

COVID-19 Emergency Response: Update

as of August 11, 2020

Corporate Services, Strategy, Risk &
Accountability Committee

August 13, 2020

City Manager's Update

- Goal: CONTINUE to protect the community and staff and contain the spread of COVID-19 virus
- Phase 3 Reopening and Looking ahead to Fall 2020
- Great leadership/support by Council...great service redesign execution by Staff
- Comments of 2020 Financial Impact and 2021 City Budget
- Declared Municipal Emergency should continue
- August – the need to take time to relax and recharge

Legislative Update

Report Projection – September 2020

Environment, Infrastructure and Community Services Committee

Meeting Date – September 14, 2020

Consent Agenda

- Public Tree Removal Report - 680 Green Street.
- Public Tree Removal Report - 2477 Queensway Drive

Regular Agenda

- Service Review - Loose Leaf Collection
- RS-XX-20 Operations
- Emerald Ash Borer Management Plan Update
- EICS-12-20 Imperial Oil Pipeline - Licence Agreement

Community Planning, Regulation and Mobility Committee/Public Meeting

Meeting Date – September 15, 2020

Public Meeting

- PL-20-20 - 4103 Palladium Way Zoning By-law Amendment
- PL-30-20 - Statutory Public Meeting and Recommendation for 420 Guelph Line

Consent Agenda

- TS-16-20 Sidewalk Warrant and Local Improvement By-law Update

Regular Agenda

- PL-23-20 Development Review - Pre-Application Community Meeting Protocol
- TR-05-20 Metrolinx Multi-year Governance Agreement

Report Projection – September 2020 (continued)

Audit Committee

Meeting Date – September 16, 2020

Consent Agenda

- F-21-20 City of Burlington Consolidated Financial Statements - December 31, 2019
- F-20-20 External Audit Results

Regular Agenda

- CA-05-20 Summary of Audit Results - Corporate Cloud Computing Audit

Corporate Services, Strategy, Risk and Accountability Committee

Meeting Date – September 17, 2020

COVID-19 Verbal Update

Consent Agenda

- F-19-20 Investment Policy
- June 30th Operating Budget Performance Report
- 2021 Budget Framework

Regular Agenda

- CM-24-20 High Level Corporate Strategy Workplan Update
- CM-25-20 Service Re-design Interim Modifications and Resumptions

Confidential

- COVID-19 emergency response verbal update (if required)
- L-13-20 Confidential - Insurance Reporting CSSRA

Report Projection – September 2020 (continued)

Community Planning, Regulation and Mobility Committee/Public Meeting Meeting Date – September 22, 2020	Rescheduled Reports – All Committees
<ul style="list-style-type: none">• PL-18-20 Neighbourhood Centres• PL-28-20 Regional Official Plan Consultation	<ul style="list-style-type: none">• None

COVID 19 State of Emergency Declaration Update

Amber Rushton,
Business Continuity & Emergency Planning
Coordinator

City of Burlington State of Emergency

DECLARATION CRITERIA SUMMARY:

When considering whether to declare an emergency, a positive response to one or more of the criteria adopted by the Office of the Fire Marshal and Emergency Management (OFMEM) may indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency.

Criteria for Declaring – the following categories and guidance criteria adopted by OFMEM were considered and informed the declaration decision:

- ☐ General and Government Impacts
- ☐ Legal Impacts
- ☐ Operational Impacts
- ☐ Economic and Financial Impacts

The City of Burlington Emergency Control Group and its support staff unanimously endorsed the decision of the Head of Council to Declare a Municipal Emergency on March 21st – 4 Days after the Premier Declared a State of Provincial Emergency (Enacted March 17th).

Operating Under a Municipal State of Emergency

OUR MISSION PRIORITIES UNDER DECLARATION:

1. Immediate life safety
2. Health of affected persons
3. Protection of the public
4. Continuity of critical and essential operations

OUR OBJECTIVES:

- a. To continue to protect the community and staff against the spread of COVID19
- b. To continue to react to evolving impacts across the corporation and the community through measured response efforts.
- c. To make principled and valued decisions as we continue to respond to and mitigate against impacts of COVID19.
- d. To focus on the re-design of our services and refresh our way of conducting business, in alignment with provincial resumption phased strategies, public health guidelines and Occupational Health & Safety guidelines.

Continuing to Monitor Emergency Declarations and Ongoing Response Efforts

- ❑ **July 24th, 2020** the Provincial Declaration of Emergency was Terminated
- ❑ **August 1st, 2020** the Province downgraded to a Level 1 – Enhanced Monitoring Phase under Provincial Recovery Efforts
- ❑ **To date:** A total of 239 municipalities remain under a declaration of emergency / 10 municipalities have terminated
- ❑ The pandemic is still active and a threat to human health and life remains present, and the City of Burlington has **protective measures in place** to mitigate against potential exposure and spread of COVID19 through our:
 1. Adopted and Implemented Public Health Guidelines
 2. Interim By-Laws
 3. Occupational Health & Safety Implemented Measures and Toolkit
 4. Re-Design Framework and Plans
 5. All active plans under the Emergency and Continuity Management By-Law 046-19

COVID 19 Financial/Budget Update

Joan Ford,
Chief Financial Officer

COVID 19 Property Tax Collection Update

April 21st Instalment	\$105.4M (City, Region & Education)
Collections to Aug 11	\$ 97.6M
Collection Rate	93% (July 2019 97%)

**Tax Relief Extension for Waiving Penalty and Interest until August 31, 2020.
Final property tax instalments delayed to Aug. & Oct. (previously June & Sept.)**

Deferral PAP Plan (Aug to Dec)	186 accounts representing \$2.3M
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Penalty & Interest Revenue to end of July	\$479,537 (2019 \$1,370,920)
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Additional Property Tax Data

April Installment Outstanding as of Aug 11, 2020

Class	April Levy	Total April Outstanding	% of April Levy
COM	\$ 18,597,334	\$ 2,616,312.34	14%
IND	\$ 14,091,591	\$ 728,364.26	5%
RES	\$ 66,597,519	\$ 4,082,794.41	6%
MULTI-RES	\$ 5,782,606	\$ 234,336.60	4%
FARM	\$ 364,808	\$ 46,217.50	13%
TOTALS:	\$ 105,433,858	\$ 7,708,025.11	7%

Deferral Program as of Aug 11, 2020

Class	# Enrolled	April Installment Outstanding	% of April Outstanding
COM	54	\$ 1,818,615.14	70%
IND	18	\$ 233,001.99	32%
RES	93	\$ 45,389.83	1%
MULTI-RES	21	\$ 163,582.60	70%
FARM		\$ -	0%
Total	186	\$ 2,260,589.56	29%

