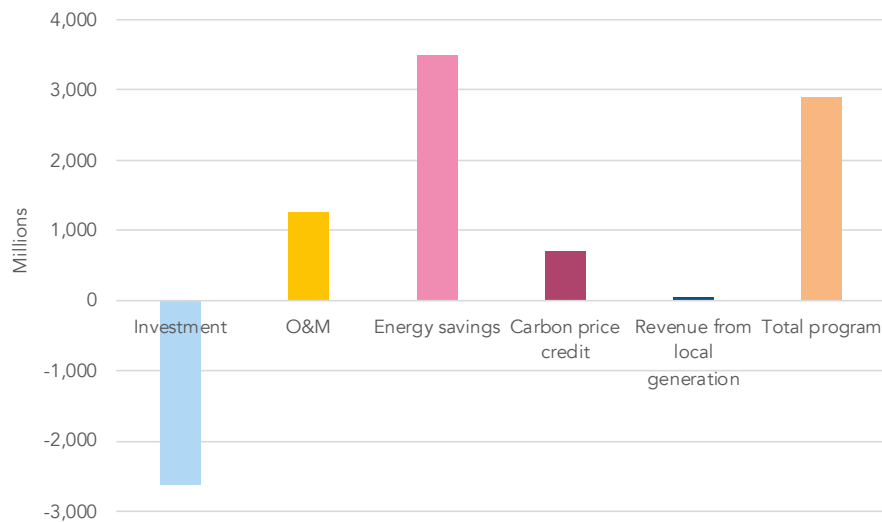


Figure A2. Net present value of expenditures, savings and revenues from the LCS, relative to the BAU scenario. (This figure shows present value, so costs are shown below the line, and revenues and savings above the line.)

## Home Energy Retrofits and Heat Pumps

Residential retrofits to improve the building envelope, to reduce energy demand, and to switch to low- or zero-carbon fuel sources are an essential part of the low-carbon pathway for Burlington. Facilitation of the wide-spread adoption of these modifications may require support or incentives to encourage the level of uptake required to achieve deep GHG emissions reductions, as not all retrofits or conversions will be financially positive or neutral.

The cost of heat pumps, as well as other interventions, were assessed over the period from 2019-2050. Assumptions about the size and timing of installing heat pumps in commercial buildings are less accurate than for residential buildings; Burlington does not have a large commercial building stock.

Electricity price projections used in the modelling are obtained from Canada's Energy Regulator, and project that electricity will be more than ten times more expensive than natural gas in the future. Added to this is the complexity of

investment required in Ontario's electricity grid, which could result in even higher electricity prices. This increase is the primary driver of the additional cost for heat pumps combined with the capital cost, which is higher than a conventional boiler or furnace- the combination of low natural gas prices and low capital costs, make the financial case for heat pumps challenging. Ground-source and air-source heat pumps are bundled together in the modelling, which has the effect of lowering the costs of ground-source heat pumps, and raising the cost of air-source systems. Air-source heat pumps will have a better return on investment, and no hybrid or other heat pump types were evaluated.

The cost of retrofits in the model averages between \$50,000 and \$60,000 per unit, resulting in energy savings of 50% savings. This level of retrofit on one dwelling today will likely be more in the range of \$80-\$100,000, so the modelling assumption is based on the development of a retrofit industry that achieves economies of scale. Energy savings needs to be significant to provide a return on an investment of \$60,000. Retrofits that result in energy savings of 20-30% can be more financially compelling, but once insulation in exterior walls and windows need to be replaced the return on investment is longer. Retrofit investment for the entire plan is \$600 million while the savings are \$550 million over a 30 year projection, with a margin of error associated with the assumptions for the modelling.

# APPENDIX 2. ASSUMPTIONS TABLES

## Electricity cost<sup>27</sup>

\$ / kWh	Residential	Commercial		\$ / kWh	Residential	Commercial
2016	0.1490	0.1222		2035	0.1704	0.1397
2017	0.1520	0.1246		2036	0.1705	0.1398
2018	0.1550	0.1271		2037	0.1706	0.1399
2019	0.1580	0.1296		2038	0.1709	0.1401
2020	0.1612	0.1322		2039	0.1710	0.1403
2021	0.1620	0.1329		2040	0.1712	0.1404
2022	0.1628	0.1335		2041	0.1762	0.1439
2023	0.1637	0.1343		2042	0.1770	0.1445
2024	0.1645	0.1349		2043	0.1779	0.1452
2025	0.1653	0.1356		2044	0.1787	0.1458
2026	0.1661	0.1362		2045	0.1796	0.1464
2027	0.1669	0.1369		2046	0.1804	0.1471
2028	0.1678	0.1377		2047	0.1813	0.1477
2029	0.1687	0.1383		2048	0.1821	0.1483
2030	0.1695	0.1390		2049	0.1830	0.1489
2031	0.1697	0.1392		2050	0.1839	0.1496

