



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

### Addendum

**Date:** May 14, 2020

**Time:** 9:30 am

**Location:** Council Chambers- members participating remotely.

Pages

#### 4. Regular Items:

4.6 *City of Burlington service re-design strategy (CM-12-20)*

1 - 42

Note: This item will be the subject of a Special Council meeting immediately following the May 14, 2020 Corporate Services, Strategy, Risk and Accountability Committee meeting.

4.7 *Service re-design interim program changes and modifications (CM-13-20)*

43 - 63

Note: This item will be the subject of a Special Council meeting immediately following the May 14, 2020 Corporate Services, Strategy, Risk and Accountability Committee meeting.



**SUBJECT: City of Burlington service re-design strategy**

**TO: Corporate Services, Strategy, Risk & Accountability Cttee.**

**FROM: City Manager's Office**

Report Number: CM-12-20

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: May 14, 2020

Date to Council: May 25, 2020

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**Recommendation:**

Receive and file city manager's office report CM-12-20 with presentation - Service Re-design Strategy – presented by Executive Director Strategy, Risk & Accountability as detailed in Appendix A; and

Direct the City Manager to bring service re-design interim modifications to committee, as required, in accordance with the criteria described in “governance and decision-making” contained within the Service Re-design Strategy as detailed in Appendix A.

**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
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## **Background and Discussion:**

As stated in Finance report F-27-20 (CSSRA May 14, 2020), the background provided:

“On March 17, 2020, the Province of Ontario declared an emergency under Section 7.0.1 (1) of the Emergency Management and Civil Protection Act. As a result of this declaration and its associated orders, certain establishments were legally required to close immediately.

On April 3, the Ontario government announced it was further reducing the list of businesses and services classified as essential and ordering more workplaces to close to prevent the spread of COVID-19 and protect public health.

Schedule 1 of the amended Provincial Order provides that nothing in the Order precludes operations or delivery of services by any government, or by any person or publicly funded agency or organization that delivers or supports government operations and services. This provision allows municipalities to continue to operate and provide services and those which support such operations and service during the emergency. It therefore falls to each municipality to consider what operations and services it will continue to provide as essential in order to do its part in responding to the continually evolving health crisis and take the necessary steps to help protect the health of their communities.

As part of our ongoing response to the COVID-19 pandemic and based on the advice being provided by the provincial and regional Medical Officers of Health, the City of Burlington has enacted its emergency planning operations, closed city facilities and parks, and focused efforts on delivering only essential and critical services to ensure the safety of the community.”

In City Manager’s Office report CM-03-20 (April 20, 2020), the City of Burlington COVID-19 emergency response strategy was provided to Committee. 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, and
- 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.

## **Strategy/process**

As indicated in COVID-19 emergency response strategy, work has continued albeit under different conditions given the significant changes the City made to operations to keep the public and employees safe. These changes include the closure of facilities and

park amenities, cancellation of events, and modifications to service delivery in areas such as transit, operations and by-law enforcement.

In anticipation of the Province of Ontario initiating and implementing its staged re-opening, the City has defined a strategy to re-design services to comply with the provincial and public health guidance and harness the innovative and creative ways staff have delivered services since the declaration of the state of emergency. This strategy maintains the City's focus on the overall goal to continue to protect the health and safety of our community and staff and do our part to limit the spread of COVID-19.

The City's strategy is responsive and takes a highly measured approach to resuming delivery of City services and operations considering the Province's direction for continued protections for vulnerable populations and continued practice of physical distancing, hand washing, respiratory hygiene and significant mitigation plans to limit health risks.

The way we interact with our community and customers to deliver services in the post-pandemic environment will not be the same way we delivered our services pre-pandemic. Every service will have some degree of change and some services may have cycles of change dependent on the Province's staged re-opening.

Implementation of this strategy includes:

- identification and mitigation of risks,
- realization of opportunities involved in service re-design, and
- a structured and timely decision-making by Council and staff considerate of community, financial, human resource and other important corporate impacts.

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## **Financial Matters:**

The full financial impact of service re-design will not be understood until all stages of the Province's re-opening framework have been implemented and the City has had the time to implement the necessary changes.

Notwithstanding, it is known that 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). The city has implemented a 2020 Expenditure Restraint Program to help ease the financial impacts. In addition, proposed deferral of capital projects and 2020 business cases is also being

considered (F-27-20 CSSRA May 14, 2020). Regular monitoring of the financial impacts, including those related to service re-design, is performed by the Chief Financial Officer. Overall financial impacts are reported to Council on a regular basis.

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## **Climate Implications**

The effect of the actions taken by the City as it re-designs services to ensure the continued protection of 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.

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## **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 service re-design. Notwithstanding the sharing of information, local boards and Team Burlington report to their own boards for decisions related to their service resumption plans. As resumption and re-opening occurs throughout the region, the City continues to be in regular communication with our municipal and regional counterparts to share information.

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## **Conclusion:**

The City's service re-design strategy sets the stage for resumption of modified services to comply with the provincial and public health guidance and harness the innovative and creative ways staff have delivered services since the declaration of the state of emergency. An underlying principle of this strategy is that the way we interact with our community and customers to deliver services in the post-pandemic environment will not be the same way we delivered our services pre-pandemic. Every service will have some degree of change and some services may have cycles of change dependent on the Province's staged re-opening. This strategy maintains the City's focus on the overall goal to continue to protect the health and safety of our community and staff and do our part to limit the spread of COVID-19.

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Respectfully submitted,

Sheila M. Jones

Executive Director, Strategy, Risk & Accountability

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**Appendices:**

- A. City of Burlington Service Re-design Strategy 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-12-20 Appendix A**

## **City of Burlington Service Re-design Strategy**

As of May 11, 2020

# Table of Contents

Where Are We Now.....	Slide 4 - 6
Looking Ahead...to July and Beyond.....	Slide 8 - 9
Governance and Decision-Making.....	Slide 11
Change Management and Communications.....	Slide 13
Service Re-design Framework.....	Slide 15 - 17
Service Re-design Process and Deliverables.....	Slide 19 - 20
Summary of Risks and Opportunities.....	Slide 22 - 36
Conclusion & Questions.....	Slide 37



# Where We Are Now

## Our Service Re-design Goal:

Advance the way we deliver services to continue to protect the health and safety of our community and staff and do our part to limit the spread of COVID-19.