COVID 19 Cash Flow Update

Cash Flow Projections (August 6/20)

	2020	2018/2019
June 30 th	\$34.0M*	\$40.1M
July 31 st	\$44.2M	\$29.6M
Aug 31 st	\$56.0M**	\$21.0M
Sept 30 th	\$23.2M***	\$19.0M
Oct 31 st	\$16.2M**	\$29.7M

* Includes Region's April 30th deferred remittance of \$33.4M

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

*** Assumes School Board's remittance of \$29.9M

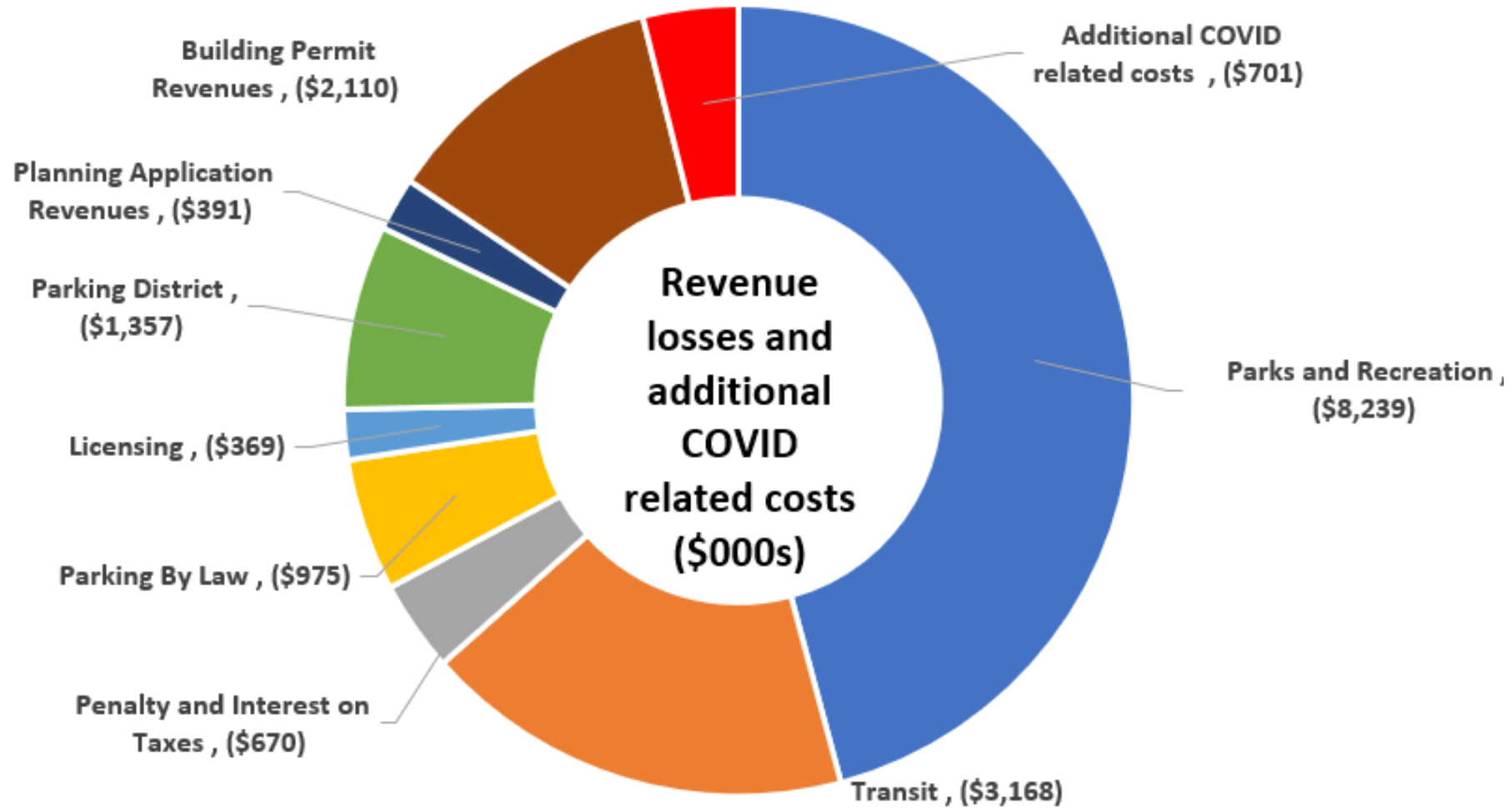
Updated Year-end Projections

2020 Year End Projections for COVID-19 pandemic*

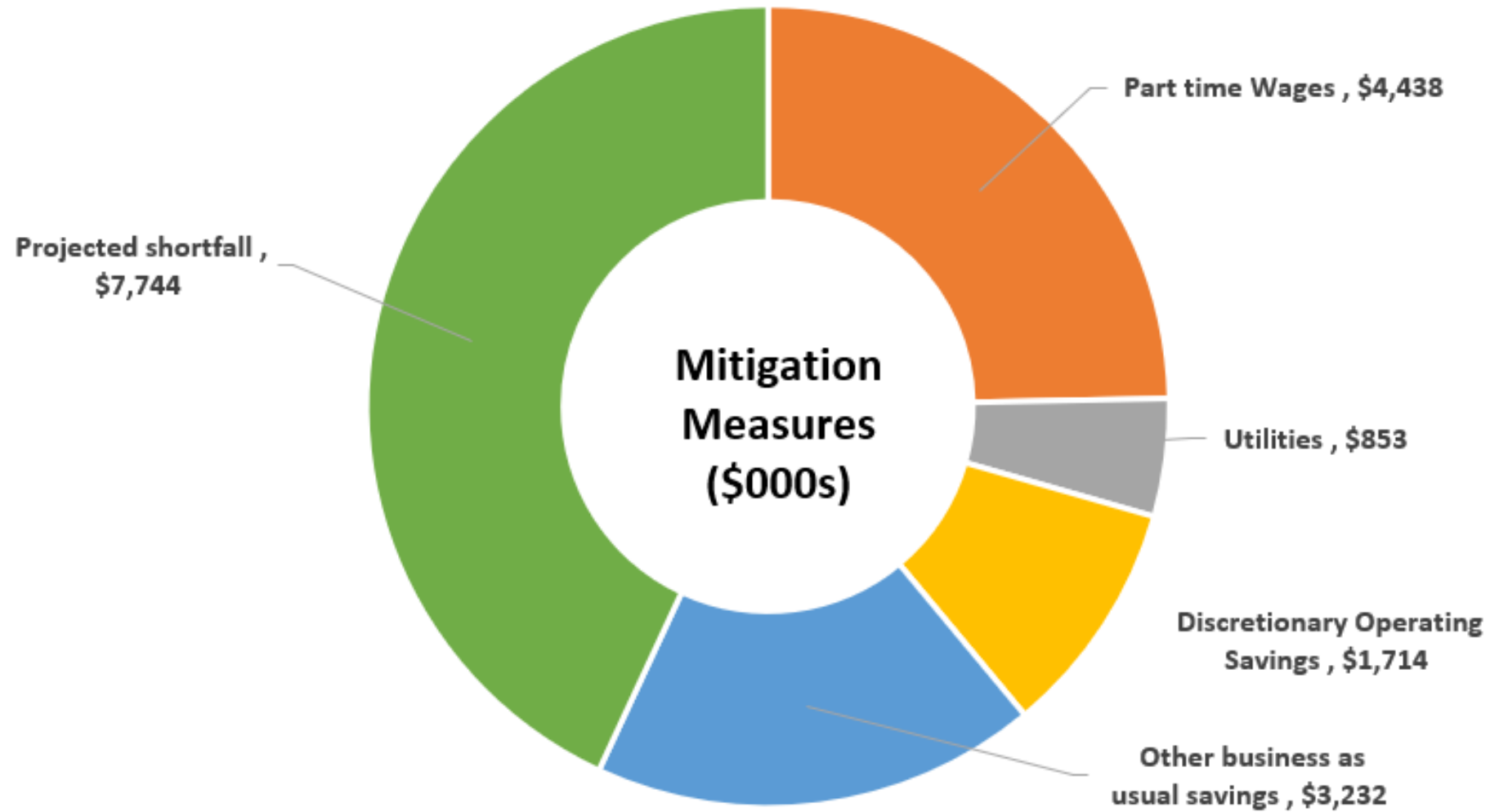
* Stage 3

Estimated Year End Net Financial Impact	
Revenue Losses (Tax Supported)	\$ 13,420,651
Revenue Losses (Non-Tax Supported)	\$ 3,858,320
COVID Related costs	\$ 701,000
Total Revenue Losses and COVID related costs	\$ 17,979,971
Expenditure Restraint Program Savings	\$ 7,004,601
Other Operational Savings	\$ 3,231,536
Total City-Initiated Mitigation Measures	\$ 10,236,137
Projected Shortfall	\$ (7,743,834)

Revenue Losses/COVID costs



Mitigation Measures



Service Redesigns

Recreation & Community Facilities and Use	CM-20-20 App A	\$1,220,000
Indoor Pools	CM-20-20 App B	\$320,000
HCS & City Hall	CM-20-20 App C	\$48,000
Local Boards - various	CM-20-20 App D-G	\$ -
Small Business Program	BEDC-05-20	\$250,000
