

COVID-19 Emergency Response: Update

as of May 12, 2020

Corporate Services, Strategy, Risk &
Accountability Committee

May 14, 2020

City Manager's Update

- Overview of May 14th CSSRA Update
- Goal: CONTINUE to protect the community and staff and contain the spread of COVID-19 virus
- Strategy – resume City services and operations using a responsive and highly measured approach
 - Structured and timely decision-making by Council and staff considerate of community, financial, human resource and other important corporate impacts
 - Follow the Provincial Roadmap and Orders for Re-Opening
 - Work closely and coordinate with Halton Region and Municipalities
 - Mitigate risks and realize opportunities including service re-design.
- June cycle of meetings - back to full speed and more with virtual meetings

Emergency Control Group Update

- ECG Continues to meet daily as a requirement due to the Level 3 Emergency and City State of Emergency Declaration as per By-Law 046-19
- Focus continues to be real time situational assessment and decision making
- Initial weeks focused on operational decisions around closure of City Facilities and Services
- Current phase has focused on managing the current Emergency situation to ensure ongoing safety of the public and
- Next phase will see us managing gradual re opening of closed facilities and services in line with Provincial and Regional Health Direction.

Emergency Control Group Update

(continued)

- During this time ECG has evolved to continue to support the fluid nature of this Pandemic, launching a refreshed Emergency Operations Structure, to include the following extensions:
 - Burlington’s CoVID19 Taskforce
 - Community Risk and Vulnerability Branch
 - Situational Awareness Division
 - Field Level Operations Division
 - Resource Management and Mental Wellness Division
 - Food Network Sub-Group
 - Corporate Strategy, Risk and Accountability Branch
- The evolved structure provides a balanced approach that offers the necessary supports for our own internal needs & for community facing initiatives
- The ECG is continuing to monitor and evolve as needed to mitigate ongoing community impacts from the pandemic and still be mindful of the potential for seasonal extreme weather events too

Legislative Update

- Recommended changes to Committee/Council Mtg schedule to deal with COVID-19 response
- First meetings of delegations
 - Staff to review processes and refine
- Staff are working on a solution for Statutory Public Meetings
 - Report will be presented to recommend a path forward
- Reports moved through June Projection Exercise
 - PL-20-20 4103 Palladium Way zoning by-law amendment (Moved to CPRM July 7)
 - TS-01-20 Automated Speed Enforcement Update (To be confirmed)
 - TS-16-20 Sidewalk warrant and local improvement by-law update (Moved to CPRM September 15)

Report Projection – June 2020

Environment, Infrastructure and Community Services Committee

Meeting Date – June 8, 2020

Regular Agenda

- CW-14-20 Stormwater management design guidelines
- CW-15-20 Construction and mobility management policy for low density residential development
- FIRE - Contract for purchase of Structural Firefighting Turnout Gear

Community Planning, Regulation and Mobility Committee/Public meeting

Meeting Date – June 9, 2020

Regular Agenda

- PL-08-20 Shadow and Wind Study
- PL-06-20 Bill 108 Timelines
- PL-23-20 Development Review - Pre-Application Neighbourhood Meeting Protocol
- PL-33-20 Downtown UGC and MTSA designation report)
- TR-01-20 Split pass agreement update

Report Projection – June 2020 (continued)

Audit Committee

Meeting Date – June 10, 2020

Consent Agenda

- F-18-20 Financial Highlights as at March 31, 2020
- F-03-20 Financial Highlights for period ended December 31, 2019
- HR-02-20 2019 Compliance with Mandatory Training

Regular Agenda

- F-17-20 External audit contract

Confidential – One Item

Corporate Services, Strategy, Risk and Accountability Committee

Meeting Date – June 11, 2020

COVID-19 Emergency Response (Verbal update)

Consent Agenda

- F-24-20 Financial results for Burlington Hydro - period ended December 31, 2019

Regular Agenda

- F-15-20 Debt policy review
- CL-06-20 Voting options for 2022 and ranked ballots
- CM-10-20 Corporate project governance and status update
- F-27-20 Reserve fund review

Confidential Agenda

- L-11-20 Confidential legal update on a litigation matter
- L-12-20 Confidential legal update on a litigation matter
- L-13-20 Confidential insurance reporting
- L-14-20 Confidential real estate matters
- COVID-19 emergency response verbal update (if required)

