

Type of Decision									
Meeting Date	June 9, 2020			Report Date	June 5, 2020				
Decision Requested		Yes	X	No	Priority		High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
COVID-19 Update

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
For Information Only	<p>This report is informed by all of the Strategic Objectives outlined in the City of Greater Sudbury Strategic Plan 2019-2027, specifically:</p> <ul style="list-style-type: none"> - Asset Management and Service Excellence - Business Attraction, Development and Retention - Climate Change - Economic Capacity and Investment Readiness - Housing - Create a Healthier Community - Strengthen Community Vibrancy
Resolution Continued	Background Attached

Report Summary

This report provides an update on the actions taken in response to the COVID-19 Emergency by the City of Greater Sudbury. It also outlines some of the planned steps and timing in terms of restoring services and permanent changes that may result from the current situation.

Financial Implications

There are no direct financial implications resulting from this information report.

Report Prepared By

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Executive Director of Strategic Initiatives,
Communications and Citizen Services

Division Review

Recommended by the Department

Ian Wood 
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Financial Implications


Ed Stankiewicz
Chief Financial Officer

Recommended by the C.A.O.


Ed Archer
Chief Administrative Officer

Introduction

This report is the fourth Council Update on the COVID-19 Pandemic Emergency and builds on the information provided in the previous reports on the April 7, May 5 and May 19 Council Agendas. Additional reports on the financial impact of the virus situation on the City of Greater Sudbury have been, and will continue to be, presented to the Finance and Administration Committee.

At the time of writing, the statistics on COVID-19 published by Public Health Sudbury and Districts (PHSD) remain very promising. There have been no positive tests in the catchment area for more than three weeks and our community is amongst the national leaders in terms of rate of testing by population. Our Medical Officer of Health, Dr. Penny Sutcliffe, has stated that Greater Sudbury has successfully passed through the first wave of COVID-19 and all of our citizens can take pride in the role that they have played to minimize the local impacts of the virus.

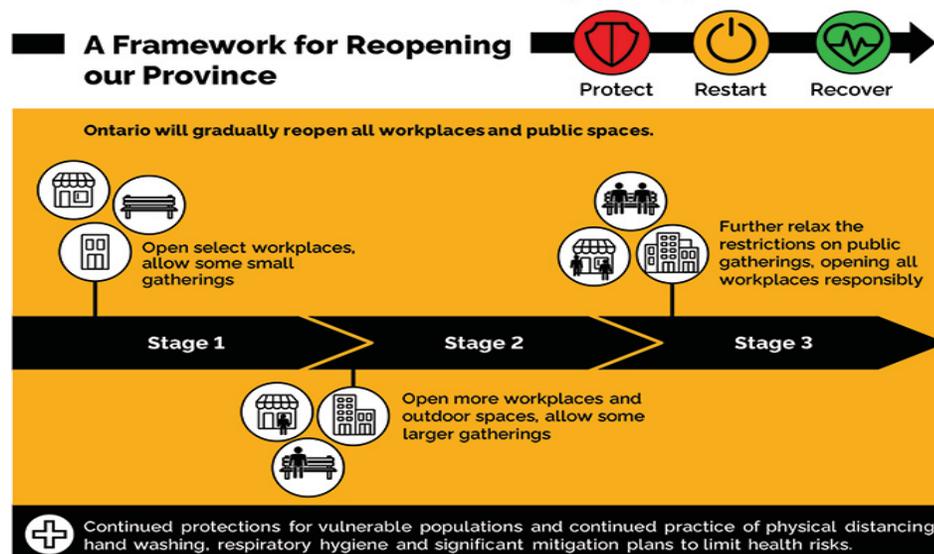
Mayor Bigger, Dr. Sutcliffe, and other community leaders have made it clear, however, that our success is no reason to let down our guard and staff continue to closely follow the directions of the provincial government and local public health officials in terms of delivering services and restoring operations.