Loose Leaf Collection	RPF-26-20	(\$40,500)
Total		\$1,797,500
Projected Financial Impact		\$7,743,834
Service Redesigns		<u>\$1,797,500</u>
Revised Impact		\$9,541,334

Year-end Projections – Sensitivity Analysis

2020 Year End Projections for COVID-19 pandemic*

* Stage 3

Additional Revenue Loss

5%

10%

Estimated Year End Net Financial Impact			
Revenue Losses (Tax Supported)	\$ 13,420,651	\$ 15,092,339	\$ 16,141,970
Revenue Losses (Non-Tax Supported)	\$ 3,858,320	\$ 4,501,085	\$ 4,972,800
COVID Related costs	\$ 701,000	\$ 701,000	\$ 701,000
Total Revenue Losses and COVID related costs	\$ 17,979,971	\$ 20,294,424	\$ 21,815,770
Expenditure Restraint Program Savings	\$ 7,004,601	\$ 7,004,601	\$ 7,004,601
Other Operational Savings	\$ 3,231,536	\$ 3,231,536	\$ 3,231,536
Total City-Initiated Mitigation Measures	\$ 10,236,137	\$ 10,236,137	\$ 10,236,137
Projected Shortfall	\$ (7,743,834)	\$ (10,058,287)	\$ (11,579,633)
Service Redesigns	(\$1,797,500)	(\$1,797,500)	(\$1,797,500)
Revised Impact	(\$9,541,334)	(\$11,855,787)	(\$13,377,133)

Economic Update Briefing

Anita Cassidy

Executive Director, Burlington Economic Development Corporation

Brian Dean

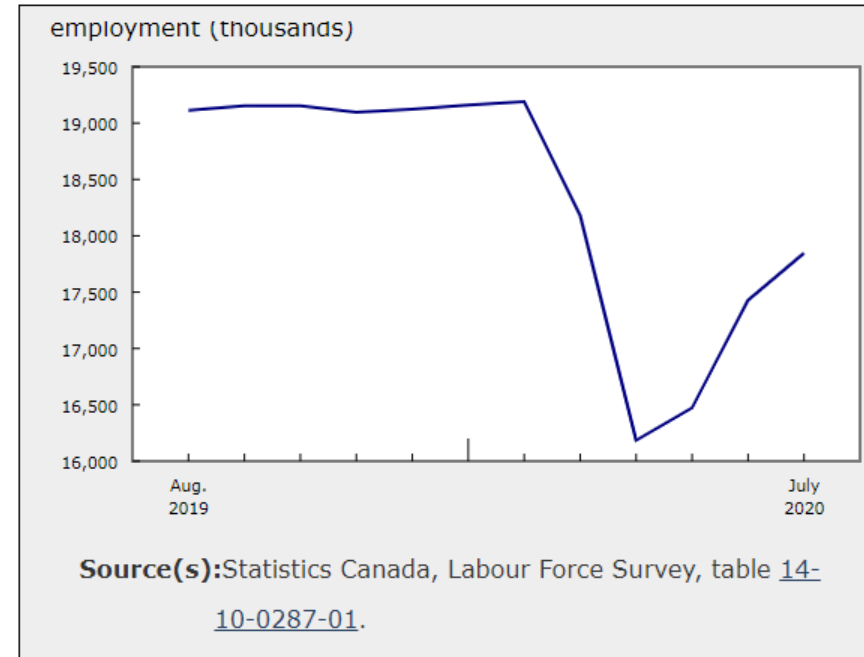
Executive Director, Burlington Downtown Business Association

