SUBJECT: Service Re-design Interim Modifications and Resumptions

TO: Mayor and Members of Council

FROM: City Manager's Office

Report Number: CM-21-20

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: July 13, 2020

Date to Council: July 13, 2020

Recommendation:

Receive and file Appendix A of city manager's office report CM-21-20 providing interim service delivery modifications approved by the Burlington Leadership Team, Emergency Control Group and/or service leads for resumption of fare collection and revised bus schedule effective September 1 in Transit Operations and Transit Bus Terminal re-opening effective mid-August – both within Transit Services; 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

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.Demonstrate your thorough review, discuss other options beyond recommendation.

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.

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.

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.

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.

Respectfully submitted,

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Appendices:

A. CM-21-20 Appendix A: Service Re-design Interim Program Changes and Modifications – Transit Operations and Transit Bus Terminal - Transit Services

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.