### Background

- The decisions and actions taken during the response stage of the pandemic emergency resulted in a number of programming and service delivery changes.
- These changes include: work from home program, virtual programming, enhanced cleaning and disinfecting, and physical space changes to support physical distancing.
- A key outcome of the COVID-19 Emergency Response strategy is:
  - The implementation of a recovery plan to fully deploy our workforce within 30 days of termination of the emergency declaration.

### Purpose

This strategy:

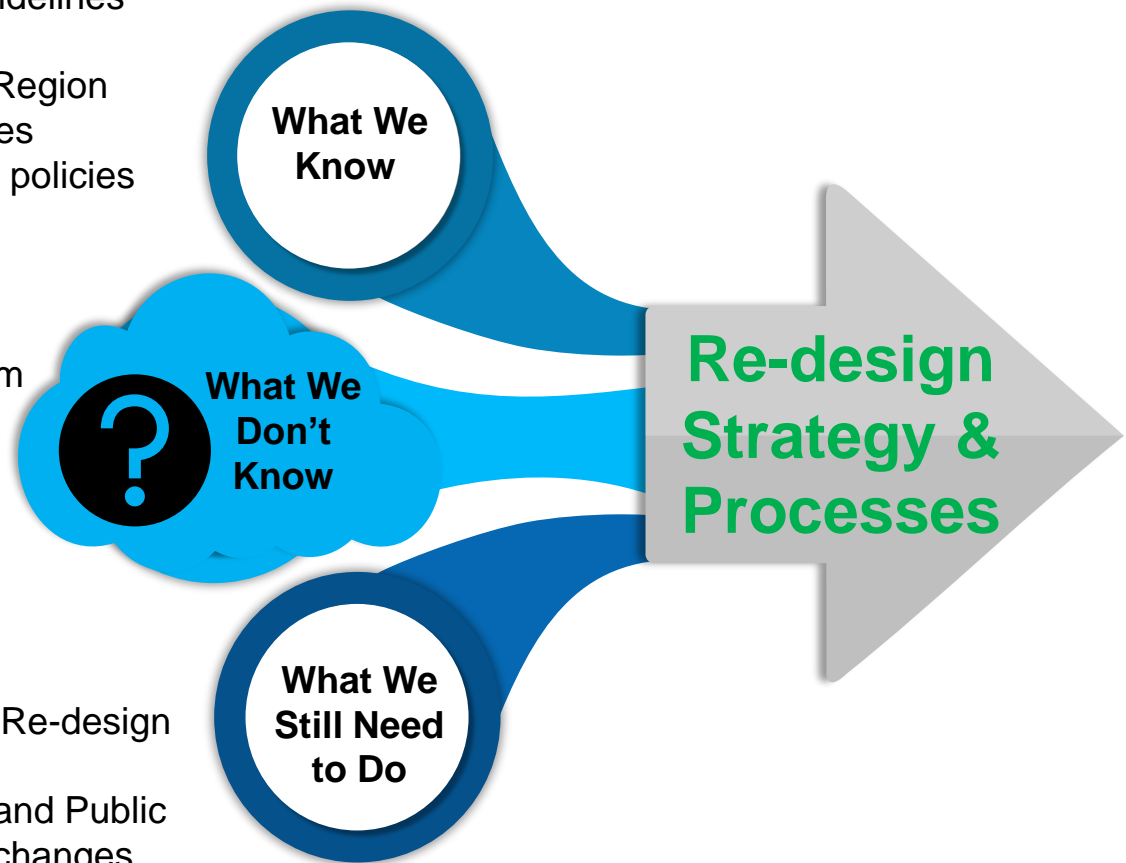
- defines the City's decision-making framework to identify resource needs, timing, and changes necessary to re-start/resume service delivery.
- supports the City's efforts to realize the benefits of the opportunities and innovative changes made as result of the pandemic response decisions and actions.

# All Things Considered...Some Context

- ✓ Provincial Framework – Phased approach
- ✓ Health and Safety Guidelines
- ✓ Federal Guidelines
- ✓ Close Relations with Region and other municipalities
- ✓ City Internal Covid-19 policies & processes

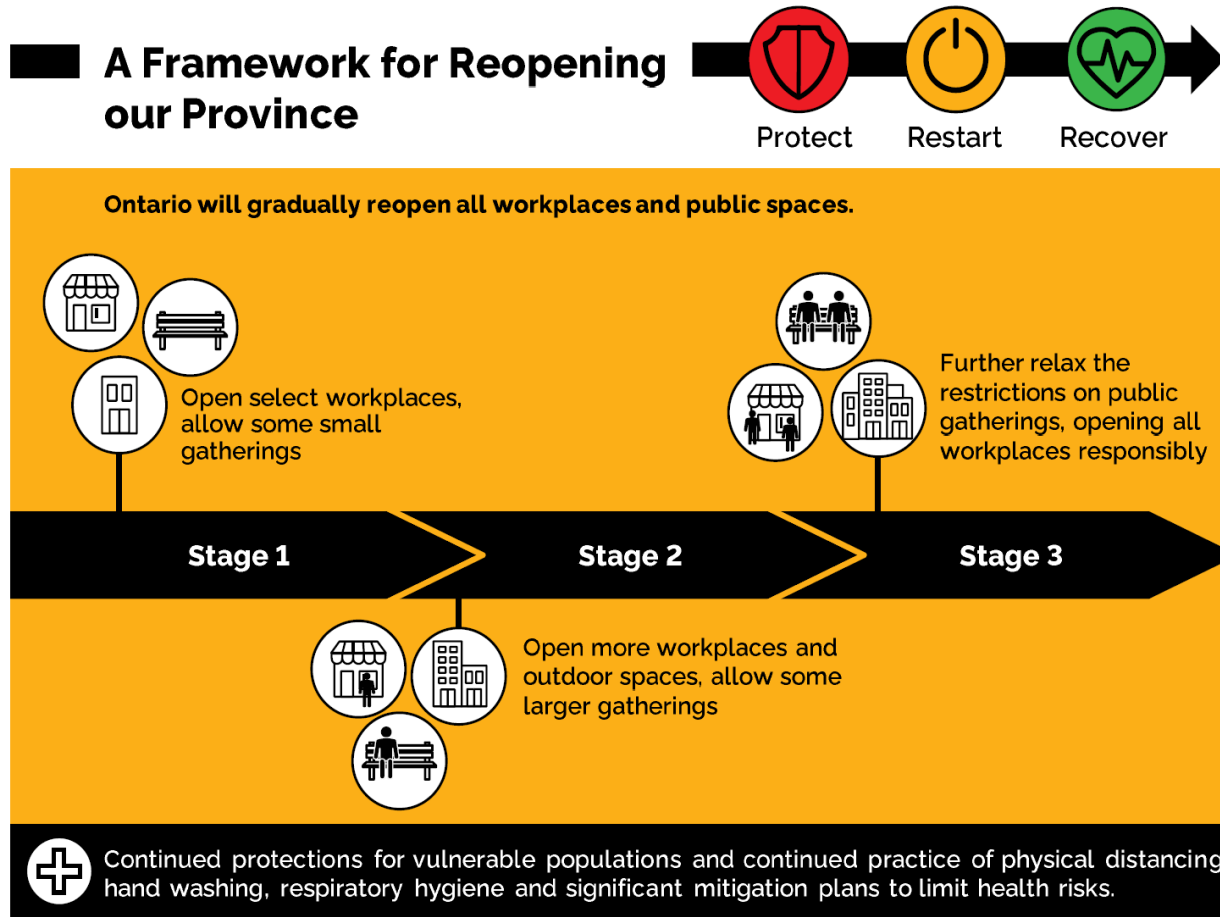
- ? Timing of re-opening
- ? Sequence of service/program resumption
- ? New Guidelines
- ? Public Health Impacts
- ? 2<sup>nd</sup> Wave
- ? Community Response