Judy Worsley

Executive Director, Aldershot Village BIA

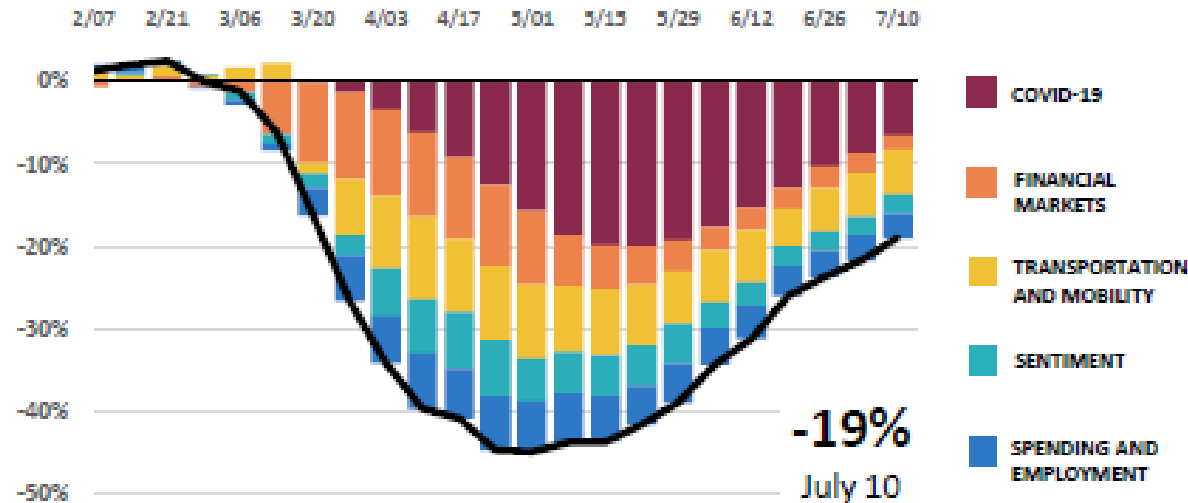
Long Path to Recovery: July job numbers show slow increase

- Employment rose by **419,000 (+2.4%)** in July (compared to June's increase of 953,000)
- Canadian unemployment rate is **10.9%** in July (compared to 12.3% in June)
- The number of Canadians working from home dropped by 400,000
- Employment rose faster among women (+275,000) than men (+144,000) mostly due to heavier employment losses of women
- Growth in part-time work outpaced growth in full-time work
 - Part-time work which increased by 345,000 compared to an increase of 73,000 in full-time work



Source: Statistics Canada (<https://www150.statcan.gc.ca/n1/daily-quotidien/200807/dq200807a-eng.htm?HPA=1> released August 7 2020)

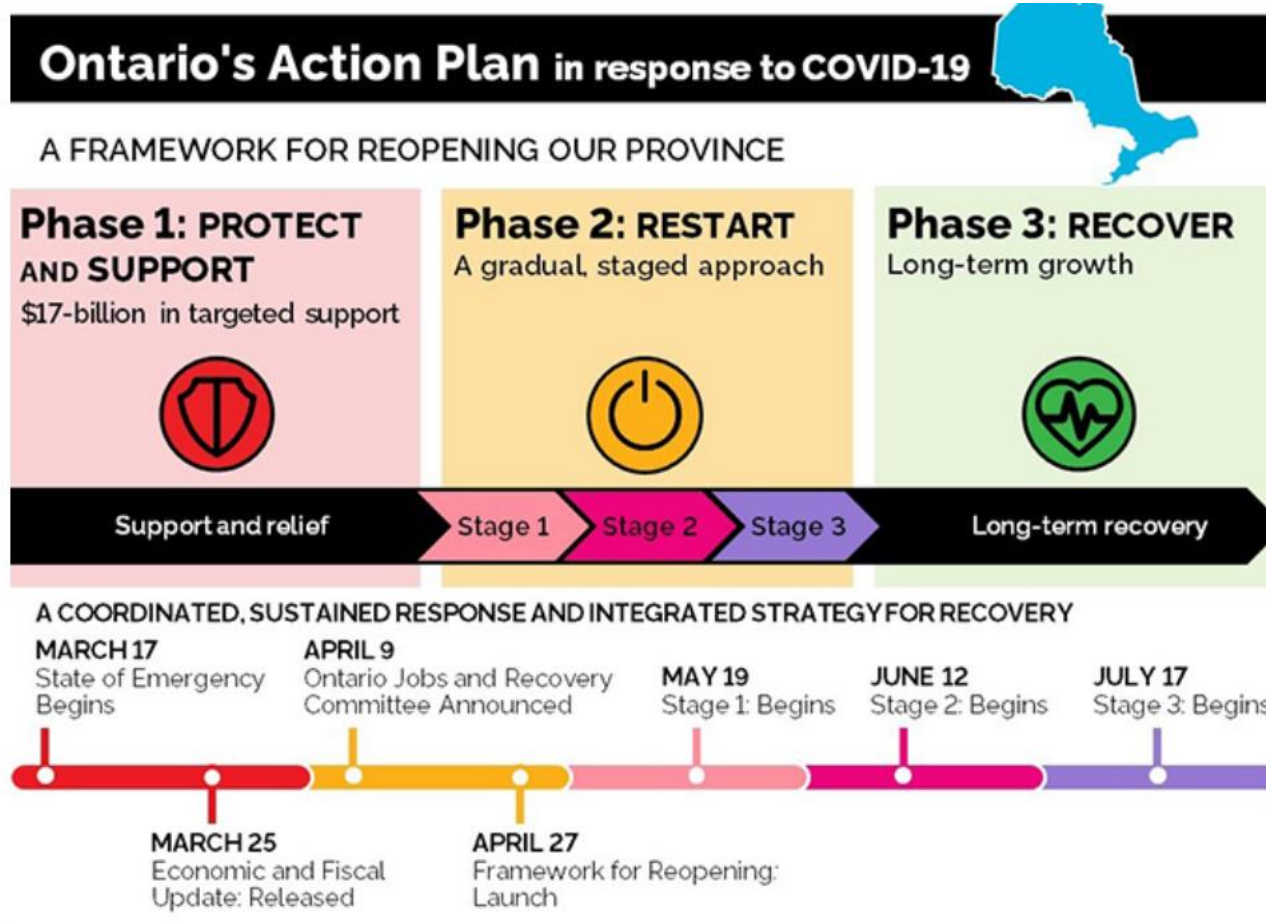
EDC's Canadian Economic Recovery Tracker



Source: The Canadian Economic Recovery Tracker (CERT), EDC (July 10 2020)

- Since bottoming out at 45% below pre-COVID-19 levels at the end of April, the Canadian economy is beginning to recover
- Employment and spending data show 2.4 million of the 5.5 million Canadians negatively affected by the COVID-19 shock are now back working their regular hours, while spending is increasing
- If the current recovery path continues, the CERT projects Canadian economic activity would return to pre-COVID-19 levels by September

Reopening the Economy: Phase 2 – Stage 3 for Business



Government Updates affecting Business July

- Indoor dining at Restaurants
- Personal Care Services Expanded
- Increased Gathering Limits
- Expanded Child Care availability
- School Safe Reopening Plan
- Mask By-Law

