

City of Burlington

**COVID-19 Emergency
Response Strategy**

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

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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.

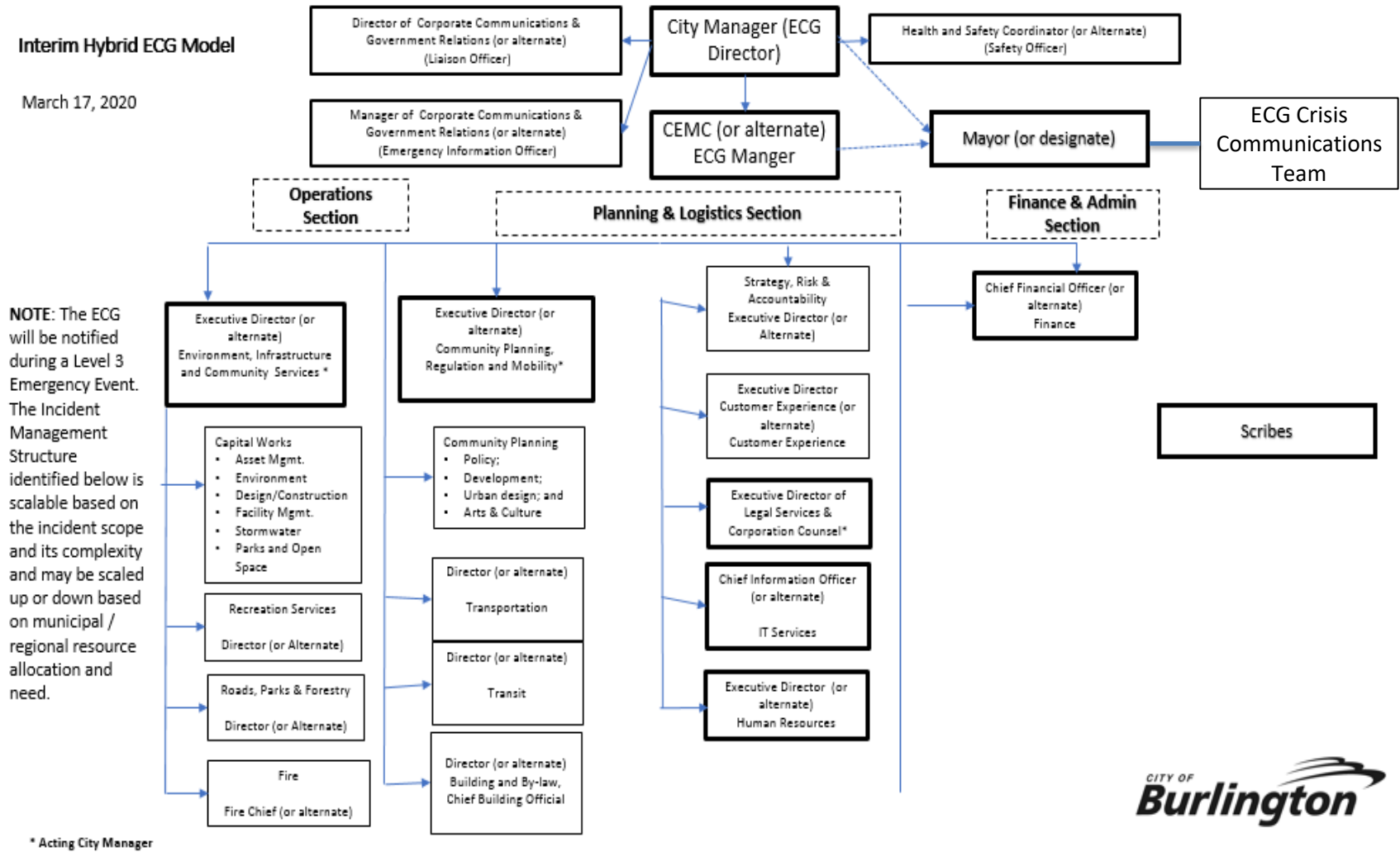
City of Burlington Municipal Emergency & Continuity Management Program

- 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



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.