- Build and Gather Service Re-design Plans
- Communicate to Council and Public
- Respond to updates and changes from other levels of Government



# Province of Ontario

## Phase 2: Restart — A Gradual, Staged Approach



# Looking Ahead...to July and Beyond

# Service Re-design Objectives

- Documentation of plans to re-start/resume services
- Identification of additional resources and capacities needed to adapt to re-designed service delivery
- Sustain the corporate supplies of pandemic-response equipment and material
- Maintain communication to public and staff
- Leverage identified opportunities to implement during re-start/resumption
- Minimize the psychological impacts and sociological impacts of the changes on staff and the public
- Protect the health and safety of our community and staff and limit the spread of COVID-19
- Minimize the year-end unfavourable financial impacts

# Preparing to Resume Operations

## Principles

City management and staff will always consider:

- Our customer's perspective
- Innovative and new ways to deliver services identified during the pandemic are the starting point for re-starting/resuming processes
- Staff health and safety will be paramount in continuing operations.
- Every employee's commitment to doing their part to deliver re-designed services
- The provincial and public health officials direction and guidance
- The learnings from other regions/areas experiencing resumption of business and activities
- The recovery and rehabilitation procedures of the Municipal Emergency & Continuity Management Program
- The financial opportunities to minimize cost and maximize revenue

## Assumptions

- There will be a degree of change in everything we do.
- Province will gradually release restrictions on business and industrial sectors (the trickle approach)
- Physical distancing, temporal distancing (staggering schedules) and other protective measures will continue until provincial and public health officials provide other guidance
- The stage of the provincial re-opening will influence the decisions we make.
- Slow uptake of programming (e.g. recreation programs) and services (e.g. transit, development applications, etc.)
- Stimulus funding likely to be available relatively quickly
- Part-time staff are reinstated in a timely manner consistent with the release of restrictions on business and industrial sectors

# Governance and Decision-Making



# Governance and Decision-Making

The extent of the re-design in service delivery will direct the decision-making process and ultimately, where the decision is made. The following are guidelines for decisions.

## Committee/Council

- Service Level impacts (each stage)
  - Increase and/or decrease of service levels – longer-term
  - Commission and/or decommission of services
- Financial Impacts
  - 2020 operating and capital budget implications
- Corporate policy impacts
- Community Impacts
- Reputation and other risks

### How:

Approval of Council based on separate motion tied to specific criteria (as indicated above) for service program changes.

## Burlington Leadership Team/ECG/ Service Leads

- Tactical and operational impacts on City services delivered within the limits of Council approved service levels and budgets;
- Human resource deployment
- Health & safety issues
- Immediate operational response related to COVID-19 and other emergencies (e.g. weather events)

### How:

Endorsement of Council of service modifications decisions made by staff.

# Change Management and Communications

# Service Re-design Change Management Plan Overview

## 1. Preparing for the Change

- Create a Re-design Strategy Team
- Assessment and analysis of change readiness by Service Area
- Design special tactics and processes for gathering re-design plan information and connecting with Directors and Service Leaders
- Develop overall Re-design Strategy and related approaches (Service Sequencing, Prioritizing and Service 4Ps)
- Share plan and gather input (ECG, SRT, BLT)
- Connect and work with Sponsor – design approaches and messaging

## 2. Managing Change

- Develop a **Communications Plan** – Internal Staff and External Public (perform a stakeholder assessment with Service Lead/Managers)
- Create a **Sponsorship Roadmap** (what messages and when messaging needs to be delivered – strategically aligned with other corporate messaging and communication plans)
- **Coaching Plan** – work with HR to provide people leaders with managing people during change support, training, tools and coaching (CLARC)
- **Training Plan** – ensure new processes training is available for staff via OTR and onsite when possible
- **Resistance Management** – Anticipate resistance and create a plan for it (provide people leaders with tactics for managing resistance)
- Integrate people change with the execution of the Re-design Strategy i.e. People Physical and Mental Health
- Execute plans