Human Resources Update

Re-Deployments

- Re-deployments have been and will continue to occur throughout this emergency.
- Redeployments naturally started to occur between sections and departments from the beginning
- In addition, staff who had capacity were identified and their needs/issues/concerns addressed through a mitigation strategy.
- Examples of strategies used:
 - Deploying additional laptops
 - Implementation of new work processes
 - Assign additional duties from within the department
- Redeployment is an on-going process and we are now focusing on providing re-deployment support to By-Law (Park Ambassadors), Community Gardens and Cemeteries

Financial Impact – COVID 19 Property Tax Collection Update

April 21st Instalment	\$105.4M (City, Region & Education)
Collections to April 30th	\$ 70M
Collection Rate	66% (April 2019 82%)
Monthly PAP suspensions	216 out of 17,167 representing \$1.2M/month
Instalment PAP suspensions	73 out of 3,708 representing \$2.8M/inst
Penalty & Interest Revenue to April 30th	\$501,955 (2019 \$714,890)

COVID 19 Cash Flow Update

Cash Flow Projections (May 12/20)

	2020	2018/2019
April 30 th	\$70.4M	\$41.9M
May 31 st	\$56.0M	\$32.7M
June 30 th	\$20.6M*	\$40.1M
July 31 st	\$ 8.7M	\$29.6M
Aug 31 st	\$18.0M**	\$21.0M

* Includes Region's deferred remittance of \$33.4M

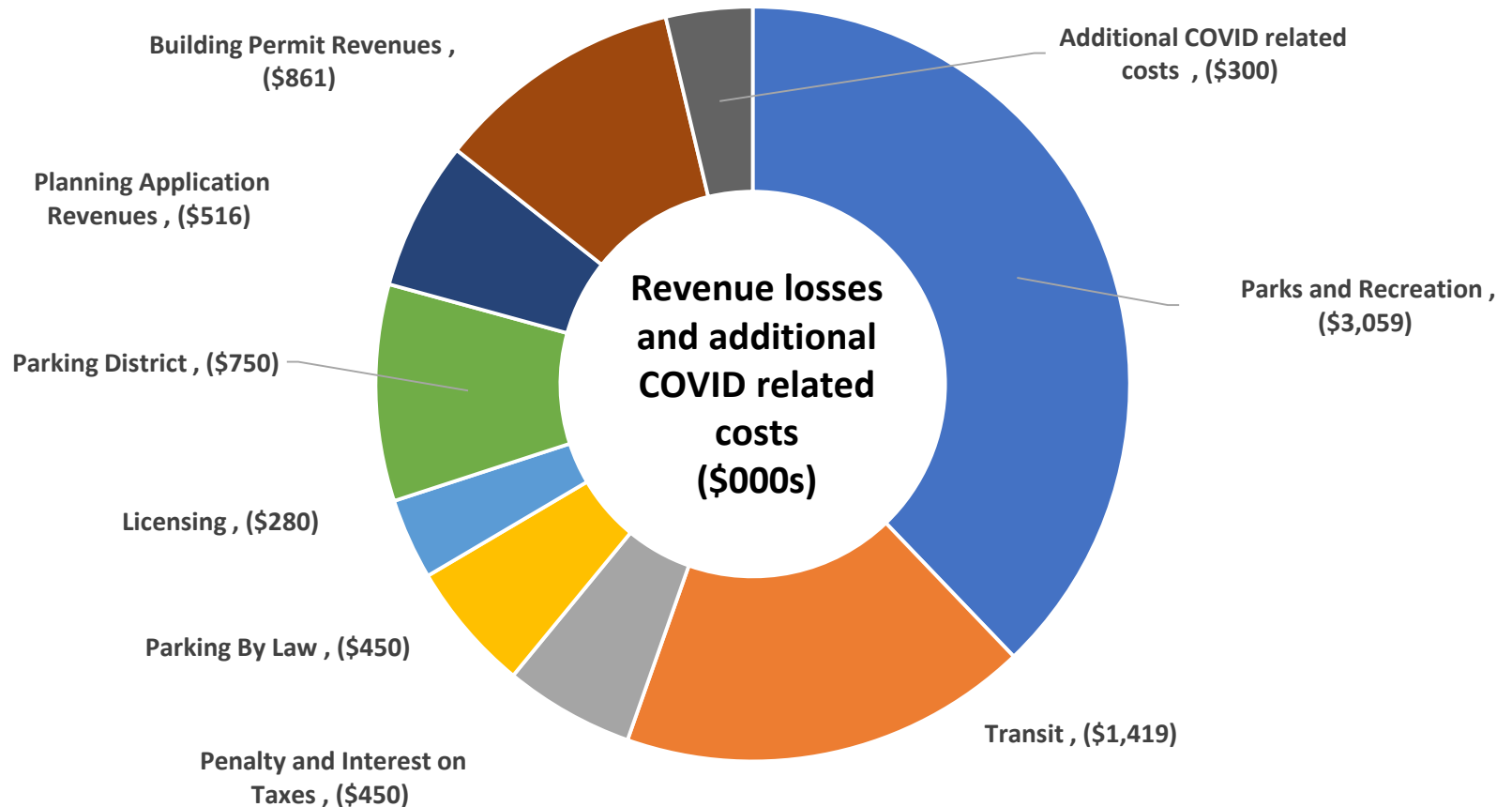
** Assumes Region's remittance of \$35.5M