Current Status

With direction from Council, staff have worked to maintain essential services, expand services to protect vulnerable populations, adjust working conditions and locations to ensure health and safety and physical distancing, and alter service levels to respond to changes in demand, public health directives and financial realities. A summary of the status of CGS public services is attached as Appendix A.

On May 19, the Province entered Stage 1 of the three-stage Restart Phase outlined in its reopening framework and the Premier has indicated the move Stage 2 of this process could take place within the next week. The sequence and general expectations are depicted in the graphic below:

Phase 2: Restart — A Gradual, Staged Approach



Several Suspended Services Have Been Reintroduced and Enhanced Services Continue

Under Stage 1, the following municipal services have been reinstated:

- Public access to trails, parks and open spaces including some amenities such as benches
- Off-leash dog parks
- Boat launches
- Resident access to landfill and disposal sites
- Access to community gardens
- Marriage licenses (by appointment)
- Library Curbside Pickup (as of June 9)

Some services have been enhanced in response to COVID-19 and additional resources have been allocated to maintain this level of service. For example, Pioneer Manor is restricting access, using active screening at entrances and delivering meals to residents instead of having communal dining. For homeless and vulnerable populations, the Sudbury Arena has been opened as a daytime centre and the overnight shelter has been temporarily moved to a motel to allow for physical distancing. Finally, additional cleaning of transit buses and other vehicles and high traffic areas as been instituted.

Enhanced Services Influence Our Ability to Reintroduce Some Services

Many of these additional services are being provided by CGS employees who have been displaced from their regular work locations and redeployed to assist with COVID-19 related work. Since the beginning of the COVID Emergency, 84 CGS employees have changed their work to support specific efforts to respond to the needs generated by the ongoing situation. As of the date of this report, 55 employees continue to serve in a redeployment role and staff are working to determine the longer term requirements of such expanded effort. Should the need for additional staff be anticipated to last beyond the end of August, additional workers will be recruited to allow employees to return to their regular duties.

Some Services Remain Suspended to Address Ongoing Covid-19 Risks and Financial Implications

Since the last update, several decisions have been made to mitigate the financial impacts of COVID-19 and these decisions have also had an impact on current and future service levels. For example, the suspension of the City's Summer Student Employment Program for 2020 means that waterfront programs, day camps, some summer library programs and all museum programs are cancelled for this year. Summer students also support parks maintenance and engineering services and this means that necessary work in these areas will be delayed or reduced as regular municipal employees carry out these tasks for the balance of this year. For more detailed information on changes to parks maintenance service levels for 2020, please see the document attached as Appendix B.

Financial impact mitigation measures also include the cancellation or delay of capital projects, as directed at the CGS Finance and Administration Committee meeting of June 2, 2020, and an increased target for savings as a result of salary gapping, meaning delayed filling of vacant positions across the organization. These measures will have an impact on staff's ability to deliver projects and programs that were originally envisioned as part of the 2020 workplan. Additional details and information on a revised 2020 workplan will be reported to Council at its meeting on June 23, 2020.

Planning for Stage 2 and Stage 3

With the Province poised to move into Stage 2 of the Restart Phase and also considering the possibility of an advanced timetable for our region, the Executive Leadership Team and Mayor Bigger have been providing direction to departments and divisions on service restoration across the organization. As presented to Council on May 19, the group evaluates several factors in making these decisions, including public Health and Ministry of Labour directives, occupational health and safety, potential financial impacts, innovating new service approaches, and appropriate sequencing of service restoration.

Service Changes In Response to Our COVID-19 Experience

Some decisions have already been announced. For example, GOVA Transit will return to front-door boarding and fare collecting on June 15 and the temporary 4 bag limit for garbage collection has been reduced to 2 bags effective June 8, 2020. Additional decisions will be made and announced following changes to provincial emergency orders and in consideration of the factors laid out above.

