



## External Briefing Note

**GEORGINA**

**Subject:** Corporate Update – COVID-19  
**To:** Mayor and Council  
**From:** Dave Reddon, CAO  
**Date:** April 22, 2020

**Briefing:**

The purpose of this briefing note is to provide an overview, by department and division, of the corporate-wide impacts of COVID-19. The following outlines the current status of programs, projects and initiatives.

**Office of the Chief Administrative Officer** includes the Corporate Service Delivery Excellence Division including Communications and Strategy, the Special Capital Initiatives Division, and the Office of the Deputy CAO, which includes the Clerks Division and Municipal Law Enforcement Division.

**Corporate Communications Division:**

The Corporate Communications Team serves a key role in supporting the Emergency Operations Centre (EOC). A primary strategy in the Town's response to the rapidly evolving COVID-19 situation is to provide critical and timely information to residents, businesses, visitors, Council and media partners on a daily basis across all channels. Residents are relying on the Town to stay informed – demonstrated in part by an increase in social media numbers.

The following data is for all corporate social media channels between March 13 and April 14.

- New followers – 884
- People engaged in our content (being a like, share, comment) – 13,655
- Videos views – 34,655
- People reached (the number of unique people who saw our content) – 180,000

The significant increase in communications output has placed substantial strain on the Town's small communications team. In this regard, a staff person from Georgina Public Library has been re-deployed to support the communications team during this challenging time. With the priority focus now on supporting the COVID-19 response and helping to flatten the curve, some communications projects will need to be re-scheduled including the Civic Pride Campaign.

### **Corporate Strategy Division:**

There has been minimal impact on the corporate strategy side. All major projects continue to move forward including the Broadband Strategy and Action Plan, Customer Service Strategy, Municipal Modernization Review (15 processes and telephone system), Fuel Management Analysis, establishment of the new Continuous Improvement Program, etc. This area oversaw the establishment of electronic time sheets, business continuity plans and departmental performance plans – important tools and resources in dealing with and responding to the current COVID-19 situation.

### **Special Capital Initiatives Division:**

Manages larger capital construction projects.

- The Link: Construction at the Link is starting with COVID-19 measures implemented. Design for the parking lot will begin soon.
- Pefferlaw Fire Hall: The Town is working on moving the construction of the Pefferlaw Fire Hall forward.
- MURC and Civic Centre projects: Staff are in the process of developing real-time impact assessments for the MURC and the Civic Centre projects. Until finalization of the assessments (possibly in the summer), staff will continue to monitor and analyze evolving COVID-19 outcomes.
- Udora underground fire water tank: Staff completed all engineering, surveys and studies related to the design of a new underground fire tank at the Udora Community Hall. Staff are currently working on the supply and installation of the tank anticipated to occur beginning of the summer.
- Holmes Point washrooms: Staff will be coming back to Council with an update based on previous Council resolutions.
- Mossington Wharf: Staff will be coming back to Council with an update based on previous Council resolutions. A definitive date cannot be provided at this time.

### **Office of Deputy CAO**

#### **Clerks Division:**

The following Clerk's Division services/projects are currently being provided on a modified basis:

- Death statements
- Council meetings
- Freedom of Information requests
- Salvage yard licences
- Taxi driver licences
- Refreshment vehicle licences and kennel licences:
- Urban Hens: The Town is able to offer the mandatory urban hens training session electronically. The training session will be held at the end of April.
- Records Management Project
- Keswick Cemetery: Requests continue to be processed for interments.
- Licensing By-law Review

The provision of the following services/projects have been significantly impacted or suspended temporarily:

- Marriage Licences: The Town is unable to process marriage licences at this time as at least one of the parties is required to attend the office in person.
- Garage sale permits: The Town is unable to offer garage sale permits at this time as it would encourage gatherings.
- Fireworks Licences: The Town is not providing licences for the discharge of fireworks. An amendment to the fireworks by-law to prohibit the discharge of fireworks during a declared emergency is scheduled for April 22, 2020.
- Committee meetings: There are no committee meetings currently being conducted.
- Commissioning of documents
- Full implementation of eScribe for Council meetings.

### **Municipal Law Enforcement Division (MLE):**

Municipal Law Enforcement has been affected in different ways by COVID-19.