<sup>27</sup> (National Energy Board, 2016)



\$ / kWh	Residential	Commercial		\$ / kWh	Residential	Commercial
2032	0.1698	0.1393				
2033	0.1700	0.1394				
2034	0.1702	0.1396				

## Natural Gas cost<sup>28</sup>

\$ / m3	Residential	Commercial		\$ / m3	Residential	Commercial
2016	0.318	0.229		2035	0.369	0.274
2017	0.333	0.242		2036	0.370	0.275
2018	0.338	0.247		2037	0.372	0.276
2019	0.342	0.250		2038	0.373	0.277
2020	0.345	0.253		2039	0.374	0.278
2021	0.349	0.256		2040	0.375	0.279
2022	0.351	0.258		2041	0.383	0.284
2023	0.354	0.260		2042	0.385	0.286
2024	0.355	0.261		2043	0.387	0.287
2025	0.356	0.263		2044	0.389	0.289
2026	0.357	0.264		2045	0.391	0.291
2027	0.359	0.265		2046	0.393	0.292
2028	0.360	0.266		2047	0.395	0.294
2029	0.361	0.267		2048	0.397	0.295
2030	0.363	0.268		2049	0.399	0.297
2031	0.364	0.269		2050	0.401	0.298
2032	0.365	0.270				

<sup>28</sup> (National Energy Board, 2016)

\$ / m3	Residential	Commercial		\$ / m3	Residential	Commercial
2033	0.366	0.272				
2034	0.368	0.273				

## Gasoline cost<sup>29</sup>

\$ / L			\$ / L	
2016	1.17		2035	1.50
2017	1.21		2036	1.51
2018	1.25		2037	1.52
2019	1.26		2038	1.53
2020	1.29		2039	1.54
2021	1.31		2040	1.55
2022	1.33		2041	1.60
2023	1.35		2042	1.62
2024	1.36		2043	1.64
2025	1.38		2044	1.65
2026	1.39		2045	1.67
2027	1.41		2046	1.68
2028	1.42		2047	1.70
2029	1.44		2048	1.71
2030	1.46		2049	1.73
2031	1.47		2050	1.75
2032	1.48			
2033	1.49			

<sup>29</sup>(National Energy Board, 2016)

\$ / L			\$ / L	
2034	1.49			

## Biogas Cost<sup>30</sup>

\$ / GJ				
2016	\$18.80		2035	\$12.10
2017	\$13.10		2036	\$12.08
2018	\$12.70		2037	\$12.07
2019	\$12.30		2038	\$12.06
2020	\$12.20		2039	\$12.05
2021	\$12.20		2040	\$12.04
2022	\$12.20		2041	\$11.42
2023	\$12.20		2042	\$11.34
2024	\$12.20		2043	\$11.26
2025	\$12.20		2044	\$11.18
2026	\$12.20		2045	\$11.10
2027	\$12.20		2046	\$11.01
2028	\$12.20		2047	\$10.93
2029	\$12.10		2048	\$10.85
2030	\$12.10		2049	\$10.77
2031	\$12.10		2050	\$10.69
2032	\$12.10			
2033	\$12.10			
2034	\$12.10			

<sup>30</sup> (Navigant consulting, 2016)

# Carbon Price<sup>31</sup>

\$ / tonne CO <sub>2</sub> eq				
2019	20		2038	80
2020	30		2039	83
2021	40		2040	85
2022	50		2041	88
2023	52		2042	90
2024	53		2043	93
2025	55		2044	96
2026	56		2045	99
2027	58		2046	102
2028	60		2047	105
2029	61		2048	108
2030	63		2049	111
2031	65		2050	114
2032	67			
2033	69			
2034	71			
2035	73			
2036	76			
2037	78			

<sup>31</sup> (Office of the Parliamentary Budget Officer, 2016)