As described in the Restart Phase Graphic, all scenarios and reopening stages in the foreseeable future will require continued physical distancing, increased hygiene and significant mitigation plans to limit health risks. In order to protect staff and provide an opportunity for office reconfiguration, staff who are currently able to effectively work from home and where there is no service delivery requirement to attend the workplace, should plan to continue to work from home for the balance of 2020.

Administrative Policy Changes Are Needed

In this context, policy changes are required for municipal operations to bring additional flexibility that will allow staff to respond effectively. For example:

- Changes in work hours or public service hours, for example, can allow for physical separation of staff and public in elevators or entrance hallways.
- Flexible scheduling
- Changing the physical space for public access can better control interactions to reduce opportunities for loss of physical distancing.
- Developing detailed policies for permanent work-from-home arrangements can provide long term opportunities to enhance employee satisfaction and use facility space more efficiently.
 - o It is worth noting that a survey of more than 500 CGS employees who are currently working from home suggests a large majority feel that this approach is equally effective to being in the office and that most would want to continue this, at least on a part time basis.

The policy changes described, and others, are under development by staff as a result of the experience of the past three months. They will be shared internally and summarized in a return to work document for supervisors.

Plans For Reopening Municipal Offices

The City's complex, multi-functional, public facilities, like Tom Davies Square (TDS) and 199 Larch Street, have unique needs, challenges and opportunities that must be addressed as restoration plans are developed. Many of our workspaces, for example, are not well-configured for physical distancing. In addition, public access is not controlled in a manner that would help to mitigate the chances of viral spread. The current closure of these buildings, and others, presents an opportunity to review our approach and address several issues:

- Ensure building layout reflect physical distancing requirements and reduce the potential for viral spread
- Further enhance customer service efforts and create “one stop” service opportunities
- Address long-standing physical security risks for visitors and employees

To address these issues, Manager of Corporate Security and By-law Services, Brendan Adair, is leading a staff team that will define the necessary changes and create an implementation plan. This team will work to bring all front-line services to the ground floor when the building reopens, with public access to the second, third and fourth floors limited to visitors with pre-arranged appointments. The team will also develop plans to ensure that in person meetings of Council can resume later this summer if allowed by the province and desired by Mayor and Council. This process is expected to go forward in stages, with each stage building upon the other based on an overall plan. Councillors will be invited to provide input into these plans in the very near future.

An initial target has been set to reopen TDS in early July but this is also dependent on guidance from public health and the province as offices are not permitted to fully open until Restart Phase Stage 3. A similar approach will be used for other publicly accessed office and administration facilities across the CGS, with internal teams providing guidance and resources to assist department staff to make changes to workspaces and public counters to ensure compliance with public health directives. A more detailed timetable for openings and services restoration will be provided in the next Council update on June 23.

Conclusion

The next comprehensive updates on service level restoration or changes and related impacts on 2020 projects and programs will be provided at the June 23 and July 7 meetings of Council. More detailed financial analysis will be provided at the July 7 meeting of the Finance and Administration Committee.

References

COVID-19 Update, Report to Council April 7, 2020 –

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30201.pdf>

COVID-19 Update, Report to Council May 5, 2020 –

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30180.pdf>

COVID-19 Update, Report to Council May 19, 2020 –

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30315.pdf>

Attachments

Appendix A – CGS Public Services Status – June 5, 2020

Appendix B – Parks Summer 2020 Service Levels – As of June 5, 2020

Lead Department	Public Service	Status	Notes
CAO	TDS 311 Call Centre	U	
	Citizen Service Centres	C	
	Regional Business Centre	M	
	Investment and Business Development	M	
	Tourism and Culture	M	
	Main and Branch Libraries	L	
	Library Programs	M	
Corporate Services	Agendas/ Council Meetings	M	
	FOI Requests	L	
	Marriage Licenses	M	
	Marriage Solemnizations	C	
	Burial Permits	M	
	Commissioning	C	
	Archive Facility	C	
	Provincial Offences Court	C	Court proceedings are not occurring at least until July 6th.
	Provincial Offences Office	L	The Court office remains accessible by telephone to assist the public and to accept payments.
	Security	E	
	By-law	E	
	Parking	M	
	Monthly Parking Lots	M	
	Licensing	M	
	Animal Control	M	
	Taxation	M	
	Real Estate	M	In person meetings with the public have been replaced with meetings over the phone.
Fleet Services	M	In person meetings with the public have been replaced with meetings over the phone.	