- Some property standards and zoning files have been put on hold until the pandemic passes. The division is prioritizing enforcement on matters that directly affect the health and safety of residents and visitors.
- Revenue from parking enforcement may be negatively impacted.
- Sign permit revenue may be negatively impacted.
- Administrative Monetary Penalty System and Sign By-law Review have been delayed.

Many of the CAO's departmental projects will be delayed for a number of weeks to come after the COVID-19 crisis. These include Lake Drive reporting and surplus land recommendations, as the Town enters a recovery period from COVID-19 and additional time will be required to provide oversight.

The CAO and Deputy CAO, Ryan Cronsberry, continue to support and provide leadership together with Fire Chief Ron Jenkins to the EOC which operates Monday to Friday and on call on the weekends. A definitive timeline for reports cannot be provided at this time, however the CAO will continue to work with the resources currently in place.

### **Human Resources Department:**

As a result of the COVID-19 pandemic, Human Resources (HR) has taken on an integral role in the Town's plan to maintain business continuity and information sharing for the Town given the changing guidelines and recommendations from all levels of government.

No new job vacancies have been posted since March 12, 2020 and only positions related to essential services are being filled at this time.

Corporate Northern Six (N6) training courses and initiatives have been postponed at this time. Health and safety continues to be the priority for all staff, and HR is staying on top of recommendations on a daily basis and new guidelines and processes have been implemented.

The Town has experienced 48 temporary layoffs of part-time employees in recreation services, crossing guards and the library. Three employees have been redeployed into alternate positions in communications and as building attendants. The expectation is that additional employees will be redeployed in the near future. At this time, department heads are reviewing their workforce and the workloads.

In an effort to keep employees continuously informed, health and safety video updates have been introduced, along with a COVID-19 employee hotline and a FAQ section on the intranet.

**Operations and Infrastructure Department** includes the Asset Management and Technical Services Division, Roads Operations Division, Environmental Services Division (water/wastewater and waste management) and Parks Operations Division.

**Asset Management and Technical Services Division:**

The following projects have been impacted by the COVID-19 Pandemic:

- Some capital projects have/will be delayed due to public consultation requirements that have been put on hold (Hedge Road bank stabilization and safety traffic bollards in school zones).
- Potential delays on road resurfacing and construction projects. Awaiting legal review and advice on how to proceed. Assume there will be no slow down but contractors may have delays starting due to their own situations.
- Delays on preparing and releasing RFPs/RFTs/RFQs due to additional work that has arisen due to the pandemic.

Fleet Services is working “business as usual” with staff practising physical distancing in the workplace including an increase of applications for mobile vehicle repairs. One mechanic is working remotely or roadside from the fleet mechanics van taking all necessary tools and equipment mobile.

**Road Operations Division:**

Staff remain at full complement and have been split into the separate works yards (Belhaven and Egypt) to maximize physical distancing. Staff have been assigned to work in single vehicles. This has been accomplished through continued use of the Town’s large snow plow trucks (minus snow plow equipment) to transport staff as required.

The Town is ahead of schedule with:

- Street sweeping, Lakeridge Road to Dalton road is now complete, and it will continue to move west.
- Road patrols
- Spring washout repair

Roads is holding steady with maintaining minimum maintenance standards and regulatory compliance work (e.g. filling pot holes, etc.).

The following work has been re-prioritized:

- Repairing plow damage – repairs will start May 5
- Responding to ditching complaints

One road operations staff member is assigned to weekend patrols of parks and the waterfront to assist park operations staff monitoring signage and fencing, and to work with municipal law enforcement staff as necessary to report congregating and non-compliance with park closures over the weekends.

**Environmental Services (Water/Wastewater and Waste Management):**

Staff remain at full complement. It is kind of business as usual for now in this division, with staff practising physical distancing measures in the workplace. Technical staff are working from home.

Field operations staff have been split into four teams to cover operations including rotations and regulatory testing sampling.

#### **Park Operations Division:**

Staff remain at full complement. Staff have been split into the separate works yards (parks yard at Civic Centre property and the Georgina Ice Palace Gym – upstairs office) to maximize physical distancing.

Staff have been assigned to work in single vehicles.

Staff have been focused primarily on park and facility closures, and maintaining the fencing and replacing signage.

Garbage cans have been removed from some park areas, however, garbage and litter collection has been occurring regularly. Staff are placing additional waste receptacles on a priority basis.

