

Type of Decision									
Meeting Date	May 5, 2020			Report Date	May 1, 2020				
Decision Requested	<input type="checkbox"/>	Yes	X	No	Priority	X	High	<input type="checkbox"/>	Low
	Direction Only			Type of Meeting	X	Open	<input type="checkbox"/>	Closed	

Report Title
Service Level and Workplan Status As At April 30

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
For information only	This report describes the effects produced by the Covid-19 virus on the corporation's approved 2020 service levels and workplan, which includes service efforts designed to achieve the outcomes described in Council's 2019-2027 Strategic Plan.
<b>Resolution Continued</b>	<b>Background Attached</b>

**Report Summary**

The global coronavirus pandemic ("Covid-19") significantly impacts planned 2020 service levels and project deliverables. This report describes changes since April 7, when the last service level status report was provided, to the corporation's workplan and/or service levels as at April 30.

**Financial Implications**

Broadly, the effect of the Covid-19 response on operations is an estimated net cost of approximately \$370,000 per week, largely due to lost revenues. This estimate excludes information that is still under review related to provincial offences revenues. It does not reflect the effect of lost revenues from Leisure Services' winter season, which was a one-time revenue loss of \$600,000, or the value of resources that were approved in the 2020 Budget and redirected to the corporation's Covid-19 response.

However, financial support from senior governments may be able to offset some of these costs once details of their programs are available. Staff are preparing a report for review by the Finance and Administration Committee at its May 12, 2020 meeting to provide updated details and analysis of the financial implications associated with the effects of the Covid-19 virus.

**Report Prepared By**

Name Ed Archer  
Title Chief Administrative Officer



**Division Review**

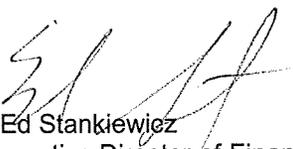
Name  
Title

**Recommended by the Department**

Name  
Title

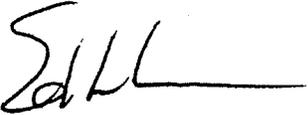
**Financial Implications**

Name Ed Stankiewicz  
Title Executive Director of Finance, Assets, Fleet



**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer



## BACKGROUND

The corporation continues managing a community response to the Covid-19 virus in collaboration with local health care organizations, especially Public Health Sudbury and Districts and Health Sciences North. We are experiencing a time of significant disruption to lifestyles, our health, our economy and our finances.

As this report is being prepared countries that experienced outbreaks earlier this year are starting to reopen parts of their economy and ease some social restrictions, although the World Health Organization indicates caution continues to be required. Provinces, including Ontario, recently published information describing plans for restoring service and economic capacity. These initial steps align with general public sentiment that indicates continued support for controls over service access and personal movement to sustain efforts designed to reduce the virus' spread.

Within Ontario, staff collaboration with peers indicates municipalities are dealing with the same issues as they respond to the virus. Unsurprisingly, there is variety in the scale and extent of response requirements. Information is regularly shared to sustain awareness of issues and, where possible, adapt solutions already developed in one community for use in another.

In Greater Sudbury, all service changes reflect consultation and guidance provided by the Chief Medical Officer of Health. Mayor Bigger has been in regular communication with the Chief Administrative Officer and with members of Council to provide direction where needed. Decisions taken to date reflect consideration of several factors and reflect our organization values:

- Innovation - we continuously find improvements to meet our communities' changing needs.
- Integrity - we are fair and consistent. We deliver on our promises and acknowledge our mistakes.
- Respect – we show deep respect for everyone – employees, residents, and visitors – and for the communities in which they live.
- Foresight – we act today in the interests of tomorrow.
- Trust – actions speak louder than words. We do what is right, always.
- Compassion – we care about our residents, employees and businesses, and how they relate to our services. We find the right solutions for their needs.