Department	Public Service	Status	Notes
Community Development	Housing Operations - Tenant Services	M	
	Housing Operations - Maintenance	M	
	Housing Operations - Capital Projects	M	
	Housing Services - Registry/Programs	M	
	Long-Term Care	E	
	Ontario Works Program Delivery	M	
	Emergency Shelters and Homelessness	E	
	Child Care Subsidy	M	
	Cemetery Services	U	
	Arenas	C	
	Parks	M	
	Recreation Programming	C	
	HCI	U	
	GOVA	M	
	GOVA Plus	U	
Crossing Guards	C		

Department	Public Service	Status	Notes
Growth and Infrastructure	Construction Services	M	
	ICP	M	
	Engineering Services	M	
	Project Services	M	
	Roads Operations and Maintenance	U	Delivering all services. Some productivity loss due to the Hands requirements of COVID-19.
	Distribution and Collection Operations and Maintenance	U	Delivering all services. Some productivity loss due to the Hands requirements of COVID-19.
	Waste Collection	E	
	Waste Diversion	M	Front Counter at Recycling Centre remains closed and Reuse Areas within landfill sites.
	Waste Disposal	M/E	All landfill sites open with limitations on access and additional resources for traffic control.
	Community and Strategic Planning	U	
	Planning Development Approvals	U	
	Environmental Planning	U	
	Building Permits and Approvals	M	TDS closed-Modified electronic submissions and drop offs. Visits by appt only.
	Plans Examination	M	TDS closed-Virtual mtgs and electronic exchange of documents more prevalent.
Building Inspections	U	Field inspections done to TDS SOP and MOL COVID-19 standards.	
Emergency Services	Fire Emergency Response	U	
	Fire Safety Education	L	Continuing to utilize social media for fire safety messages, however, all school and public presentations have ceased.
	Fire Safety Prevention	M	Responding to request and complaints, but certain aspects have stopped.
	Paramedic Emergency Response	U	
	Community Paramedicine	C	Staff redeployed (reallocated) to COVID-19 response.
	Emergency Mgmt Public Safety Planning and Resonse	E	

Legend:	Lead Department	Status
	CAO	C = Closed or suspended
	Corporate Services	L = Limited or significantly reduced
	Community Development	M = Mostly available but in different form
	Growth and Infrastructure	U = Unchanged
	Emergency Services	E = Enhanced in terms of access or resource allocation

* This is an adapted list of municipal services, designed to communicate which public-facing services have been affected by the COVID-19 response.