## 3. Reinforcing Change

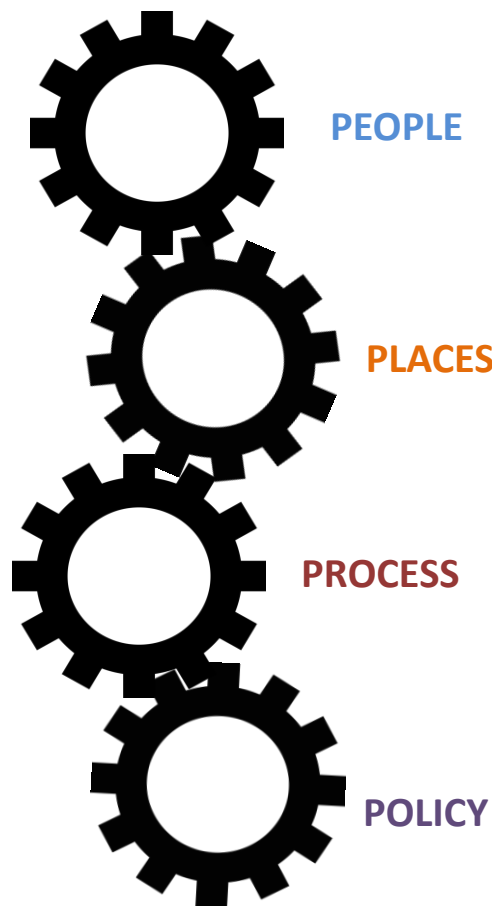
- Proactively collect feedback and listen to employees (Telephone Town Halls with focus on Burlington Services Redesigned)
- Develop a change compliance check in to assess the adoption of the “new way of doing things”
- Identify gaps and areas of resistance
- Implement corrective action and Service Area support as needed
- Celebrate successes
- Track and report on Service Area changes and embraced opportunities (ROI)

# Service Re-design Framework

# City of Burlington Re-design Framework

## #BurlON Services Re-designed

### The 4 P's of Re-design



- Employee, Customer, Supplier, Partners
- Personal Protection Equipment
- Physical and Mental Health
- Gathering Size
- Physical and Temporal Distance
- Vulnerable Populations

- Frequency of Use
- Access and Screening
- Travel and Transportation
- Capacity Requirements
- Cleaning and Hygiene
- Protection Equipment

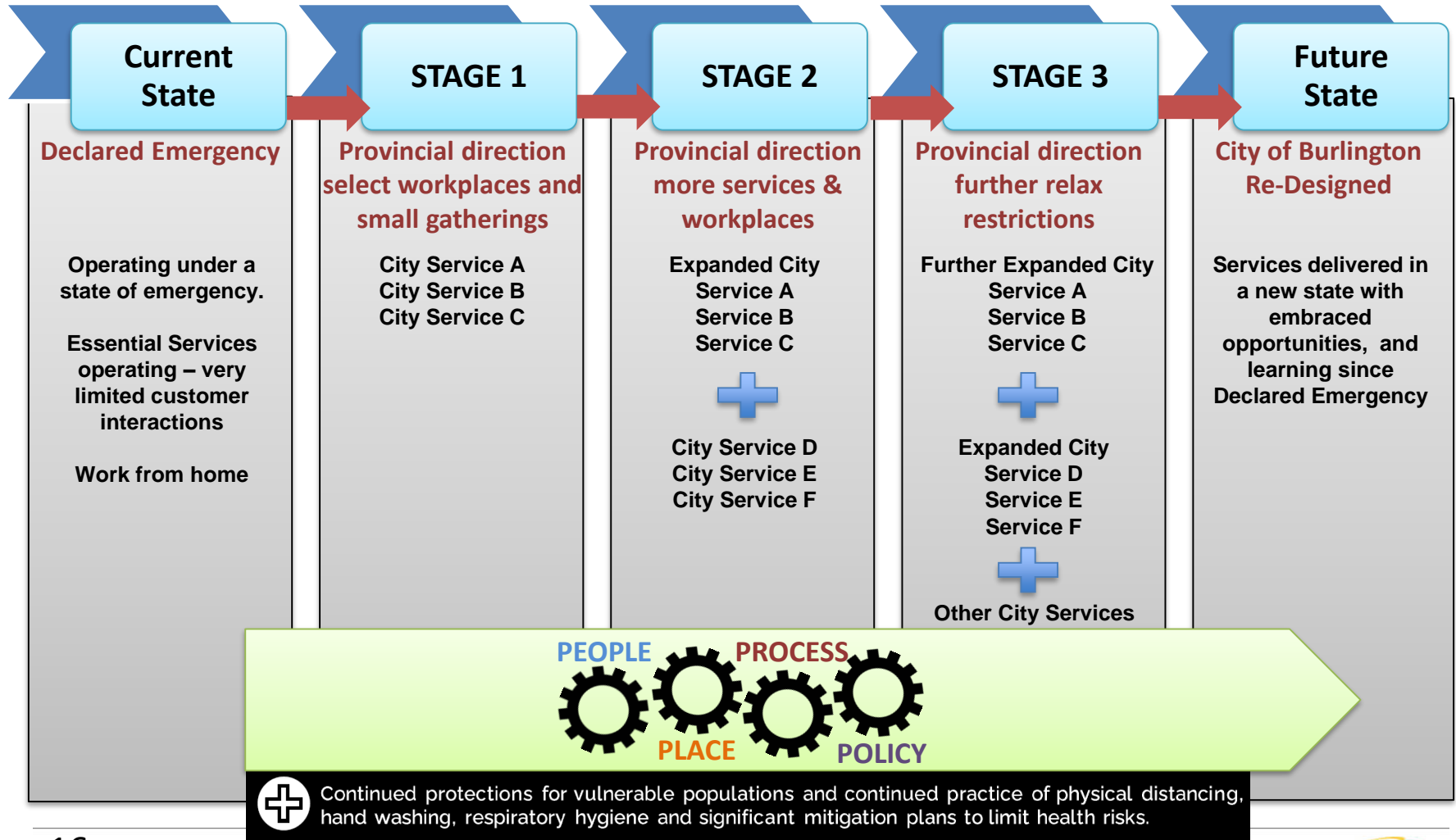
- Business processes
- Training
- Communication
- Risk
- Technology

- Standards and Consistency
- Internal and External Communications
- People, Process and Places Policies
- Flexibility, Reimagine and Evolve