Staff continue to respond to service requests wherever possible exercising social distancing measures.

**Recreation, Facilities and Culture Department** includes the Recreation Services Division, Facilities Division, and Client and Cultural Services Division

#### **Recreation Services Division:**

The Recreation Services Division has been significantly impacted, affecting the following:

- Lay off of permanent part-time, contract and sessional staff.
- Cancellation of all spring programs (registered and drop in).
- Closure and cancellation of all Club 55+ venues and seniors programming.
- Closure of Georgina Leisure Pool aquatic programs.
- Created Recreation at Home webpage – recreation programmers contributing activities for residents to enjoy while practicing social distancing at home. Wide range of themes.
- Creating a positivity initiative with two focuses – the community and staff.
- Cancelled special events due to facility closures – Easter Swim, Canada Day.
- Changing the standard planning of upcoming special events to a virtual events format including youth week and Canada Day.
- Sponsorship and partnership development initiatives delayed.
- Postponement of all non-essential committee meetings with various user groups.

#### **Facilities Division:**

The following services/projects have been significantly impacted or suspended temporarily:

- Arena/pool staff schedules changed to reflect other departments/divisional needs.
- Staff continue to provide enhanced maintenance and cleaning at the various facilities while maintaining social/physical distancing and utilizing necessary personal protective equipment (PPE).
- Redeployment of some facilities staff to other facilities/responsibilities (arena custodians to Civic Centre).
- Further discussions on redeployment of more staff to other departments/divisions.
- Most Building Condition Assessment capital projects still proceeding and on track.
  - Construction projects to be assessed as essential/non-essential once awarded.
  - On track but may be delayed based on assessment and provincial orders.

### **Client and Cultural Services Division:**

- Credit card refunds have been suspended due to no (zero) daily revenue stream.
- The new process delays a credit card refund to a week rather than day of. The majority of cancellations were processed prior to the suspension of programs.
  - Cancellation and rescheduling of theatre events and communicating with ticket holders continues.
  - Enhanced communication with all outdoor sports clubs including soccer, baseball and volleyball. Awaiting information from the Town and sport's governing bodies regarding the fate of their season.
  - Summer ice is in demand due to cancellation of spring tryouts. There is the potential to open more pads before September to increase revenue generation and meet the demand.
  - Cancellations and refunds to all facility third-party rentals/bookings.
  - Postponement of Jackson's Point Harbour seasonal operations, and delayed payment collection and correspondence to harbour clientele.
  - Working with the community to reschedule special events. Some third-party.
  - Staff continue to move forward with long-term scheduling and projects as time permits.

**Corporate Services Department** includes the Finance Division, Procurement Division, Information Technology Division and the Tax, Revenue and Customer Service Division.

### **Impact to day-today operations:**

At the start of the COVID-19 pandemic in mid-March, the Corporate Services division immediately shifted priorities to ensure the department had the capability to continue to provide essential services for the duration of the crisis. This resulted in the department prioritizing items such as EOC support, electronic Council meetings, providing employees the capability to work from home, relocating employees within the Civic Centre and other facilities to ensure physical distancing, and collaborating with Economic Development on financial support for residents and businesses. At the same time, the department focused on business continuity in the areas of information technology, financial and procurement services, and corporate customer service to ensure the Town has the ability to continue to provide essential services. This internal prioritization, along with external impacts of the pandemic, have caused the following projects to be affected within Corporate Services:

### **Finance Division:**

- Year end audit will be delayed by six to eight weeks.
- The timeline for providing comments on the new Community Benefit Charge regulations was extended to April 20, resulting in a delay in the Development Charges update.
- The timing of the 2021 budget may be delayed depending on how long the pandemic lasts.
- There are a number of corporate financial impacts that will be shown in a separate briefing to Council.

### **Information Technology Services Division:**

- Connecting former ILS residents to our broadband service has been delayed due to not being able to do site visits.
- ITS projects within the departmental business plans will continue, however, there will be delays depending on the level of ITS support required to deal with the impact of the COVID-19 pandemic.

### **Procurement Services Division:**

- Several corporate-wide procurements have been delayed and reprioritized due to provincial restrictions.

### **Taxation, Revenue and Customer Service Division:**

- MPAC reassessment has been delayed by a year.
- Tax rate report will be delayed by four to six weeks due to the regional and provincial reports being delayed.
- Some other non-essential reports will be delayed by six to eight weeks or more.