Sub Service Category	Traditional Activity Levels	COVID-19 Activity Levels
<p>Playing Fields, Ball Diamonds</p> <ul style="list-style-type: none"> • Activity levels are dependent on major/minor classification and utilization rates 	<ul style="list-style-type: none"> • Grass cutting, one to two times per week • Line marking, for example foul lines, done weekly • Screening and infield lining, daily • Garbage collection, one to four times per week • Fertilization, up to three times per season • Aeration, up to three times per season 	<ul style="list-style-type: none"> • Grass cutting every 10 to 14 days • No line marking, for example foul lines • No screening and infield lining • Garbage collection, every 10 to 14 days • Fertilization, once per season • Aeration, once per season
<p>Playing Fields, Soccer</p> <ul style="list-style-type: none"> • Activity levels are dependent on major/minor classification and utilization rates 	<ul style="list-style-type: none"> • Grass cutting, one to two times per week • Line marking, one to two times per week • Garbage collection, one to four times per week • Fertilization, up to three times per season • Aeration, up to three times per season 	<ul style="list-style-type: none"> • Grass cutting every 10 to 14 days • No line marking • Garbage collection, every 10 to 14 days • Fertilization, once per season • Aeration, once per season
<p>Playgrounds</p>	<ul style="list-style-type: none"> • CSA inspection, annually • Protective surfacing, for example top up and tilling, annually • Painting aged structures, 20 per year 	<ul style="list-style-type: none"> • This is a closed outdoor recreational amenity, as per the provincial order. • Only required inspections are taking place at this time.
<p>Splash Pads</p>	<ul style="list-style-type: none"> • CSA inspection, annually • Maintenance on pump equipment, two times per season • Adding dechlorination pucks, three to four times per week 	<ul style="list-style-type: none"> • This is a closed outdoor recreational amenity, as per the provincial order. • Only required inspections are taking place at this time.
<p>Regional Parks</p> <ul style="list-style-type: none"> • Bell Park • Memorial Park • Fielding Memorial Park 	<ul style="list-style-type: none"> • Grass cutting, one to two times per week • Garbage collection, daily • Washroom facilities, cleaned one to two times per day • Fertilization, one to two times per season depending on the site 	<ul style="list-style-type: none"> • Grass cutting, every seven to 10 days • Garbage collection, twice per week • Washroom facilities, closed • No fertilization
<p>Community Parks</p> <ul style="list-style-type: none"> • Delki Dozzi • Cote Park in Chelmsford 	<ul style="list-style-type: none"> • Grass cutting, every seven to 10 days • Garbage collection, weekly • Portable washrooms cleaned weekly by vendor 	<ul style="list-style-type: none"> • Grass cutting, every 10 to 14 days • Garbage collection, every 10 to 14 days • Washroom facilities not deployed
<p>Neighbourhood Parks</p> <ul style="list-style-type: none"> • Oriole Playground 	<ul style="list-style-type: none"> • Grass cutting, every seven to 14 days • Garbage collection, weekly 	<ul style="list-style-type: none"> • Grass cutting, every 14 to 20 days • Garbage collection, every 10 to 14 days
<p>Sports Courts, Tennis and Basketball</p>	<ul style="list-style-type: none"> • Court sweeping, every two weeks • Garbage collection, weekly 	<ul style="list-style-type: none"> • Court sweeping, monthly • Garbage collection, every 10 to 14 days
<p>Skate Parks</p>	<ul style="list-style-type: none"> • Pad sweeping, monthly or as needed • Garbage collection, two to three times per week 	<ul style="list-style-type: none"> • Pad sweeping, monthly or as needed • Garbage collection, every seven to 10 days

Sub Service Category	Traditional Activity Levels	COVID-19 Activity Levels
Non-Motorized Trails	<ul style="list-style-type: none"> • Trail grooming, one to two times per season • Trail brushing, monthly • Garbage collection, one to two times per week 	<ul style="list-style-type: none"> • Trail grooming in response to hazards • Trail brushing, once per season • Garbage collection, every seven to 14 days
Horticulture and Beautification	<ul style="list-style-type: none"> • Tending to approximately 360 flower beds and 180 planters each year at regional, community and neighbourhood parks, and along major corridors and intersections. • Planting typically takes four to six weeks 	<ul style="list-style-type: none"> • Planting only in regional parks and along major corridors and intersections and will take six to seven weeks. • Events associated with the three premier display beds at Bell Park and in Copper Cliff, have been cancelled, therefore these displays won't be required. • Excess annual flowers to be redistributed to various City facilities including Pioneer Manor, Greater Sudbury Housing Corporation, and Community Garden Networks.
Boulevard and Road Side Cuts	<ul style="list-style-type: none"> • Every three to four weeks 	<ul style="list-style-type: none"> • Every four to six weeks