# City of Burlington Re-design Roadmap

## #BurlON Services Re-designed

This staged approach to introduction of service delivery will follow directions from other levels of government. All services delivered by City of Burlington will be aligned and resumed considering the effect of the directions on PEOPLE, PLACES, PROCESS, AND POLICY



# Sequencing of Service Re-design

## Services/sub-services Categories

- Outside field services/operations
- Inside operations/vehicles (i.e. transit)
- Outside recreation, leisure and culture
- Inside recreation, leisure and culture
- Inside administration – with public facing customer experience (e.g. Building, Development applications)
- Inside administration – limited or no customer experience
- Capital construction-related
- Other categories to be confirmed

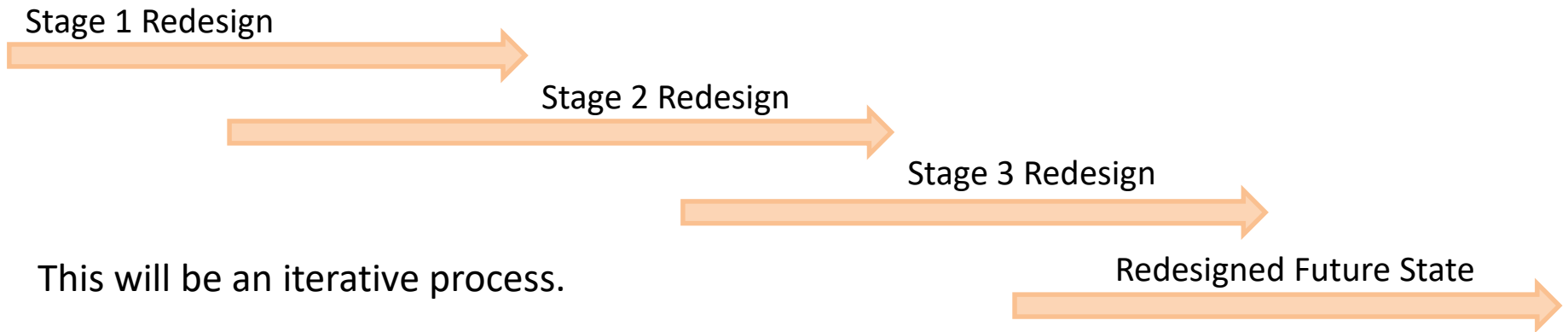
## Sequencing Considerations

- Extent of public participation
- Degree of participant interactivity
- Sense of public expectations
- Season-ability
- Servicing vulnerable population
- Extent of re-design required

# Service Re-design Process and Deliverables



# Process for Service Re-design



# Example of Service Re-design Plan




## Service Re-design Plan


Service Area: Golf Operations (Tyandaga)

### Executive Summary:

#### Stage 1

Entering stage 1, Tyandaga will provide a significantly reduced program consisting only of daily (drop in) green fee play. Tee times will be available between the hours of 8am and 3pm (7 days a week), which is a reduction from the dawn to dusk service prior. Green fee payments will only be accepted by credit or debit card. Food service will strictly be offered through the exterior takeout window. No merchandise sales. To date, sales include only memberships (20k / 10-15 golfers) which will be refunded. Access to the clubhouse will be fully controlled with signage and protocols and only be permitted to pay (with plastic customer service shield) and controlled access to the washrooms with no access to the locker room or office areas.

 <b>PEOPLE</b> <ul style="list-style-type: none"> <li>- Employee, Customer, Supplier, Partners</li> <li>- Personal Protection Equipment</li> <li>- Physical and Mental Health</li> <li>- Gather Size</li> <li>- Physical and Temporal Distance</li> <li>- Vulnerable Populations</li> </ul>	
Stage 1	<ul style="list-style-type: none"> <li>• Online tee time bookings only.</li> <li>• Payment by credit card or debit card only.</li> <li>• Green fee play only. No group gathering for events such as leagues or tournaments.</li> <li>• Staff &amp; Volunteer Training including PPE requirements. Volunteer training will take place in groups of 5 or less with social distancing measures in place.</li> <li>• Updated website with rules and requirements for play.</li> <li>• All deliveries during stage 1 will be touchless. Drivers will be instructed to leave parcels outside the delivery door.</li> </ul>
Stage 2	•
Stage 3	•

 <b>PLACES</b> <ul style="list-style-type: none"> <li>- Frequency of Use</li> <li>- Access and Screening</li> <li>- Travel and Transportation</li> <li>- Capacity Requirements</li> <li>- Clean and Hygiene</li> <li>- Protection Equipment</li> </ul>	
Stage 1	<ul style="list-style-type: none"> <li>• Clubhouse area will be closed other than washroom and Proshop areas.</li> <li>• Limit of one person at a time in the Proshop area.</li> <li>• Limit of one person at a time in the bathroom area.</li> <li>• Food and beverage services will be limited to window take-out service only. Dining area closed.</li> <li>• HVAC fresh air intake systems adjusted.</li> </ul>
Stage 2	•
Stage 3	•

Service re-design plan content includes:

- **Executive summary** with brief description of service/program modifications and changes
- **People, Places, Process, and Policy** sections with details of changes specific to each
- **Financial Outcomes Summary** with brief description of financial implications
- **Human Resources Outcomes Summary** with brief description of impacts on staffing
- **Technology Outcomes** with brief description of technology (hardware/software) requirements and/or impacts
- **Risks** section with brief description of risks associated with changes.

This example shows only page 1 of 3.



# Summary of Risks and Opportunities

New information is highlighted in yellow



**UPDATED**

# Risks and Opportunities

The COVID-19 pandemic has raised new risks and opened new opportunities as the City works through its response. While operations continue under our COVID-19 Emergency Response Strategy, additional risks and opportunities may arise during our Service Re-design.

## 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

**UPDATED**

# 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.)

**UPDATED**

# 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.
6. Public has increased/heightened expectation of immediate service resumption under pre-pandemic conditions.
7. The breadth and depth of change required to ensure service delivery continues to protect the health and safety of community and staff and limit the spread of COVID-19 are overwhelming for customers.

## 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.
6. Service re-design strategy is supported by comprehensive communications plan to ensure public and staff are informed of the what and why of necessary changes.
7. Service re-design strategy is supported by a comprehensive change management plan to support awareness and understanding of need for changes.