March 31st Financials

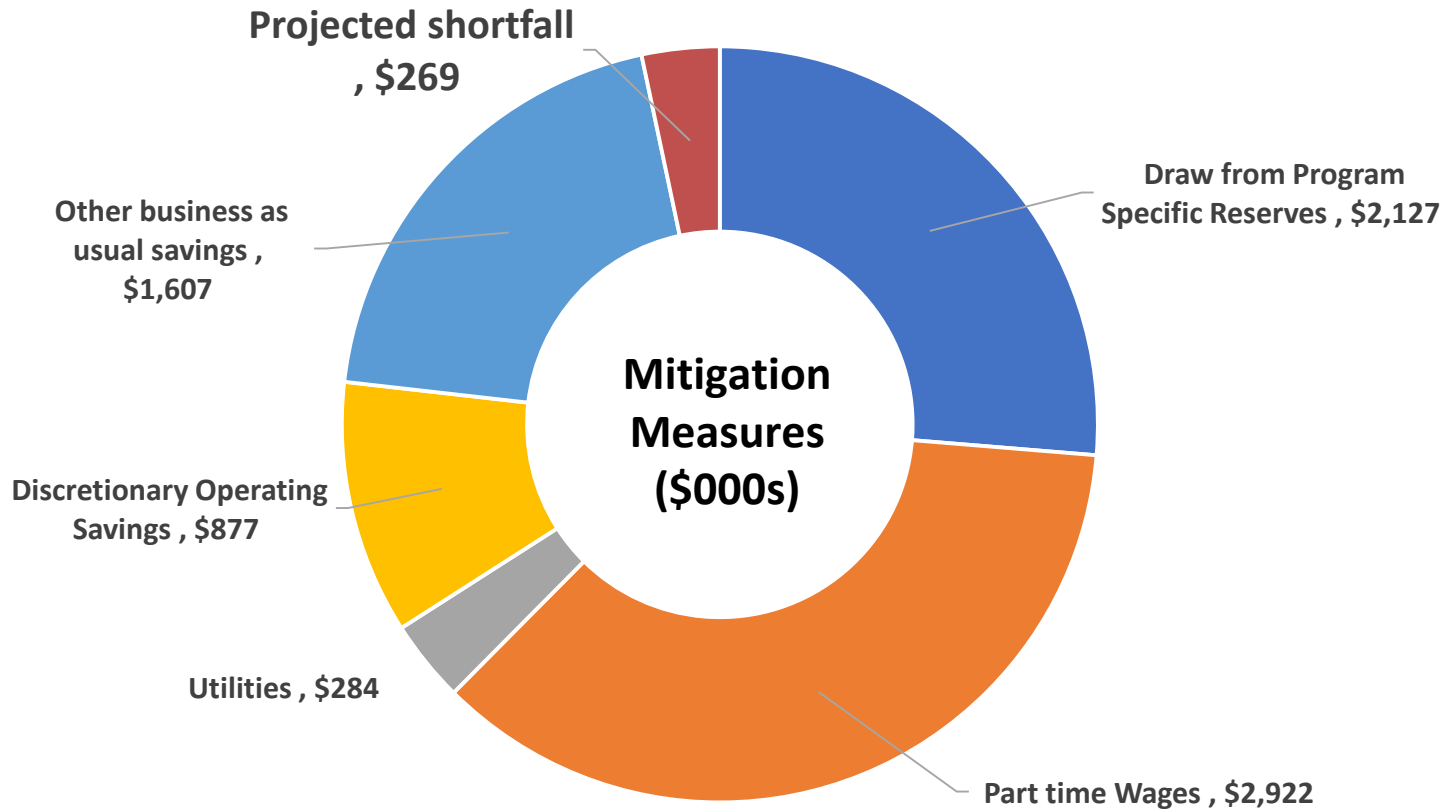
2020 Year-End Projections for COVID-19 pandemic based on physical distancing ending June 30th