August

- US Aluminum tariffs

Consumer Readiness to Reengage with Economy

- Anxiety is growing with reopening & US situation
- 5 unique groups
 - 20% **Ready to Go** – less likely to wear masks or follow rules
 - 19% **Nearly Ready** – watch data from Govt & Health
 - 23% **Want to, But Can't** – some barriers – money, child care etc.
 - 18% **Content** – OK staying and working at home
 - 20% **Afraid** – want to see control & penalties, think situation is worse, lack of trust
- What can Businesses do?
 - Model right behaviour – masks, distancing etc. and this is not a celebration, demonstrate caution
 - Provide Credible information and validate safety (Post Promise)
 - Visual is best – show experience rather than tell – videos/tours
 - Tone –enforcement, education, help, diligent follow-up

Business Recovery & Phase III Restart



BURLINGTON DOWNTOWN



Local Business Impacts

- ↓ consumer confidence; Phase 3 Downtown “*came in like a lamb*”
- Downtown restaurants predicting a “*break even*” model as best case scenario for balance of 2020
- Downtown March 15 – August 15 = 21 businesses exit B.I.A /400
- Aldershot Village BIA supports 250+ members who are struggling; some sectors are barely hanging on
- Aldershot business faced with steep declining sales coupled with nervous customer confidence, they are struggling to keep pace with the extra costs

Service Re-design Update

Sheila Jones,
Executive Director Strategy, Risk & Accountability

Service Re-Design Update

- CM-20-20 for discussion and decision on Recreation & Community Facilities and Use and Indoor Pools.
- CM-20-20 for information for Halton Court Services – Legal Services and City Hall/Sims Square Public & Staff Re-entry and interim service delivery modifications for Tourism Burlington, The Museums of Burlington, The Art Gallery of Burlington and Burlington Public Library
 - Slide 28-30 (in this information) provides the summary of the City Hall/Sims Square Public & Staff Re-entry and specifically addresses the occupancy of the 7th and 8th floors.
- Non-essential service update
 - Slides 31-32 (in this information) provides an update on median gardens and weed trimming

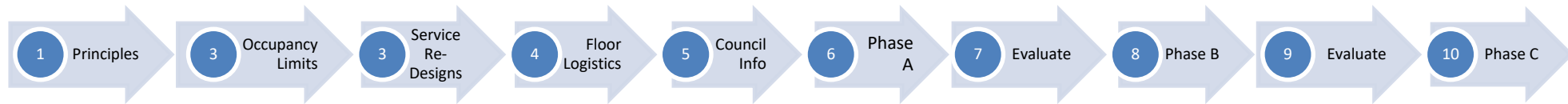
Service Re-Design Update (continued)

- Service re-design strategy identified both communication and change management plans to address risks including:
 - Public has increased/heightened expectation of immediate service resumption under pre-pandemic conditions.
 - The breadth and depth of change required to ensure service delivery continues to protect the health and safety of community and staff and limit the spread of COVID-19 are overwhelming for customers
 - Slide 34-35 (Appendix 1 in this information) provides the Service Re-design Change and Communication Plan Update.
- Services have thought through the modifications and changes needed to continue to deliver services giving consideration to provincial and public health guidelines.
 - Slides 36-43 (Appendix 2 in this information) includes a summary of the service re-design plans

City Hall & Sims Square Re-Entry Process – Council Information

Principles & Process

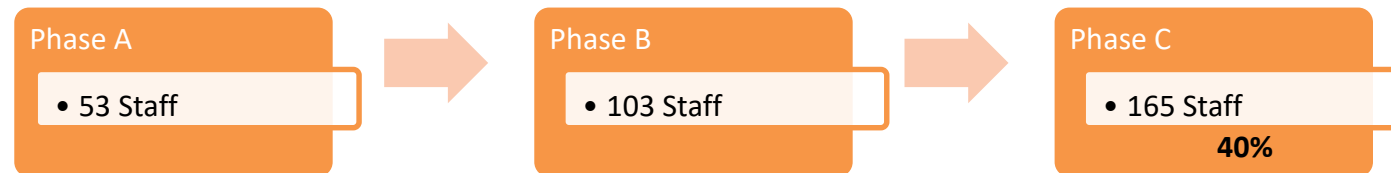
- ✓ Health & Safety of all remains paramount
- ✓ Work from home as primary
- ✓ Coordination amongst all
- ✓ Flexible, yet nimble to make adjustments: forwards or backwards



Occupancy

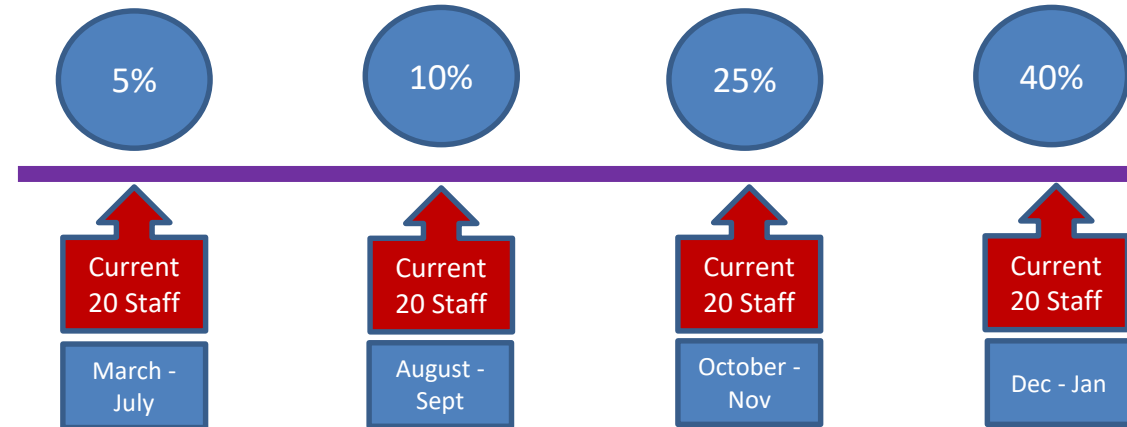
- Limits developed through health & Safety guidelines, facility configuration, service requirements, and total occupancy load estimates including staff, visitors and customers.
- Occupancy Limits completed by Floor / Area within both City Hall & Sims Square
- Estimated 60% if staff working from home, and 40% returning to the office is a modified form.

