COVID-19 Emergency Response:  
Update  
as of June 9, 2020  

Audit Committee  
June 10, 2020
City Manager’s Update

• Goal: CONTINUE to protect the community and staff and contain the spread of COVID-19 virus

• July cycle of meetings - back to full speed and more with virtual meetings

• COVID-19 Financial Impact (Cost/Revenue Squeeze)
  – Initial Emergency Response (March 12 to date)
  – Service Re-design and re-opening (April 20 to ?)
  – Federal/Provincial Funding Relief

• Service Re-design and the “Future State of City Services”

• Economic recovery and looking ahead to 2021/22

• Council’s leadership and Staff focus dealing with COVID-19

• Provincial Reopening Roadmap - Regional Based
Emergency Control Group Update

• ECG Continues to meet daily as a requirement under a Level 3 Emergency and City State of Emergency Declaration as per By-Law 046-19
  – ECG has evolved to continue to support the fluid nature of this Pandemic and provide a balanced approach that offers the necessary supports for our own internal needs & for community facing initiatives 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
    • Corporate Strategy, Risk and Accountability Branch

• Focus continues to be real time situational assessment and decision making
  – Initial weeks focused on operational decisions around closure of City Facilities and Services
  – Subsequent weeks focused on managing the current Emergency situation to ensure ongoing safety of the public
  – Current focus sees us managing gradual re-opening of closed facilities and services in line with Provincial and Regional Health Direction.

• 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
Emergency Control Group (ECG)

Emergency Operations – CoVID19 Response

Overarching Response Goals
Council
Emergency Control Group (Command Staff)

Corporate (Inward) Focus

- Scribes
- Daily Department Operations
- Strategy and Risk Team (SRT)
- Burlington Leadership Team (BLT)
- Strategy, Risk and Accountability Branch

Community (External) Focus

- Crisis Communications Team:
  - Maintain regular communication with community, council, and employees
  - Members Include: Mayor and Chief Executive Staff, City Manager and Alternate, Fire Chief / Primary CEMC, Government Relations and Corporate Communications (EIO and Liaison Officer), Customer Experience (Customer Service)

- Finance and Legal
- Scribes
- Office of the Fire Marshal and Emergency Management - Provincial Emergency Operations
- Recreation Field Level Operations Logistics
- First Response Agencies
- Regional Response
- By-Law Enforcement
- Military (Regional Liaison)
- Council Reps

- Field Level Operations
- Community Resource Management / Mental Wellness
- Corporate Comms
- Design Team
- Volunteer Management Team
- HR / H&S
- Recreation
- Council Reps

Emergency Control Group – Command Staff

- Burlington CoVID19 Response Taskforce
- Community Risk and Vulnerability Branch
- Situational Awareness Division
- GIS Team
- EM Team
- Bi / IITS
- Public Health
- Council Reps

Corporate (Inward) Focus

- Ongoing regular business: Committees continue to operate under their TOR
- Ongoing monitoring, strategic planning and implementation of 3 month corporate strategy
- Strategic planning and implementation of future 3 month corporate continuity, response and rehabilitation

- Ongoing situational awareness
- Field level operations and joint logistics coordination
- Community resource management
- Technical advisement based on Common Operating Picture (COP)
- Strategic planning and implementation of community mitigation, response, recovery / rehabilitation

- 1. Keep staff and public safe, minimize spread;
- 2. Maintain critical and essential services;
- 3. Build and maintain strong awareness.
- 4. Provide for overall management and coordination of support activities and consequence management issues (internal and external focus)
- 5. To ensure that response priorities are established, and that planning, and response activities are coordinated.