**UPDATED**

# Communications (continued)

## 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

**UPDATED**

## 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.



**UPDATED**

# Human Resources (continued)

## Risks (continued)

5. Decreased or short supply of Personal Protection Equipment (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.
9. The breadth and depth of change required to ensure service delivery continues to protect the health and safety of community and staff and limit the spread of COVID-19 are overwhelming for staff.

## Mitigation (continued)

5. Control supply manage number of staff returning to the field and who come in the office to reduce usage. Service re-design includes needs for PPE and planned sequencing of service/sub-service resumption to address where supplies not available.
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.
9. Service re-design strategy is supported by a comprehensive change management plan to support awareness and understanding of need for changes.



# 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

**UPDATED**

# 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 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.
4. Current economic conditions improve ability to obtain favourable pricing for capital projects.

# 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.
5. Uncoordinated service re-design across organization leading to confusion, duplication of effort and frustration.
6. 2<sup>nd</sup> wave of virus occurs requiring sudden closures and work stoppage.
7. Province provides short notice of workplaces and sector openings/resumptions

## 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
5. Process established to coordinate service re-design to identify corporate actions and decisions and support sequenced approach to service/program re-start.
6. 3-month work plan process in place and being updated to maintain work effort. Continuity of business plans from first round of closures available for implementation.
7. Service re-design strategy addresses all services/sub-services in advance of Provincial stages announced.



**UPDATED**

# Strategic Management (continued)

## 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.

**UPDATED**

# 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

**UPDATED**

# 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.
6. Demand for new or enhanced technology to support service re-design overwhelms ability of ITS and organization to supply.

## 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 Corporate priority projects with minimal impact on essential service staff and maintain momentum on project plans and deliverables.
6. Technology a key consideration in service re-design plans and planned sequencing of service/sub-service resumption to address where technology resources are deemed a priority.

**UPDATED**

# Information Technology Services (continued)

## 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 functional and technical requirements for corporate projects and process improvements.
3. Expanding applications to support work from home/mobile work.



**UPDATED**

# 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.
6. Staff required to support service resumption not available due to redeployment.

## 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.
6. Corporate redeployment plan and tracking in place and planned sequencing of service/sub-service resumption to address redeployment of staff.



**UPDATED**

# Overall City Operations (continued)

## 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 functional and technical requirements for corporate projects and process improvements.

# Conclusion & Questions



**SUBJECT: Service re-design interim program changes and modifications**

**TO: Corporate Services, Strategy, Risk & Accountability Cttee.**

**FROM: City Manager's Office**

Report Number: CM-13-20

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: May 14, 2020

Date to Council: May 25, 2020

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**Recommendation:**

Direct the City Manager to proceed with implementing the interim service delivery program recommendations as outlined in Appendices A and B of city manager's office report CM-13-20 related to summer 2020 recreation programming and Tyandaga Golf Course; and

Receive and file Appendix C of city manager's office report CM-13-20 providing interim service delivery modifications approved by the Burlington Leadership Team, Emergency Control Group and/or service leads for Halton POA court services, park operations and community gardens; and

Direct the Chief Financial Officer to track and monitor the financial implications of the above service delivery program changes in the ongoing COVID-19 financial impact reporting to Council.

**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
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## **Background and Discussion:**

City Manager's Office report CM-12-20 (CSSRA May 14, 2020) contained the City's service re-design strategy outlining a responsive and highly measured approach to resuming delivery of City services and operations considering the Province's direction for continued protections for vulnerable populations and continued practice of physical distancing, hand washing, respiratory hygiene and significant mitigation plans to limit health risks.

This strategy was necessary to address the fundamental principle that the way we interact with our community and customers to deliver services in the post-pandemic environment will not be the same way we delivered our services pre-pandemic.

The service re-design strategy report (CM-12-20) included direction for the City Manager to bring service re-design interim modifications to Committee, as required, in accordance with the following criteria:

- Service Level impacts (each stage)
  - Increase and/or decrease of service levels – longer-term
  - Commission and/or decommission of services
- Financial Impacts
  - 2020 operating and capital budget implications
- Corporate policy impacts
- Community Impacts
- Reputation and other risks

Service resumption within the authority of the Burlington Leadership Team, Emergency Control Group, and/or service leads are reported CSSRA Committee for information purposes.

## **Strategy/process**

Through implementation of this strategy, management and staff are realizing opportunities to advance the way we deliver services to continue to protect the health and safety of our community and staff and do our part to limit the spread of COVID-19.

With the community and customer in mind, taking advantage of these opportunities to improve service delivery and identification and mitigation of risk are key to successful re-design.

Every service is different; yet there are common processes and areas of work. As such, the degree of change will vary service to service. For some services, there may be cycles of change dependent on the Province's staged re-opening and the guidelines provided under their orders.

In keeping with the need to re-design and to be agile to respond to the time-sensitive nature of some decisions, this report serves as a template for bringing decisions and information to the CSSRA Committee. As such, it is beneficial to provide an overview of how and what is expected in this report format.

### Recommendations and Appendices

Recommendations are either one of or both “approval” and “receive and file”, depending on the nature of the information being brought forward. Regardless of the type of recommendation, each recommendation has a reference to appendices where Committee will find details supporting the recommendation.

Approval: the recommendation(s) is specific to the service and references the relevant appendix with an executive summary and information related to service level impacts, financial impacts, human resource implications, community impacts, corporate policy impacts and reputation and other risks.

Receive and file: the recommendation references the relevant appendix where Committee will find the executive summary(ies) of the service re-design plan(s) for identified services.

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## **Financial Matters:**

The full financial impact of service re-design will not be understood until all stages of the Province’s re-opening framework have been implemented and the City has had the time to implement the necessary changes it has identified. Where possible, incremental or comparative financial information will be provided with the understanding this information is subject to change.

## **Other Resource Impacts**

Similar to the financial impact, the impact on human resources may not be fully known until all stages of the Province’s re-opening framework have been implemented and the City has had the time to implement the necessary changes it has identified. Where possible, information on redeployment and other resource measures will be provided.