Estimated Year End Net Financial Impact	
Revenue Losses (Tax Supported)	\$ 5,658,744
Revenue Losses (Non-Tax Supported)	\$ 2,126,638
COVID Related costs	\$ 300,000
Total Revenue Losses and COVID related costs	\$ 8,085,382
Draw from Program Specific Reserve Funds	\$ 2,126,638
Expenditure Restraint Program Savings	\$ 4,082,758
Other Operational Savings	\$ 1,607,041
Total Mitigation Measures	\$ 7,816,436
Projected Shortfall	\$ (268,945)

Revenue Losses/COVID costs Projected to Year-end



Mitigation Measures



Financial Impact of COVID-19 Pandemic - Scenarios

	GTHA Preliminary Scenario Analysis	Revised Scenario Analysis
	Restrictions end June 30, 2020	Restrictions end August 31, 2020
Estimated Net Financial Impact	Surplus/(Shortfall)	Surplus/(Shortfall)
Revenue Losses (Tax Supported)	\$ 9,224,209	\$ 13,387,724
Additional costs (COVID related)	\$ 675,000	\$ 800,000
Expenditure Restraint Program Savings	\$ (6,788,595)	\$ (9,758,320)
Revenue Losses (Non-Tax Supported)*	\$ -	\$ 3,800,665
Draw from Program specific RF*	\$ -	\$ (3,800,665)
Estimated Net Impact (COVID)	\$ 3,110,614	\$ 4,429,404
Other Operational Impacts	\$ (1,607,041)	\$ (2,091,820)
Projected Net Impact	\$ 1,503,573	\$ 2,337,585

* Not included in the GTHA Analysis as zero net impact

Both scenarios assume differing recovery assumptions to year-end following the lifting of restrictions

Economic Update Briefing

Anita Cassidy

Executive Director, Burlington
Economic Development Corporation

Canadian Survey on Business Conditions

1.3 million Canadians were away from work due to COVID-19, and 2.1 million people worked reduced hours.

64.8% of businesses reported being highly affected by lower demand for their products or services

10.5% of manufacturers have started to manufacture new products to help cope with the crisis

62.3% of businesses reported that they could re-open or return to normal operations less than one month after social distancing measures are removed

<https://www150.statcan.gc.ca/n1/en/daily-quotidien/200429/dq200429a-eng.pdf?st=kMEo3OkL>

Canadian Survey on Business Conditions

Percentage of businesses that reported layoffs to staff and laid off 80% or more of their workforce, by sector, Canada, March 2020 ¹

	%
All sectors	45.2
Agriculture, forestry, fishing and hunting	23.6
Mining, quarrying, and oil and gas extraction	26.9
Utilities	26.7
Manufacturing	29.4
Wholesale trade	24.6
Transportation and warehousing	19.3
Information and cultural industries	19.2
Finance and insurance	12.4
Real estate and rental and leasing	19.3
Professional, scientific and technical services	24.6
Management of companies and enterprises	21.9
Administrative and support, waste management and remediation services	18.6
Public administration	16.6

1. Percentages are calculated out of the total number of businesses in each sector who reported laying off at least 1 employee.

Source(s): 33-10-0231-01 and 33-10-0232-01.

<https://www150.statcan.gc.ca/n1/en/daily-quotidien/200429/dq200429a-eng.pdf?st=kMEo3OkL>

Canada Innovation Corridor Business Council Survey 2 Results



Key concerns

Commercial rent relief
(61%)

Supply chain disruption
(60%).



Commercial Rent Relief

18% had their request for rent relief denied by their landlord

27% had rent that was reduced, waived, or deferred.