- Daily Department Operations
- Scribes
- Office of the Fire Marshal and Emergency Management - Provincial Emergency Operations
- Recreation Field Level Operations Logistics
- First Response Agencies
- Regional Response
- By-Law Enforcement
- Military (Regional Liaison)
- Council Reps

- Field Level Operations
- Community Resource Management / Mental Wellness
- Corporate Comms
- Design Team
- Volunteer Management Team
- HR / H&S
- Recreation
- Council Reps

- Situational Awareness Division
- GIS Team
- EM Team
- Bi / IITS
- Public Health
- Council Reps

- Ongoing regular business: Committees continue to operate under their TOR
- Ongoing monitoring, strategic planning and implementation of 3 month corporate strategy
- Strategic planning and implementation of future 3 month corporate continuity, response and rehabilitation

- 1. Keep staff and public safe, minimize spread;
- 2. Maintain critical and essential services;
- 3. Build and maintain strong awareness.
- 4. Provide for overall management and coordination of support activities and consequence management issues (internal and external focus)
- 5. To ensure that response priorities are established, and that planning, and response activities are coordinated.
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
COVID 19 Property Tax Collection Update

April 21st Instalment $105.4M (City, Region & Education)  
Collections to June 3rd $ 84.5M  
Collection Rate 80% (June 2019 94%)

Extension of final property tax instalments to Aug. and Oct. (previously June and Sept.)

Deferral PAP Plan (Aug to Dec) 26 accounts representing $1.7M

Penalty & Interest Revenue to June 3rd $479,803 (2019 $885,480)
## COVID 19 Cash Flow Update

### Cash Flow Projections (June 5/20)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2018/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 31&lt;sup&gt;st&lt;/sup&gt;</td>
<td>$55.7M</td>
<td>$32.7M</td>
</tr>
<tr>
<td>June 30&lt;sup&gt;th&lt;/sup&gt;</td>
<td>$27.5M*</td>
<td>$40.1M</td>
</tr>
<tr>
<td>July 31&lt;sup&gt;st&lt;/sup&gt;</td>
<td>$14.1M</td>
<td>$29.6M</td>
</tr>
<tr>
<td>Aug 31&lt;sup&gt;st&lt;/sup&gt;</td>
<td>$22.8M**</td>
<td>$21.0M</td>
</tr>
<tr>
<td>Sept 30&lt;sup&gt;th&lt;/sup&gt;</td>
<td>$22.4M***</td>
<td>$19.0M</td>
</tr>
</tbody>
</table>

* Includes Region’s deferred remittance of $33.4M  
** Assumes Region’s remittance of $35.5M  
*** Assumes School Board’s remittance of $29.9M
# May Financials

## 2020 Year End Projections for COVID-19 pandemic*

*Physical Distancing Ends Sept 7th*

<table>
<thead>
<tr>
<th>Estimated Year End Net Financial Impact</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Losses (Tax Supported)</td>
<td>$ 13,051,992</td>
</tr>
<tr>
<td>Revenue Losses (Non-Tax Supported)</td>
<td>$ 4,702,656</td>
</tr>
<tr>
<td>COVID Related costs</td>
<td>$ 450,000</td>
</tr>
<tr>
<td><strong>Total Revenue Losses and COVID related costs</strong></td>
<td>$ 18,204,648</td>
</tr>
<tr>
<td>Draw from Program Specific Reserve Funds</td>
<td>$ 4,702,656</td>
</tr>
<tr>
<td>Expenditure Restraint Program Savings</td>
<td>$ 6,771,251</td>
</tr>
<tr>
<td>Other Operational Savings</td>
<td>$ 3,471,142</td>
</tr>
<tr>
<td><strong>Total Mitigation Measures</strong></td>
<td>$ 14,945,049</td>
</tr>
<tr>
<td><strong>Projected Shortfall</strong></td>
<td>$ (3,259,599)</td>
</tr>
</tbody>
</table>
Revenue Losses/COVID costs

- Building Permit Revenues, ($2,253)
- Planning Application Revenues, ($923)
- Parking District, ($1,527)
- Licensing, ($421)
- Parking By Law, ($975)
- Penalty and Interest on Taxes, ($450)
- Transit, ($3,168)
- Additional COVID related costs, ($450)
- Parks and Recreation, ($8,037)
Mitigation Measures

- Draw from Program Specific Reserves, $4,703
- Part time Wages, $4,471
- Other business as usual savings, $3,471
- Discretionary Operating Savings, $1,445
- Utilities, $855
- Projected shortfall, $3,260

Mitigation Measures ($000s)
Service Re-design Update

Sheila Jones, Executive Director
Strategy, Risk & Accountability
City of Burlington Re-design Framework

#BurlON Services Re-designed

The 4 P’s of Re-design

PEOPLE

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

PLACES

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

PROCESS

- Business processes
- Training
- Communication
- Risk
- Technology

POLICY

- 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.