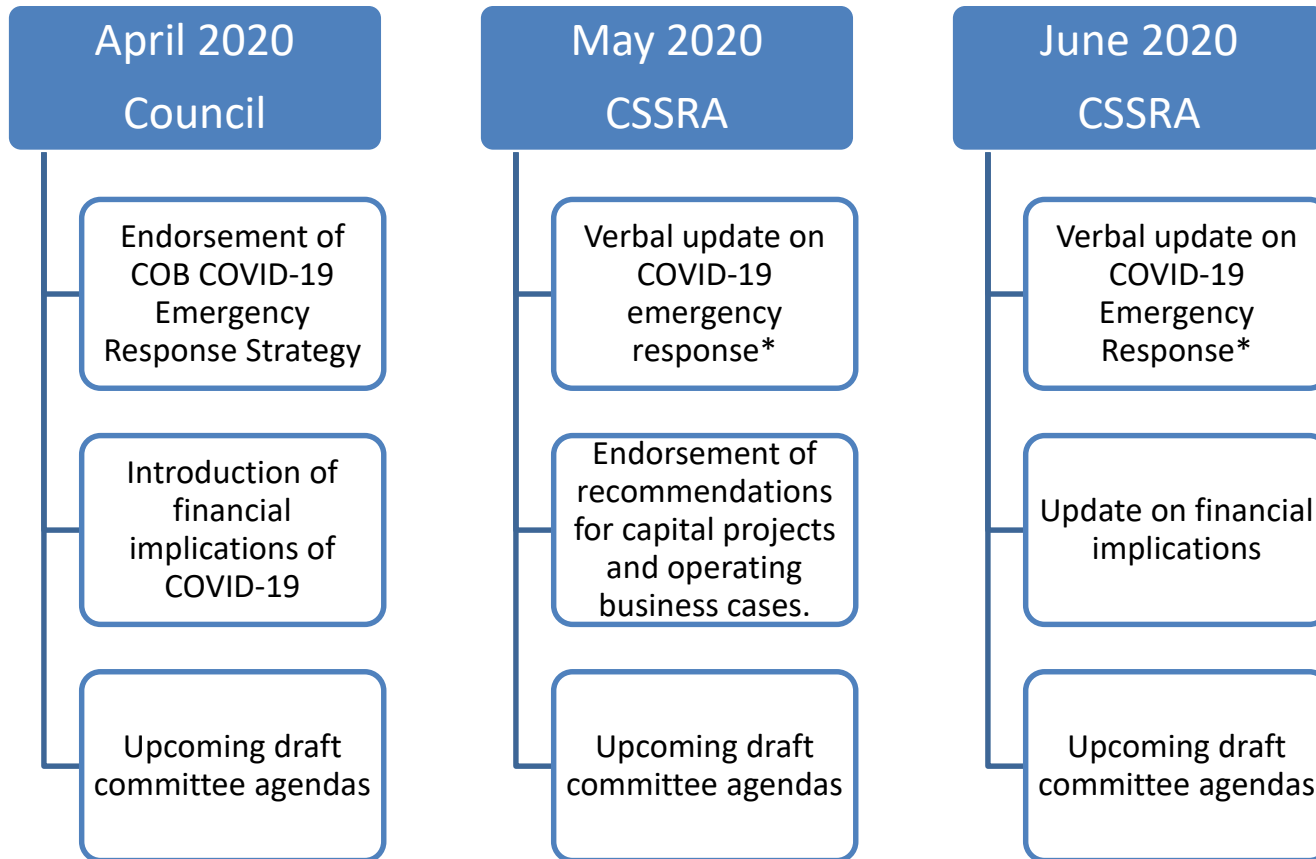
Opportunities

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