Gradual Re-Entry:



City Hall & Sims Square Re-Entry Process – Council Information

Timeline



Additional Information

- ✓ Enhanced Cleaning & Disinfection
- ✓ Facility Logistics & Signage & Protective Barriers at Counters
- ✓ Meeting Rooms Closed or Designated for specific function
- ✓ Health & Safety Protocols: Reference [H&S Toolkit](#)
- ✓ Adherence to all By-Laws including Face Coverings
- ✓ Communications Plan development: Staff & Public
- ✓ Re-Entry Process directly connected to other initiatives including:
 - Service Re-Design Plans (Strategy & Risk)
 - Space Accommodation (Capital Works)
 - Customer Experience (Service Burlington)
 - Committee and Council Meetings (Clerks)
 - Work from Home Initiative (HR)
 - Continuity of Operations Planning (Emergency Management)

Next Steps for Council

- On-site meeting with 8th Floor ✓
- Re-Design Planning with Council Assistants ✓
- On-Site review of 7th floor and restrictions with members of Council: meetings to be scheduled with groups of 3 councilors at a time

Floors	Phase A Aug – Sept	Phase B Oct – Nov	Phase C Dec - Jan
7 th Floor	2	4	6
8 th Floor	2	4	6

Non-essential Service Update

Background:

At the onset of the pandemic, and through the Emergency Control Group, decisions were made on what services were essential to continue. Essential services are those that:

- protect the health and safety of the community,
- protect city assets, and
- reduce risk.

Examples include: completing legislated road and sidewalk inspections, continuing with removal of dead and hazardous trees and branches, and cutting grass in the parks and roadsides.

Weed trimming, particularly on medians, was not deemed essential as it is mainly for aesthetic purposes and does not create undue safety concerns.

Current Situation:

Weeds growing through the concrete or asphalt are not being trimmed down with string trimmers as the department does not have the staff available for this non-essential service. Where possible, the street sweeper with a curbside brush attachment is removing the weeds that it can reach.

The median beds that are normally planted with flowers had approximately 65% not planted this year. Staff have been able to weed those beds that were not planted around once per month. One exception is the median beds on Maple Avenue that are awaiting soil replacement by the contractor that completed the road construction project.

Non-essential Service Update

Upcoming Fall Work:

The following work is expected to be initiated by October

- Median planting beds - remove weeds and top soil layer and fill with clean soil along with tilling.
- Complete mulch top up in island shrub/perennial beds that was not completed in the spring. This helps to retain moisture and suppress weed growth.

The work will require 4-6 weeks to complete and approximately \$10k in material costs already included in the budget. Staff may need to be pulled from other park duties (such as leaf clean up in parks) to assist with completing this work.

Conclusion:

Your assistance to ensure the community has an understanding of pandemic service level adjustments is important. Our focus has needed to be on essential services and increased service levels. For example, ensuring the regular disinfection of park washroom facilities and increased garbage removal given the exponential growth in park use during this pandemic.

As part of the reviews taking place in phase 2 of 'Evolving the Organization', further information will be coming to council identifying the risks, service demands and resource needs of this department.

Questions

Appendix 1:

Service Re-design Change and Communication Plan Update

Service Redesign Change and Communication Plan Update



Our Corporate Goal

Protect the health and wellbeing of City staff and residents, minimize the spread of COVID-19, and continue to deliver essential City services to the community.

Change and Communications Objectives

INTERNAL

- Support Service Leads and their staff in the development of service plans for their areas.
- Build awareness among City staff about the preparation to reopen City services when permitted.
- Prepare staff for changes in the workplace they will see and build confidence that their safety is a top priority.

EXTERNAL

- Build awareness among residents about the preparation the City is doing to reopen City services when permitted.
- Prepare residents for changes they will see in the delivery of City services and maintain residents' confidence that their safety is a top priority.

Completed – April, May, June

- ✓ Build a collaborative team of staff to provide facilitated lead meetings to support staff building a Redesign Plan encouraging communication and connections cross departmentally
- ✓ Develop and post content on 360 for staff reference, including making connection to Health and Safety COVID Toolkit.
- ✓ Weekly redesign updates to ECG, BLT via email and media channels
- ✓ Media releases for resumed redesign services
- ✓ Updates every Monday to Council with completed service redesigns and resumed services
- ✓ Council meetings sharing service redesign plans (executive summaries in transmittal repost)
- ✓ Service Re-design message included in insert in Residential Tax Bill mailing
- ✓ Park and City Hall Staff Ambassadors
- ✓ Monthly staff townhalls to answer questions from staff and provide updates
- ✓ Monthly verbal COVID-19 updates to CSSRA committee

Still to Execute – July, August and September

- ✓ Continued monthly CSSRA COVID-19 verbal updates
- ✓ Continued staff townhalls and providing FAQs on 360
- ✓ Provide links to all completed Service Redesign Plans on 360
- ✓ Send out a staff survey to further ensure awareness, check in to determine issues and concerns and reinforce return to work and service delivery has been redesigned (September might be too late?)
- ✓ Welcome back to work staff document (like the library's document)
- ✓ Welcome back to work staff video – (like Recreation camps/pools video)
- ✓ Post camps and pools videos on 360 – share with all staff
- ✓ Provide photos and examples of workplaces that have resumed services and/or staff back into the office
- ✓ Encouraging People Leaders to connect with their staff teams and other departments – Provide more key messages
- ✓ Continue regular updates from Tim on 360 - Broadcasts

Appendix 2: Summary of Service Re-design Plans

Purpose:

This summary contains high-level information from the re-designed plans.

Category #1 - Public services, outside field services/operations, sense of public expectations, and/or season-ability

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Tree Management (Forestry)	<ul style="list-style-type: none"> Emergency and hazardous service made priority Majority of service maintained 	<ul style="list-style-type: none"> Service capacity increased for private tree bylaw and development applications administration 	<ul style="list-style-type: none"> Service back to regular with administration and customer service staff working from home
Parks Operations and Maintenance	<ul style="list-style-type: none"> Limited use of parklands with reduced park maintenance service in all areas of the operation Essential maintenance activities only 	<ul style="list-style-type: none"> Increased parkland openings and related maintenance such as splash pads, washrooms, and beach Public touch points increased cleaning and disinfection 	<ul style="list-style-type: none"> Further opening of parkland amenities and sports fields Continued public touch points with increased cleaning and disinfection
Roads and Sidewalk Maintenance	<ul style="list-style-type: none"> Deemed an essential service maintenance, damage and repair activities continued 	<ul style="list-style-type: none"> Continue to maintain the service levels, increased use of seasonal staff 	<ul style="list-style-type: none"> Continue to maintain the service levels, increased use of seasonal staff
Cemetery Operations and Services	<ul style="list-style-type: none"> Service available by appointment only and held outdoors Funeral gathering size aligned with Provincial restrictions Cemetery gates open to the public and maintenance continued 	<ul style="list-style-type: none"> Services and maintenance continue to be available Funeral gathering size increase (50) 	<ul style="list-style-type: none"> Services and maintenance continue to be available Anticipating gathering size to be increased beyond 50 Online booking software being investigated
Surface Water Drainage	<ul style="list-style-type: none"> Deemed essential. Services continued such as customer requests and inquires, inspections, maintenance and design and development application comments 	<ul style="list-style-type: none"> Services continued Use of technology (BlueBeam) to comment of design and development applications 	<ul style="list-style-type: none"> Continues as per Stage 2 with select staff transitioning back to the office.
Council and Citizen Committee	<ul style="list-style-type: none"> Staff in Clerks providing services remotely Citizen Committees suspended Legislation enables virtual council meetings 	<ul style="list-style-type: none"> Some services requiring staff to attend CH sometimes Working on virtual signatures Legislation still enabling virtual council meetings 	<ul style="list-style-type: none"> Most services still being offered remotely Citizen Committees will meet only if required Virtual Council meetings to continue if legislation still in place