<table>
<thead>
<tr>
<th>Current State</th>
<th>STAGE 1</th>
<th>STAGE 2</th>
<th>STAGE 3</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declared Emergency</td>
<td>Provincial direction select workplaces and small gatherings</td>
<td>Provincial direction more services &amp; workplaces</td>
<td>Provincial direction further relax restrictions</td>
<td>City of Burlington Re-Designed</td>
</tr>
<tr>
<td>Operating under a state of emergency.</td>
<td>City Service A</td>
<td>Expanded City Service A</td>
<td>Further Expanded City Service A</td>
<td>Services delivered in a new state with embraced opportunities, and learning since Declared Emergency</td>
</tr>
<tr>
<td>Essential Services operating – very limited customer interactions</td>
<td>City Service B</td>
<td>Service B</td>
<td>Service B</td>
<td></td>
</tr>
<tr>
<td>Work from home</td>
<td>City Service C</td>
<td>Service C</td>
<td>Service C</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expanded City Service D</td>
<td>City Service D</td>
<td>Expanded City Service D</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Service E</td>
<td>City Service E</td>
<td>Service E</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Service F</td>
<td>City Service F</td>
<td>Service F</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other City Services</td>
<td></td>
</tr>
</tbody>
</table>

*Continued protections for vulnerable populations and continued practice of physical distancing, hand washing, respiratory hygiene and significant mitigation plans to limit health risks.*
Process for Service Re-design

Stage 1 Redesign
• Associations, Federations, Unions
• Other Municipalities
• Similar Private Sector Businesses
• Provincial Guidelines and released business and industry resumption suggestions

Stage 2 Redesign
• Review City Resources & Inventory on 360
• Health & Safety Policies
• Facility Operations Processes
• Other Service Re-design Plans
• Draft service design for Stage 1
• Will repeat process for Stages 2 and 3 and Future State

Stage 3 Redesign
• Conduct facilitation session
• Determine invite list
• Walk through template
• Key questions
• Identify corporate directions/decisions needed
• Seek feedback from Director, Manager, other service owners, partners
• Seek feedback from your staff not involved in redesign activity

Redesigned Future State
• Submit re-design to BLT for feedback on content and decision-making body
• Staging/coordination with other services for resumption
• Begin redesign for next Phase of service delivery

This will be an iterative process.
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

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

**How:**
Endorsement of Council of service modifications decisions made by staff.
Service Re-design Update

• Governance and Decision Making update
  – Introduction of new weekly At-a-Glance reporting of services/programs that are now available
    while the City continues to operate under a state of emergency.
    • Slides 20 – 22
    • To be provided to Council members on Mondays (noon distribution) updated as of prior day
    • First distribution to be Monday, June 15th updated as of Sunday, June 14th
  – Introduction of financial implications summary for inclusion in service re-design reports for
    decisions to be considered by Council
    • Slide 23
    • Represents summary of the service redesigns approved by Council to date and will highlight the
      financial implications of decisions being considered by Council.
    • Going forward this summary will be included in reports brought to council for discussion and decision
## CURRENT CITY SERVICES/PROGRAMS
The following public services/programs are now available while the City continues to operate under a state of emergency. This list was last updated on June 9, 2020

