



**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

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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.