Category #2 – Public services, transit, recreation and sport, highly level of public participation, interaction and service, sense of public expectations, season-ability, and/or servicing vulnerable population

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Recreation (Programs brought forward separately)	<ul style="list-style-type: none"> All facilities closed and staff working from home, except facility operators On-line programming for activities for community Program starts: Golf, sports fields 	<ul style="list-style-type: none"> Facilities begin to open for camps Program starts such as : camps, splashpads, outdoor pools, arena Program Modifications: Golf, sports fields 	<ul style="list-style-type: none"> Facilities begin to gradually reopen – modified Program starts such as indoor pools, fall programming
Sport	<ul style="list-style-type: none"> All facilities closed and staff working from home Permits to sports groups cancelled 	<ul style="list-style-type: none"> Sports groups to align with Provincial bodies for resuming sports – outdoor and indoor 	<ul style="list-style-type: none"> Facilities to begin to gradually reopen Program starts such as: basketball, volleyball, swimming
Arts and Culture	<ul style="list-style-type: none"> Staff working from home on Public Art Projects Events cancelled or moved to virtual format Programs such as BTTB & ST cancelled 	<ul style="list-style-type: none"> Staff continue working from home on Public Art Projects Virtual events such as Canada Day Program starts such as: ST camp and BTTB section practice 	<ul style="list-style-type: none"> Facilities begin to gradually reopen Program modifications: BTTB, fall programming for Student Theatre Large events still cancelled, but perhaps smaller events allowed
Transit and Specialized Transit	<ul style="list-style-type: none"> Deemed an essential service and has continued to operate - with reduced service levels, enhanced cleaning Stopped collecting fares 	<ul style="list-style-type: none"> Continued as per Stage 1 	<ul style="list-style-type: none"> Begin to collect fares Sept 1 Increase service levels depending on demand
Service Burlington	<ul style="list-style-type: none"> Staff providing service remotely –by phone and email In person services suspended Marriage license service resumed by appointment 	<ul style="list-style-type: none"> Expanded marriage license service, commissioning service to start, Death registrations accepted by appointment Staff still dealing with most inquires by phone and email Start the planning and implement in-person payment acceptance 	<ul style="list-style-type: none"> Continue in-person payment acceptance at Counters Staff still dealing with most inquires by phone and email Potential for expanded service offerings
Halton Court Services	<ul style="list-style-type: none"> Courthouse initially closed; minimal staff introduced to perform essential services to meet justice requirements 	<ul style="list-style-type: none"> Courthouse to remain closed, minimal staff working in courthouse as per stage 1 	<ul style="list-style-type: none"> Courthouse will open as per direction provided by the Province Court hearings and trials will resume requiring more staff to work in the courthouse

Category #3 – Public services with inquiry, transactional customer experience (e.g. marriage licensing building permits and development applications), regulatory enforcement, safety and/or sense of public expectations

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Community Design and Development Review	<ul style="list-style-type: none"> Continued to offer services with digital development review and virtual meetings. Staff working from home 	<ul style="list-style-type: none"> Continue to offer services with digital development review and virtual meetings. Staff working from home 	<ul style="list-style-type: none"> Considerations for limited capacity for a "One Window" counter providing Development Review Services Continue with digital and virtual services
Building Code Permits and Inspection	<ul style="list-style-type: none"> Building Inspections deemed essential services continued virtually and in person Licensing deemed essential services offered electronically (via email) with staff working remotely from home Building Permit Services deemed essential, services offered email (public counter closed) 	<ul style="list-style-type: none"> Building Inspections, Licensing and Permitting Services all continued as per Stage 1 	<ul style="list-style-type: none"> Building Inspections continue as per Stage 1 and 2, with continued offering of virtual inspections when possible. Licensing continue as per Stage 2 with consideration to open in person counter services after Stage 3 Permitting services aim to be available via electronic submissions with limited public counter access
Animal Control	<ul style="list-style-type: none"> Animal shelter closed to public (no animal adoptions) Contactless animal pick up/surrender Shelter care continued Investigations and customer calls continued (online animal licensing) 	<ul style="list-style-type: none"> Continued as per Stage 1 	<ul style="list-style-type: none"> Animal shelter remains closed to public. Services continue as per Stage 1 and 2 Appointments will be scheduled for viewing animals for adoption, Community Room to be used to facilitate adoptions to maintain social distancing
By Law Enforcement	<ul style="list-style-type: none"> Deemed essential service with a focus on Emergency Orders (physical distancing bylaw) No court attendance Increased staff compliment New COVID Hotline response 	<ul style="list-style-type: none"> Continued as per Stage 1 with increases enforcement with new Emergency bylaws and resumption of non-emergency items (pool inspections) 	<ul style="list-style-type: none"> Response dependent on Emergency Orders, may be able to resume regular enforcement items Virtual court attendance may occur Redeployed staff return to parking and park patrols ends.
Parking Management	<ul style="list-style-type: none"> No payments taken for permits, parking lots or on street parking Parking garage increased cleaning Parking time limits and overnight not enforced Remote parking ticket screening provided 	<ul style="list-style-type: none"> Free Parking continues Time limit parking enforced Overnight parking not enforced 	<ul style="list-style-type: none"> Consider new parking time limits to support work from home Parking payments resumed Increase cleaning for parking payment machines

Category #3 (continued) – Public services with inquiry, transactional customer experience (e.g. marriage licensing building permits and development applications), regulatory enforcement, safety and/or sense of public expectations

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Traffic Operations	<ul style="list-style-type: none"> Deemed an essential service (such as signals, signs, lights, pavement marking, streetlights) Responses to traffic related concerns from public 	<ul style="list-style-type: none"> Monitoring traffic volumes as business and workplaces begin to open 	<ul style="list-style-type: none"> Focus on back to school related programs (crossing guards) and increased percentage of people returning to work. Traffic analysis, data collection and measuring traffic flow will resume
Fire	<ul style="list-style-type: none"> 911 communications dispatch deemed essential Fire stations closed to public walk-ins Inspections continue – limiting person to person interactions Fire response deemed essential All required COVID 19 Health and Safety requirements in place and followed 	<ul style="list-style-type: none"> Continued as per Stage 1 	<ul style="list-style-type: none"> Continued as per Stage 2 (possibly increase additional training)