<table>
<thead>
<tr>
<th>Roads and Transportation Services</th>
<th>Public Safety Services</th>
<th>Maintenance Services</th>
<th>Leisure Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Specialized Transit</td>
<td>✓ Dog Licensing</td>
<td>✓ Cemetery Interment Services</td>
<td>✓ Tyandaga Golf Course (limited)</td>
</tr>
<tr>
<td>✓ Conventional Transit</td>
<td>✓ Care of Stray and Abandoned Animals (no adoptions)</td>
<td>✓ Cemetery grounds maintenance (limited)</td>
<td>✓ Casual use of soccer fields and baseball diamonds</td>
</tr>
<tr>
<td>✓ Traffic Operations</td>
<td>✓ Animal By-laws Enforcement and Education</td>
<td>✓ Cemetery Customer Service &amp; Sales (Limited)</td>
<td>✓ Off-leash dog areas</td>
</tr>
<tr>
<td>✓ Traffic Signals</td>
<td>✓ By-law Enforcement</td>
<td>✓ Community Garden Program</td>
<td>✓ All park benches and picnic tables (unsanitized) in parks</td>
</tr>
<tr>
<td>✓ Streetlighting</td>
<td>✓ By-law Licensing, Sign/Pool Permits</td>
<td>✓ Grasscutting of parkland, sportsfields, boulevards and hydro right-of-ways</td>
<td>✓ Skate parks – Maple Park, Nelson Park, Norton Park, Brant Hills Park, Mountainside Park</td>
</tr>
<tr>
<td>✓ Road and Structures Construction Inspection</td>
<td>✓ Emergency Management</td>
<td>✓ Turf maintenance sportsfields (limited)</td>
<td>✓ BMX cycle area – Nelson Park</td>
</tr>
<tr>
<td>✓ Municipal consent (limited)</td>
<td>✓ Fire Response</td>
<td>✓ Debris pick-up, waste and recycling removal from park</td>
<td>✓ Public Tennis Courts – Leighland Park, Optimist Park, Brant Hills Park, Millcroft Park, Palmer Park</td>
</tr>
<tr>
<td>✓ Parking By-law Enforcement (limited)</td>
<td>✓ Fire Dispatch</td>
<td>✓ Road patrolling</td>
<td>✓ All parking lots for Parks (except Lowville Park, LaSalle Park Marina, Spencer Smith West Lot)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Street Sweeping</td>
<td>✓ Tracks – Nelson, Central by permit only</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Roadway maintenance</td>
<td>✓ Basketball courts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Resident Drainage Customer Service</td>
<td>✓ Gazebos</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Site Alteration Permitting and Administration</td>
<td>✓ Public boat launch</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Tree Maintenance (limited)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Public Tree By-law Administration and Enforcement</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>✓ Private Tree By-law Pilot</td>
<td></td>
</tr>
</tbody>
</table>
**CURRENT CITY SERVICES/PROGRAMS**

The following public services/programs are now available while the City continues to operate *under a state of emergency*. This list was last updated on June 9, 2020

<table>
<thead>
<tr>
<th>Design and Build Services</th>
<th>Customer Relations and Citizen Representation</th>
<th>Internal Support and Administration</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Building Inspections</td>
<td>✓ Council and Committee meetings</td>
<td>✓ Insurance/Risk Management</td>
<td>✓ Halton Court Services Administration</td>
</tr>
<tr>
<td>✓ Building Code Permits</td>
<td>✓ Statutory Public meetings</td>
<td>✓ Real Estate Service</td>
<td>✓ Burlington Public Library curb-side pickup</td>
</tr>
<tr>
<td>✓ Official Plan and/or Zoning By-law Amendment</td>
<td>✓ General phone reception, general email enquiries</td>
<td>✓ Procurement</td>
<td></td>
</tr>
<tr>
<td>✓ Site plan/minor developments/zoning certificates/grading and drainage clearance certificate</td>
<td>✓ Burial permits/death registration</td>
<td>✓ Accounts Payable/Receiveable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Freedom of Information requests</td>
<td>✓ Property tax billing, collection and payment processing (on-line only)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Marriage Licenses</td>
<td>✓ Treasury/Cash Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Budget Monitoring &amp; Reporting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Map Production Service</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Open Data</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Media relations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ City websites</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Recruitment (limited)</td>
<td></td>
</tr>
</tbody>
</table>

*TO BE CONFIRMED*
### CITY SERVICE DELIVERY UNDER RE-DESIGN

The following is a full listing of City services. Each service is re-designing as needed to continue to protect the health and safety of our community and our staff and to do our part to limit the spread of COVID-19. Highlighted services have scheduled facilitated re-design discussions.