With respect to financial and human resource impacts, an underlying assumption for service re-design and resumption is the unknown nature of customer behaviour. It is assumed there will be slow uptake of programming (e.g. recreation programs) and services (e.g. transit, development applications, etc.) during, and potentially after, the Province’s re-opening. This slow uptake may affect both revenue and costs and human resource requirements.

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## **Climate Implications**

The effect of the actions taken by the City as it re-designs services to ensure the continued protection of 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.

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## **Engagement Matters:**

A principle of the service re-design strategy is the customer's perspective. During the course of service re-design, the City will engage with internal and external stakeholders and partners. Notwithstanding, the Provincial guidelines serve as our basis for re-design and re-opening. It is possible the changes needed to meet these guidelines will have an impact on the customer experience and City staff will do what is possible to minimize the impact.

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## **Conclusion:**

These service re-design recommendations address the fundamental principle that the way we interact with our community and customers to deliver services in the post-pandemic environment are not the same way we delivered our services pre-pandemic. Management and staff are realizing opportunities to advance the way we deliver services to continue to protect the health and safety of our community and staff and do our part to limit the spread of COVID-19.

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Respectfully submitted,

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Executive Director, Strategy, Risk & Accountability

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**Appendices:**

- A. Summer 2020 Programming - Recreation Services
- B. Tyandaga Golf – Recreation Services
- C. Service Re-design Interim Program Changes and Modifications – Halton POA  
Court Services (Legal Services), Park Operations (Roads, Parks & Forestry) and  
Community Gardens Operations (Capital Works)

**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.



# Appendix A

CM-13-20

Service Re-design Interim Program  
Changes and Modifications

## **Summer 2020 Recreation Programming Recreation Services**

# Summer 2020 – Recreation Programming

Recreation ● Organized Sport ● Culture

## Background:

The summer season for the Recreation Services department include various programs like recreational swimming, camps, festivals & events and various summer time sports offered by various service providers. Some examples in each of the service categories are:

Recreation	Organized Sport	Culture
<ul style="list-style-type: none"><li>• SNAP Camp</li><li>• Inclusion Camps</li><li>• Recreational Swimming</li></ul>	<ul style="list-style-type: none"><li>• Sport Organizations – Baseball</li><li>• Sport Organizations – Soccer</li><li>• Sport Organizations – Lacrosse</li></ul>	<ul style="list-style-type: none"><li>• Band Camp</li><li>• Student Theatre Camp</li><li>• Festivals &amp; Events</li></ul>

The summer season typically runs from June – to Labour Day. Many of these programs have already been registered for / and permitted by organizations for the use of space, in January (pre-pandemic).

# Summer 2020 – Recreation Programming

Recreation ● Organized Sport ● Culture

## Executive Summary:

Entering Stage 1, the 2020 Summer program and event offerings can no longer occur as previously planned based on the Provincial safety requirements. As noted in the Provincial Framework; many restrictions will continue to remain in place over the 3 stages. Some of these requirements include: smaller gatherings, physical distancing, enhanced measures to support vulnerable populations and continued handwashing. Consider the following as part of our traditional programming, it would be impossible to operate as planned:

- 200 children in a gymnasium and on a bus for summer camps
- 450 people in a pool during public swim
- Thousands of people gathered for a summer event (e.g. Ribfest)
- Summer Sport Leagues running games with spectators

**Staff will be planning to redesign a modified summer program adhering to all Provincial requirements. As restrictions begin to lift over the 3 stages, additional programming may be introduced. It is expected to take between 4-8 weeks for the implementation of a modified program.**

# Summer 2020 – Recreation Programming

Recreation ● Organized Sport ● Culture

## Financial Implications:

Looking ahead between **June – Labour Day**, we anticipate to be further impacted by our inability to generate revenue to offset overhead costs:

Leisure (No Net Zeros)	2020 Approved Summer Budget	COVID Summer Budget	Unfavourable Variance
Total Expenses	\$ 7,194,573	\$ 4,110,003	
Total Revenues	\$ (3,767,202)	\$ (164,182)	
Net Operating Budget	\$ 3,427,371	\$ 3,945,821	\$ (518,449)

Typically, the community invests \$3.4M in leisure services June – Labour Day. This year, and mainly due to our inability to generate revenues while maintaining the assets and paying basic overhead expenses, we expect the investment to be \$3.9M, or an additional **\$518K**, bringing total impacts in Leisure Services.

### These forecasts are based on the following assumptions:

- Most part time staff are not working
- Expense restraint policy in full effect
- Savings in utilities at closed facilities
- No rental or program revenues
- Tenant Lease, External Recoveries, and some Grant Revenue kept
- Budget for the maintenance of assets is maintained

# Summer 2020 – Recreation Programming

Recreation ● Organized Sport ● Culture

## **Human Resource Implications:**

During the summer months, we have traditionally hired many part time, temporary and student staff. Due to the pandemic, these staff are currently on a delayed start of employment.

Over the summer months, we are anticipating to retain all of our full time compliment and will either be focused on essential work (e.g. asset maintenance) as well as a modified recreation program. In addition, we are also planning on a few redeployments of full time staff within the department, and where feasible, redeployments of full time staff outside of the department if required.

As required and based on the modified program developed, some part time staff may be called back to work.

# Summer 2020 – Recreation Programming

Recreation ● Organized Sport ● Culture

Our challenge is now to redesign all of our services to meet the anticipated Provincial requirements including physical distancing and smaller gatherings. To do this, we must first cancel all of our current Programs, Rentals & Events for the months of June, July and August, leading through to Labour Day.

## **Recommendations:**

Direct the Director of Recreation Services to redesign the delivery of Recreation Services (programs, rentals and events in sport, recreation and culture) to adhere with provincial directives around COVID-19, collaborating with local service providers and provincial organizations to redesign the services and report back to council with service level changes and associated financial implications.

# Appendix B

## CM-13-20

### Service Re-design Interim Program Changes and Modifications

## **Tyandaga Golf Recreation Services**

# Tyandaga Golf – Recreation Services

## **Background:**

Tyandaga Golf Course operates as a net zero operation and offers a range of golf programming like green fee play, tournaments, leagues, programs, and food & beverage during the Spring, Summer and Fall seasons. During the winter months, the grounds are used as a public park.