Remote Work

50% switched to working remotely either fully or partially

44% had mental health/wellbeing issues

44% had morale issues



Supply Chains

20% saw an increase in shipment costs

60% saw delays or overall unpredictability of shipments.



Relief Measures

43% remain unclear about the application process for government relief programs.

27% have already sought federal wage support in some form

43% will be seeking some form of federal wage support in the next 30 days

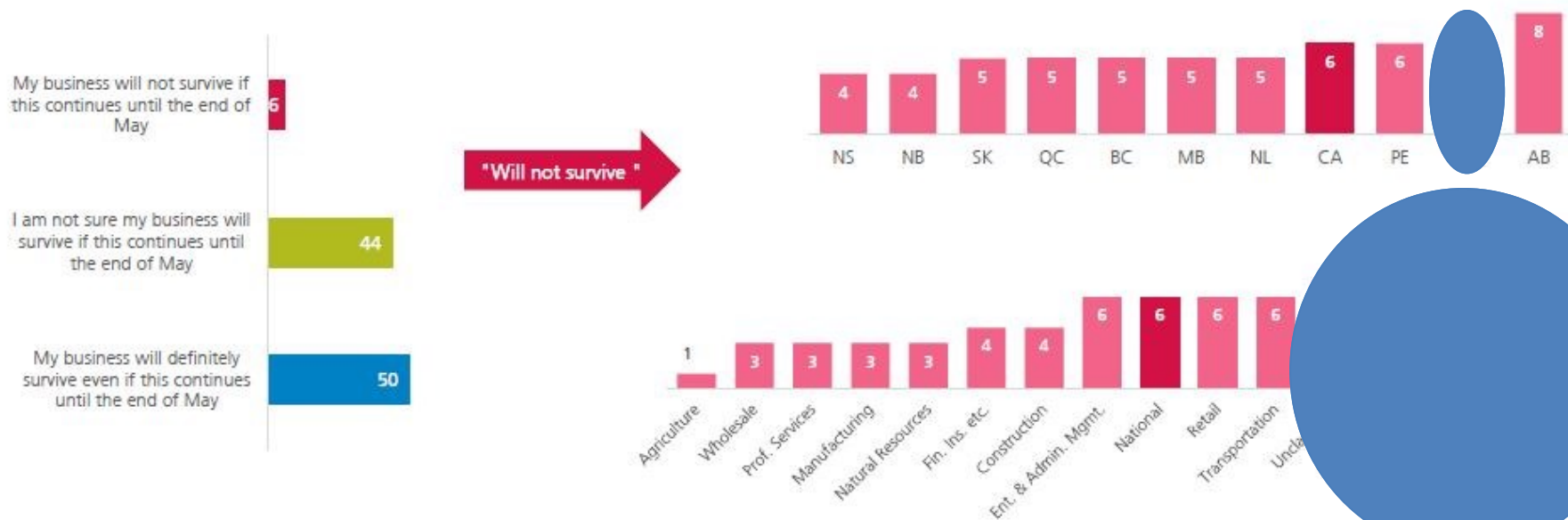
[Full Results available at](https://bedcca-my.sharepoint.com/:b:/g/personal/anita_bedc_ca/Ed0Wr1mMGwNHn4EI_ch0M1MBsRPzwlSOWQGIZ0sH5P5wxw?e=KL8zuL)

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Source: Toronto Region Board of Trade and Economic Blueprint Institute BIQ Survey 2 Results, April 17 2020

CFIB: COVID-19 State of Small Business Survey

If current restrictions continue until the end of May, how confident are you that your business will survive? (% response)



Source: CFIB, Your Business and COVID-19 – Survey Number Five, April 2020, preliminary results, n = 10,535.

Full Results available at <https://www.cfib-fcei.ca/sites/default/files/2020-04/COVID-19-survey-results-April-15.pdf>

CFIB: COVID-19 State of Small

What additional sources of money is your business *using* to cope financially with COVID-19? (% response)



Source: CFIB, *Your Business and COVID-19 - Survey Number Five, April 2020, preliminary results, n = 10,244.*

Note: Respondents are allowed to select multiple answers. Percentages will not add to 100%.