## ANALYSIS

### Service Status

The Executive Leadership Team reviewed workloads and the work currently underway. As discussed in this report, many of the corporation's services remain available and are being used. Where services have been suspended, staff have been redeployed or are attending to work that would not normally have the same level of focused attention currently available. Critical corporate change initiatives, such as the Customer Relationship Management system implementation, Land Management Information System and Automated Metering Infrastructure projects, remain underway and on schedule. New initiatives related to the corporation's Covid-19 response, described later in this report, are also underway.

Generally, throughout April eight (8%) per cent of staff time was directly associated with the corporation's Covid-19 response. This includes 1,915 hours of paid overtime worked by unionized staff and a substantial amount of unpaid extra time provided by non-union staff to support the corporation's service efforts. There are 1,622 employees reporting to work and 72 redeployed to continue work on critical and essential services. Altogether, 463 staff are away from work, (227 have been laid off, 229 are on declared emergency leave and 7 are on infectious disease emergency leave).

Absenteeism in April was higher than normal, ranging from approximately 7% to the current level of 4.7%. A normal absenteeism rate is between 3%-4%. Absences are attributable to staff illness, self isolation requirements or other Covid-19 related care needs.

Despite the universal nature of the issues faced by municipalities, there is no "one best way" or playbook to help guide decisions. In Greater Sudbury, the goals identified by the Community Control Group assist with determining resource allocations and service priorities:

- Prioritize community support for critical care capacity.
- Provide critical and essential services.
- Address the need for social cohesion and connection and minimize social disruption.
- Support community businesses and economic recovery.
- Inventory and analyze all available programs from senior levels of government and apply/implement where they assist with other current and planning objectives.
- Collect and consolidate key data that best facilitates real-time CCG decision support.

It is clear that accomplishing some of these goals requires service efforts that will extend beyond the termination of the state of emergency.

#### Community Emergency Declaration

On April 6, Mayor Bigger declared a State of Emergency that will be in effect for the duration of the provincial state of emergency. This decision reflected consultation with the Medical Officer of Health, members of Council and other local leaders. The effect of this declaration is to streamline decision making and make certain workplace insurance protections available to volunteers acting on behalf of the corporation, should volunteer resources be deployed. To date, volunteers have not been deployed on the corporation's behalf.

#### Service Availability

Staff provided a report to Council at its April 7 meeting that classified municipal services using three categories: suspended, modified, or remain ongoing. Those classifications remain useful for describing service changes that occurred since the beginning of April.

**Suspended services** identified in the April 7 report remain suspended. The services are not currently available. The following additional services were suspended in April:

- Municipal Boat Launches
- Community Clean-up Programs
- AY Jackson Lookout

**Modified services** identified in the April 7 report remain available. For these services, there have been changes in the form of service (for example, online instead of in-person, or by appointment instead of on-demand). More services were modified throughout April. These include:

- Child Care – Three sites were approved by the Ministry to provide child care services for specified types of workers in Greater Sudbury. These sites opened starting on Monday April 6<sup>th</sup>; they are 60% utilized as at April 30.
- Spring Street Sweeping – started ahead of schedule this year compared to recent years due to relatively mild weather, with a number of municipal crews starting their activities around the period of the Easter weekend. With the addition of new municipally-owned vehicles to the fleet and favourable weather, crews were able to attend to priority areas with the Lake Ramsey watershed earlier than normal. Two contractors also started their service efforts to support the sweeping program on April 27<sup>th</sup>. They are ahead of schedule due to favourable conditions, including lower than normal traffic volumes. The work should be complete by the end of May.
- Emergency Shelter – services for homeless and vulnerable populations were enhanced with the move of the Off the Street Emergency Shelter program out of 200 Larch Street and into the first floor of a hotel to provide shelter users with access to beds that allow for physical distancing, washrooms and showers. The shelter users continue to be supported by CMHA staff at this location. A Supportive Isolation Shelter exists at the same location to be able to provide 24-hour care for persons who are homeless and are being tested or are diagnosed with Covid-19.
- Washrooms, Showers and Computer Access for Homeless and Vulnerable Persons – with funding provided by the City of Greater Sudbury and in collaboration with the Samaritan Centre and the YMCA, shower facilities, washrooms and computer/internet services have been provided downtown.
- Online Library Programs – a variety of children’s and adult oriented online services have been developed and promoted by Library Services staff. Half of the visits to Greater Sudbury Public Library’s website in April were from new users. Circulation of electronic materials in April was double the same period last year.
- Waste Collection – with the landfill closed to residential users, the bag limit was modified to increase the allowance for curb side pickup. Additional shifts were added to catch up with the volume of material requiring collection. Leaf and yard trimmings volume is higher than normal. Additional shifts are being added to address this high service demand and residents may notice leaf and yard trimmings are not picked up on their regular collection day. Crews may leave leaf and yard trimmings at the curb and return to pick them up.
- Transit – service was modified to account for significant reduced ridership levels and provide flexibility to redeploy buses to busier routes. While transit service remains available throughout the community, reduced frequencies in some areas creates the potential to maintain physical distancing guidelines on higher ridership routes, where additional buses running on the same schedule reduces the number of riders per trip. Staff continue to monitor ridership on a daily basis for all routes.
- Community Gardens – the Province announced that community gardens can be re-opened and are to follow recommendations and instructions laid out by local medical officers of health, which includes physical distancing and regular disinfecting of commonly used equipment and surfaces.

The following services **remain ongoing** and although the service is still delivered in the same quality and form as in our 2020 workplan, the service may be delayed due to higher than normal absenteeism or adjustments to working from home, general distraction and anxiety about the

current situation and to some degree, resource availability (e.g. trucks and other vehicles to meet a “one person per vehicle” social distancing standard).

- Paramedic Medical Care and Transportation
- Water and Wastewater Treatment
- Long Term Care
- Fire Services Emergency Response
- Community Paramedic Care
- Distribution and Collection Operations and Maintenance
- Security and By-law Enforcement (including Animal Control)
- Emergency Shelters and Homelessness
- Roads Operations and Maintenance

### Capital Plan

Work on the approved 2020 capital budget is ongoing. As at April 30, 19 contracts closed with a total value of approximately \$40 million. Staff anticipate contracts are being delivered in the same quality and form as described our 2020 workplan. There will be some delays as a consequence of adjustments associated with alternate work arrangements, such as working from home or alternate shift schedules, for projects that require a high degree of collaboration between team members. As described in the April 7 report, there is currently approximately a one-month delay in project schedules for work that was not tendered before the pandemic. Staff continue to anticipate all construction contracts will be issued for competitive bid and while there will likely be some construction delays, they cannot be quantified at this time. If delays occur, staff anticipate the work will carry forward into the 2021 construction season.

## **Planning Is Underway for Routine Service Delivery**

### Service Restoration

A staff team is working to assess municipal services affected by the Covid-19 response and recommend an approach for how/when to restore services to a routine, non-emergency state. This includes reviewing changes made as part of the virus response and assessing whether, or how, those changes should be sustained in a revised service delivery approach. The team is also reviewing solutions from other jurisdictions for approaches that have been successful and lessons learned.

With so many changes made during the last two months, the team will identify opportunities to sustain the new and creative ways introduced for delivering services that should continue as part of regular operations. This will include an assessment of alternate work arrangements created as part of the corporation’s Covid-19 response, especially work from home.

Timing for any service restoration efforts will consider provincial changes, such as the eventual staged lifting of provincial orders and public health guidelines. All of our service restoration efforts will, of course, align with direction from local, provincial and national public health guidance. Staff anticipate a report describing this work to Council before the end of the second quarter, subject to an assessment of our general operating conditions and the continued need for focusing on the virus response to minimize its effects on our community.

## **Next Steps**

The duration of the Covid-19 response remains unclear, although there are now preliminary provincial plans to inform decisions about service restoration. Staff anticipate current conditions will persist throughout the second quarter. A report analyzing the corporation's financial implications for its Covid-19 response will be presented to the May 12 Finance & Administration Committee meeting.