# Tyandaga Golf – Recreation Services

## Executive Summary:

Entering Stage 1, Tyandaga will only be able to provide safely a significantly reduced program consisting:

- Daily (drop in) green fee play.
- Tee times will be available between the hours of 8am and 3pm (7 days a week), which is a reduction from the dawn to dusk service prior.
- Green fee payments will only be accepted by credit or debit card.
- Food service will strictly be offered through the exterior takeout window.
- No merchandise sales.
- As we enter into Stage 2, services may be added.

# Tyandaga Golf – Recreation Services

## Financial Implications:

Tyandaga anticipates to be significantly impacted by an inability to generate revenue to offset overhead costs due to COVID-19 related closures and social distancing measures.

Tyandaga	2020 Approved Summer Budget	COVID Summer Budget	Unfavourable Variance
<b>TOTAL EXPENDITURES</b>	<b>\$974,500</b>	<b>\$627,449</b>	
<b>CONTROLLABLE REVENUES</b>	<b>\$974,500</b>	<b>\$380,000</b>	
<b>Net</b>	<b>NET ZERO</b>	<b>\$(247,449)</b>	<b>\$(247,449)</b>

Typically, Tyandaga requires no support from the task base. We expect a required investment of **\$247.5K** in 2020 based on the delay start and the current operating restrictions in place.

### This forecast is based on the following assumptions:

- PT layoffs continue; redeployment of staff
- No capital projects in 2020 as planned
- Expenditure restraint policy in full effect
- Budget for maintenance of asset is kept
- \$380K in revenues for green fees and cart rentals
- No memberships, lessons, or banquet services
- Continued use of volunteers

# Tyandaga Golf – Recreation Services

## **Human Resource Implications:**

To support and maintain the asset of the Golf Course, Facilities & Equipment, minimal staff have continued to work including the Supervisor and the Lead Gardener / Landscaper. All part time Temporary and Summer staff were laid-off in March 2020.

In this model, we are proposing to use existing full time staff within the Department and to not bring summer temporary staff and students back at this time.

5 Full Time Operations staff are proposed to be used at Tyandaga without the need to chargeback wages within the Department.

# Tyandaga Golf – Recreation Services

## **Recommendation:**

Direct the Director of Recreation Services to proceed with the interim service delivery program for Tyandaga (as outlined on slide 3), and report the financial implications through the Chief Financial Officer as part of the ongoing financial COVID-19 impacts.

# **Appendix C**

## **CM-13-20**

### **Service Re-design Interim Program Changes and Modifications**

Halton POA Court Services – Legal Services

Park Operations – Roads, Parks & Forestry

Community Gardens Operations – Capital Works

# Halton POA Court Services

## Executive Summary

**Stage 1** – A maximum of five staff will work at the courthouse while remaining staff will continue to work from home to ensure that essential services obligations are met and to mitigate the concerns of key stakeholders including Ministry of Attorney General. The courthouse will remain closed to the public.

On March 18th there was a decision to close the court operation and to have staff work from home as a viable short-term solution. With the decision to remain closed until July 6, it is apparent that this model is not suitable since the POA court system is not automated and primarily paper-driven. The province expects that POA court operations will continue in an efficient and productive manner. Halton POA Court will need to introduce a combined work strategy (at home and a skeleton staff on site) to ensure that essential services including customer service expectations and access to justice requirements are being met. It is also important to ensure that Halton POA Court meets the service level expectations and obligations to key stakeholders, the MOU and justice partners.

A detailed Safe Job Procedure has been developed in collaboration with the Corporate Health and Safety staff. The Safe Job Procedure has been incorporated into a comprehensive first-step plan that is based on the 4 P principles of the City's Service Resumption Strategy Team ensuring that every effort is made to maximize the safety of staff.

# Park Operations

## Executive Summary

**Stage 1** – Stage 1 provides for limited use of parklands with reduced park maintenance service in all areas of the operation. Permanent staff have been stationed onsite at 15 parks throughout the city to perform a variety of tasks that will allow us to maintain the safety of parks, as well as protect the integrity of our assets. At this stage, all park amenities will remain closed to public use until the Provincial Emergency Orders (Regulation 104/20) are lifted or revised and in consultation with Halton Region Medical Officer of Health. For example, the orders were amended to allow for community gardens to open. Currently visitors are encouraged to walk, run or cycle through the city parks and trails without stopping to linger. Parking lots for many of the city and community parks remain closed to encourage residents to utilize parks within their own neighbourhoods.

Bylaw officers are responding to complaints regarding violation of the Emergency Orders and Parks Ambassadors will be dispatched to city and community parks to assist with visitor education.

The city currently operates approximately 150 park and trail areas. This includes 10 parks classified as city parks (i.e. Spencer Smith Park, Sherwood Forest, Lowville), 11 community parks (i.e. Nelson, Millcroft, Orchard) and 57 neighbourhood parks (i.e. Aldershot, Doug Wright, Iroquois).

# Community Gardens Operations

## Executive Summary

### Stage 1

On April 25<sup>th</sup> the Province re-designated community gardens as an essential food service. There are five community gardens located at Central, Maple, Amherst and Ireland Parks and the Francis Road Multi-use trail with a total of 216 plots. Seven plots are assigned to the Burlington Food Bank as donation plots. The gardens will be open 8 am to 8 pm, 7 days a week. Roads, Parks & Forestry staff have been involved with operational issues to ensure gardens can open.

All plots have been assigned to permit holders with a waiting list for others to participate if plots become available. COVID-19 Safety Instructions and operating protocol have been developed based on MOH guidelines and vetted by Health and Safety and ECG staff. Gardeners will be asked via email to acknowledge and agree to requirements noted in the Permit and COVID-19 Safety Instructions in order to participate. Additional signage with safety protocols will be installed and handwashing stations will be on-site at each garden.

A maximum of five garden plots can be occupied at a time with access staggered by even/odd plot numbers matching even/odd calendar days. Gardeners are being asked to assemble their own supply bags including items such as garden tools, gloves, sanitizer, garbage bags, etc. to limit sharing of tools, and are expected to sanitize any tools or common surfaces they use. The garden season aims to begin May 15 and run to the end of October.