Category #4 – Internal Administration, limited transactional customer experience and/or project and planning related

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Energy and Environment Community Gardens	<ul style="list-style-type: none"> Community Gardens deemed essential Sustainability and Energy staff providing service remotely 	<ul style="list-style-type: none"> Gardens to continue to operate Staff will continue to provide service remotely Sustainability events still cancelled 	<ul style="list-style-type: none"> Gardens continue to operate Events may resume, depending on Stage 3 gathering size
Transportation Planning	<ul style="list-style-type: none"> Staff providing service remotely Major projects on hold due to restrictions on public engagement 	<ul style="list-style-type: none"> Staff continue to provide services remotely Electronic plans submission launched for TP staff 	<ul style="list-style-type: none"> Staff continue to provide services remotely Major Projects resume as engagement protocols are developed
Strategic Communications and Government Relations	<ul style="list-style-type: none"> Staff providing services remotely Work only on COVID comms DCC staff work on rotation basis GR provides daily updates 	<ul style="list-style-type: none"> Staff continue to provide services remotely Work dominantly still COVID, other work beginning GR providing daily updates 	<ul style="list-style-type: none"> Staff continue to provide services remote, some may return to office Comms work continues to expand GR continues providing daily updates dependent on senior levels of Gov't
Corporate Legal	<ul style="list-style-type: none"> Staff providing services remotely Litigation and LPAT proceedings suspended COVID predominate work 	<ul style="list-style-type: none"> Staff continue to provide services remotely COVID still predominate work, but other work ongoing 	<ul style="list-style-type: none"> Staff continue to provide services remotely Tribunal and LPAT proceedings may resume or move to virtual
Corporate Management	<ul style="list-style-type: none"> Staff providing services remotely Work has pivoted to include 3-month strategy, Service Re-designs and assisting organization with changes due to COVID 	<ul style="list-style-type: none"> Staff continue to provide services and staff support remotely Continue to support organization with changes and COVID work 	<ul style="list-style-type: none"> Staff continue to provide services remotely, with some staggered time in City Hall

Category #4 (continued) – Internal Administration, limited transactional customer experience and/or project and planning related

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Sign Production	<ul style="list-style-type: none"> Services continue to be provided; staff spread-out over 2 rooms Sign pick up is contact free 	<ul style="list-style-type: none"> Continue as per Stage 1 	<ul style="list-style-type: none"> Continue as per Stage 2
Fleet Management	<ul style="list-style-type: none"> Enhanced cleaning and adjusted processes for vehicle maintenance training, procurement and licenses validation Vehicle occupancy rates adjusted 	<ul style="list-style-type: none"> Staffing schedules adjusted and monitoring of Provincial Drive Test Centre re-opening Continued health and safety adjustments made for physical distancing in city vehicles 	<ul style="list-style-type: none"> Services continue to be provided and technology solutions considered for automation of vehicle servicing/ maintenance bookings
Human Resources	<ul style="list-style-type: none"> Staff providing services remotely Work has pivoted to include dealing with COVID – focus on H&S for corporation, redeployments, support 	<ul style="list-style-type: none"> Staff continue to provide services remotely 	<ul style="list-style-type: none"> Staff continue to provide services remotely, with some staggered time in City Hall depending on other service needs
ITS	<ul style="list-style-type: none"> Some services reprioritized to address urgent needs of other services – all provided remotely Increased demand for IT support, hardware and software 	<ul style="list-style-type: none"> Staff continue to provide services remotely – including major ITS Corporate projects On-site support will keep in line with staff returning 	<ul style="list-style-type: none"> Services will adapt to other service needs and staff at facilities Major project work continues
Financial Management	<ul style="list-style-type: none"> Staff providing services remotely - with several new processes introduced by staff – e.g. accounts payable 	<ul style="list-style-type: none"> Staff continue to provide services remotely with occasional access Expenditure restraint program implemented Monthly reporting on financial status to council 	<ul style="list-style-type: none"> Services will adapt to other service needs Most work continue remotely Restraint program ongoing Monthly reporting ongoing
Internal Audit	<ul style="list-style-type: none"> Currently vacant 	<ul style="list-style-type: none"> Currently vacant 	<ul style="list-style-type: none"> Currently vacant

Category #5 – Capital infrastructure and/or construction-related

City Service Area	Provincial Stage One	Provincial Stage Two	Provincial Stage Three
Roads and Structures Design and Construction	<ul style="list-style-type: none"> Service deemed essential with continued work on Capital projects – increased digital signing of reports, payments and drawings Limited staff accessing materials and resources at City Hall Field services and inspections staff following physical distancing and PPE guidelines on construction sites 	<ul style="list-style-type: none"> Continue as per Stage 1 Increased staff at City Hall for onsite specific equipment and resources 	<ul style="list-style-type: none"> Continue as per Stage 1 and 2 Increased staff at City Hall for onsite specific equipment and resources
Facilities and Buildings - Design and Construction	<ul style="list-style-type: none"> Service deemed essential Capital projects are moving forward, with a small number of projects being deferred 	<ul style="list-style-type: none"> Continue as per Stage 1 Increased staff at City Hall for onsite specific equipment and resources 	<ul style="list-style-type: none"> Continue as per Stage 1 and 2 Increased staff at City Hall for onsite specific equipment and resources
Parks and Open Space - Design and Development	<ul style="list-style-type: none"> Service deemed essential with continued work on construction projects Limited staff at City Hall Staff following physical distancing and PPE guidelines on construction sites 	<ul style="list-style-type: none"> Continue as per Stage 1 	<ul style="list-style-type: none"> Continue as per Stage 1 and 2 Increased staff at City Hall for onsite specific equipment and resources
Asset Management	<ul style="list-style-type: none"> Service deemed essential, services and project continue Deferral of non-essential projects and some inspection work delayed 	<ul style="list-style-type: none"> Continue as per Stage 1 	<ul style="list-style-type: none"> Resumption of delayed projects and inspection work back on track
Geographic Information and Mapping	<ul style="list-style-type: none"> Service deemed as essential, all services provided online. Additional support to the Emergency Control Group, including data analytics and visualization support 	<ul style="list-style-type: none"> Continued focus towards on line services with limited city hall access for staff 	<ul style="list-style-type: none"> Possible access to public counters for inquires – online services also continue Increased staff at City Hall for onsite specific equipment and resources