Full Results available at <https://www.cfib-fcei.ca/sites/default/files/2020-04/COVID-19-survey-results-April-15.pdf>

COVID-19 Government Business Support

Local	Provincial	Federal
<ul style="list-style-type: none"> - Tax Relief for 2020 filings - Free Transit - Free Parking 	<ul style="list-style-type: none"> - Lowered Electrical Rates - Implementation of the Municipal Emergency Act - Deferred Taxes - Extension of Validation Periods for Commercial Vehicles - Covid-19 Emergency Relief Fund - Multiple Employment Supports 	<ul style="list-style-type: none"> - CERB Program - Expanded EI eligibility - Boosted Canada Child Benefits - Deferred Taxes, GST/HST and Import Duties - CEBA Program - Canada Wage Subsidy - New Loan Guarantee (EDC) - New Co-Lending Program (BDC) - Easing of the Canada Account - Cutting of Interest Rates
<p style="text-align: center; font-size: 2em; color: white;">New Measures</p>		

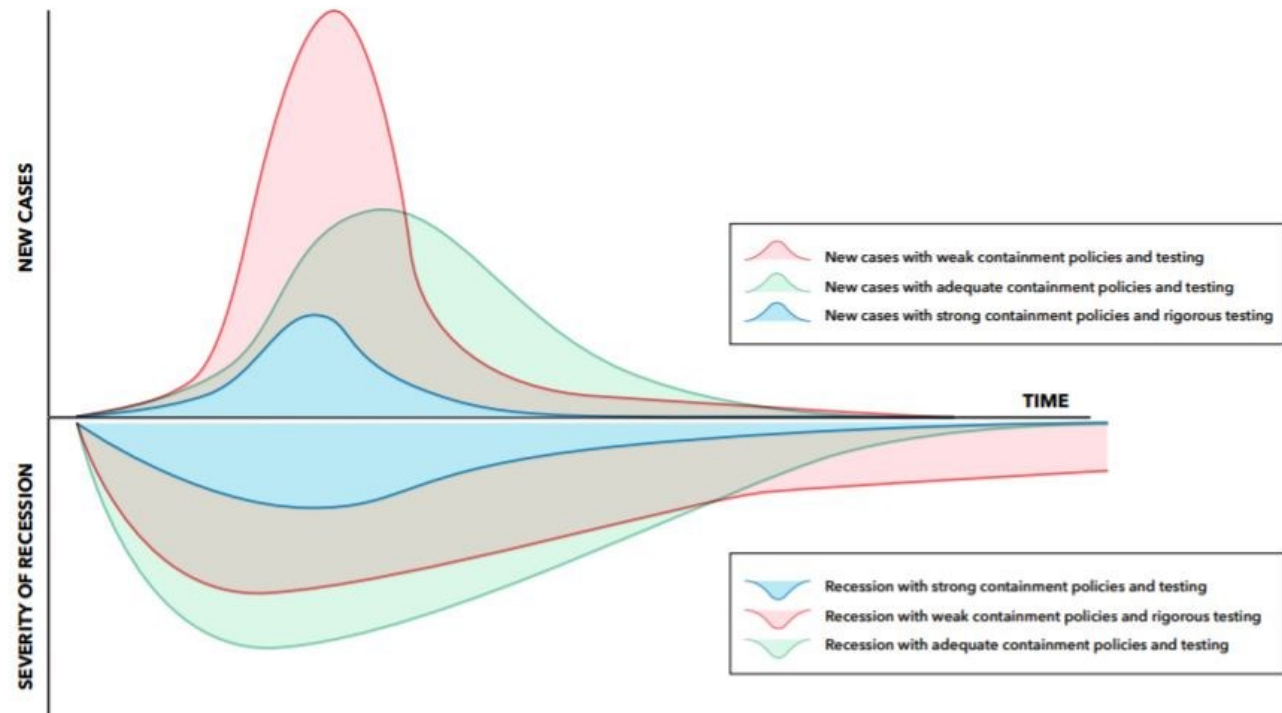
Continued Support Gaps

Municipal Deficits	Supporting Sales and Reopening	Cash Flow	Red Tape	Innovation, Start-ups
Support from Higher Levels of Government	Funding to support physical distancing Funding for an enhancement of virtual presence Digital Main Street	Clarity on rental subsidy program Grants vs Loans CPP and/or EI deferrals Further Postpone/payment plans for Taxes	Digitize government and business applications and processes	Criteria for Canada Emergency Wage Subsidy Funding for COVID-19 support and recovery Openness to pilot projects/New Tech

Burlington Economic Recovery Network

Planning for Recovery

Figure 1: Relationship Between Strength of COVID 19 Abatement Measures and Economic Recession³



³ Figure 1 offers a combination of a figure offered by economists Richard Baldwin and Beatrice Weder Di Mauro in their March, 2020 paper *Mitigating the COVID Economic Crisis: Act Fast and Do Whatever It Takes*, which illustrates the relationship between containment measures intended to flatten the curve, such as social distancing, and the associated potential economic costs; and, a recent figure offered by Health Canada in its April, 2020 technical briefing *COVID-19 in Canada: Using data and modelling to inform public health action*.