*This list was last updated on June 9, 2020*

<table>
<thead>
<tr>
<th>Roads and Transportation Services</th>
<th>Public Safety Services</th>
<th>Maintenance Services</th>
<th>Leisure Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Parking Management</td>
<td>✓ Animal Control</td>
<td>✓ Cemetery</td>
<td>✓ Arts and Culture</td>
</tr>
<tr>
<td>✓ Roads and Structures - Design and Constructions</td>
<td>✓ Bylaw Enforcement</td>
<td>✓ Environment and Energy</td>
<td>✓ Organized Sport Support</td>
</tr>
<tr>
<td>✓ Specialized Transit</td>
<td>✓ Emergency Management</td>
<td>✓ Parks and Open Space Maintenance</td>
<td>✓ Recreation</td>
</tr>
<tr>
<td>✓ Traffic Operations Management</td>
<td>✓ Fire 9-1-1 Communication</td>
<td>✓ Roadway and Sidewalk Maintenance</td>
<td></td>
</tr>
<tr>
<td>✓ Transit</td>
<td>✓ Fire Emergency Response</td>
<td>✓ Surface Water Drainage</td>
<td></td>
</tr>
<tr>
<td>✓ Transportation Planning</td>
<td>✓ Fire Prevention and Public Education</td>
<td>✓ Tree Management</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Design and Build Services</th>
<th>Customer Relations and Citizen Representation</th>
<th>Internal Support and Administration</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Building Code Permits and Inspections</td>
<td>✓ Council and Citizen Committee</td>
<td>✓ Asset Management</td>
<td>✓ Halton Court Services Administration</td>
</tr>
<tr>
<td>✓ Community Design and Development Review</td>
<td>✓ Service Burlington</td>
<td>✓ Corporate Legal</td>
<td>✓ City Facilities</td>
</tr>
<tr>
<td>✓ Facilities and Building - Design and Construction</td>
<td></td>
<td>✓ Corporate Management</td>
<td></td>
</tr>
<tr>
<td>✓ Parks and Open Space - Design and Development</td>
<td></td>
<td>✓ Financial Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Fleet Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Geographic Information and Mapping</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Government Relations and Strategic Communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Human Resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Information Technology</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Internal Audit</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Sign Production</td>
<td></td>
</tr>
</tbody>
</table>
Interim Service Redesigns Approved to Date

This total represents a reduction of anticipated savings identified in the 2020 Expenditure Restraint Program.

<table>
<thead>
<tr>
<th>Service Redesign</th>
<th>Reference</th>
<th>Financial Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2020 Rec Programming</td>
<td>CM-13-20 App A</td>
<td>$518,450</td>
</tr>
<tr>
<td>Tyandaga Golf</td>
<td>CM-13-20 App B</td>
<td>$247,449</td>
</tr>
<tr>
<td>POA Courthouse</td>
<td>CM-13-20 App C</td>
<td>$-</td>
</tr>
<tr>
<td>Park Operations Phase 1</td>
<td>CM-13-20 App C</td>
<td>$-</td>
</tr>
<tr>
<td>Community Gardens</td>
<td>CM-13-20 App C</td>
<td>$-</td>
</tr>
<tr>
<td>Updated Parks Operations</td>
<td>CM-14-20 App A</td>
<td>$350,000</td>
</tr>
<tr>
<td>Organized Sport Support</td>
<td>CM-14-20 App A</td>
<td>$25,000</td>
</tr>
<tr>
<td>Parks Operations - RPF</td>
<td>CM-17-20 App A</td>
<td>$865,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$2,005,899</strong></td>
</tr>
</tbody>
</table>
Questions