Source: Ontario Chamber of Commerce: Uncharted Territory: Assessing the landscape for Ontario's Economic Recovery post covid-19

Strategy, Risk & Accountability

- Emergency Control Group Dashboard
 - Developed through Business Intelligence program
 - Providing at a glance for key measures related to the emergency response
- City of Burlington Resumption Strategy
 - planning for how services and programs can be delivered when the Province/Public Health officials determine timing of staged re-opening
- High-level corporate strategy workplan update

City of Burlington

Proposed High-Level Corporate Strategy Workplan

	May 2020	August 2020 formerly June	November 2020 formerly September	March 2021 formerly January
Goal	<ul style="list-style-type: none"> Accountability for 2018-2022 Burlington's Plan From Vision to Focus Implementation (V2F) 	<ul style="list-style-type: none"> 5-year review of Burlington's Strategic Plan 2015-2040 (BSP 2040) goals and high level strategies** 	<ul style="list-style-type: none"> Approval of Enterprise Risk Governance Framework & Implementation Plan 	<ul style="list-style-type: none"> Application of risk assessment to V2F strategic objectives Re-calibration of V2F aligned to updated BSP 2040 and integrating updated 10-year Economic Vision 2015 - 2025 from Burlington Economic Development Corp.
Actions	<ul style="list-style-type: none"> Introduction to and publication of BI-supported V2F Integrated Reporting tool including progress on meeting KPIs and key target dates 	<ul style="list-style-type: none"> Provide current state and future trends – economic, demographic, environmental, etc. Confirmation of BSP 2040 goals and high level strategies 	<ul style="list-style-type: none"> Introduction to Risk Management Update of BSP 2040 Confirmation of V2F strategic objectives register 	<ul style="list-style-type: none"> Re-calibration of V2F to encompass risk assessment/mitigation, resource allocation review and refined/revised 4-year actions, KPIs integrated into strategic objectives, and key target dates. Publication of updated V2F integrated reporting
How	<ul style="list-style-type: none"> Report/real-time demonstration at Corporate Service Strategy, Risk & Accountability (CSSRA) 	<ul style="list-style-type: none"> ½ day Council Workshops x 2 	<ul style="list-style-type: none"> ½ day Council workshop Report and presentation at CSSRA 	<ul style="list-style-type: none"> Report/real-time demonstration at CSSRA ½ day Joint Burlington Council/BEDC workshop As needed, ½ day workshop on application of risk assessment to V2F strategic objectives
Who Involved	<ul style="list-style-type: none"> CSSRA Committee Burlington Leadership Team (BLT) City Manager's Office Business Intelligence Program Team 	<ul style="list-style-type: none"> CSSRA Committee City Manager's Office BLT Burlington Economic Development Corp. 	<ul style="list-style-type: none"> CSSRA Committee Audit Committee Citizen Members City Manager's Office BLT 	<ul style="list-style-type: none"> CSSRA Committee City Manager's Office BLT Burlington Economic Development Corp.
Result	<ul style="list-style-type: none"> ✓ Publicly available V2F Integrated Reporting Version 1.0 	<ul style="list-style-type: none"> ✓ Detailed Council input for updating BSP 2040 (as of 2016) with documented assumptions 	<ul style="list-style-type: none"> ✓ Enterprise Risk Governance Policy & Guidelines ✓ Updated BSP 2040 (as of Oct. 2020 formerly Sept.) 	<ul style="list-style-type: none"> ✓ Re-calibrated V2F (dated Mar. 2021 formerly Jan) ✓ Updated Economic Vision 2025 integrated into BSP 2040 and V2F ✓ Risk assessment for identified strategic objectives ✓ Publicly available V2F Integrated Reporting

** Requirements for public engagement on updated BSP 2040 to be confirmed including timing.

Questions