**Development Services Department** includes the Building Division, Economic Development and Tourism Division, Development Engineering Division, and the Planning Division.

### **Building Division:**

The following processes are continuing with modification or adjustment to procedures:

- Accepting, reviewing and issuing building permits
- Implementing some e-permitting processes with some technology limitations
- Continuing inspections of active building permits
- Follow up inspections of legacy permits — 165 legacy permits closed to date

The following service delivery or projects are significantly impacted, or cannot be achieved or are presently put on hold:

- Interior inspections of occupied buildings due to risk of exposure to COVID-19 creates delays or work stoppage as work cannot be covered in order to proceed
- Unable to accept payment, other than by cheque, due to technology limitations and closure of Civic Centre to the public
- Inspections of the interior of occupied buildings for which the division becomes aware of unsafe conditions require evaluation and implementation of advanced PPE
- Building by-law fees study is on hold
- Research and implementation of a complete e-permitting solution is on hold

### **Economic Development and Tourism Division:**

The following processes are continuing with modification or adjustment to procedures:

- Social media account and eNews remains active with information being distributed regarding specific programs available to the business community to address COVID-19.
- Online form for businesses to provide input and ask questions has been launched in collaboration with N6 partners. More than 50 Georgina business have responded and have now been contacted via phone by Economic Development staff.
- Development of Financial Response Benefit in collaboration with the internal staff task force working group, and report and recommendations included on the agenda for Council's consideration.
- Development Application Rebate program to address long-term recovery efforts.
- Delay of Farmers Market.

- Conducting individual telephone calls to members of the BIA and business community at large.
- Continuing to monitor, via webinars, tourism associations to gather information for support programs and opportunities to modify business and marketing efforts.
- Virtual networking with regional partners and community organizations has been increased significantly.
- Preparing for Summer Street Banner Program – banner installations may be delayed due to installers currently deemed non-essential.

The following service delivery or projects are significantly impacted, or cannot be achieved or are presently put on hold:

- Signage program is on hold.
- Release of Tourism Plan by Chamber of Commerce and Town is on hold.
- Consideration of any grant programs administered by Economic Development Committee are delayed.
- In-person business meetings are cancelled and business visitation program delayed.
- Monitoring print production schedules for summer tourism brochures. These print products may require significant modifications or elimination and moving to an online marketing solution.

#### **Development Engineering Division:**

The following processes are continuing with modification or adjustment to procedures:

- Accepting, reviewing and issuing site alteration permits and site plans is being done by courier or electronically.
- Providing engineering technical reviews on planning applications is only being done electronically.
- Continuing inspections of active development sites, including subdivisions and infill sites, but the inspector must be unaccompanied by others during inspections.
- Input from stakeholders, including the Region and Lake Simcoe Region Conservation Authority, can only be done electronically or through video/telephone conferencing
- Updating the design criteria has been postponed because it requires collaborative effort and discussion from various stakeholders.
- Exploring e-permitting software options in collaboration with building has been delayed due to required amount of interaction with various stakeholders and vendors.

The following service delivery or projects are significantly impacted or cannot be achieved or are presently put on hold:

- Pre-consultation meetings for new development applications are cancelled until further notice. Certain work has been delayed or completely stopped as it cannot be done as per the provincial essential list order.
- Any projects/work/reports requiring public input will be postponed until further notice (i.e. Municipal Class EA public meeting requirement for the Sanitary Master Plan).



## **Planning Division:**

The following service delivery or projects are significantly impacted or cannot be achieved or are presently put on hold:

- Ongoing application submission, review and circulation of complete applications to internal departments and external agencies for comments being undertaken.
- Work on current files continues including dialogue; receipt/transmission of comments; holding of zoom meetings/conference calls with appropriate individuals; and, report preparation for Council/COA (once public meetings resume).
- Review of Keswick Secondary Plan Draft 1.
- Administrative matters ongoing.
- Continuing site inspections for active applications (while practising social distancing).
- Issuance of civic address numbers.
- Review of public notice procedures (i.e. sign notices/newspaper notices/website notices).
- Completion of street naming/civic numbering report, by-laws and procedural forms.
- Creation of online GIS tracking tool for development applications underway.

The following service delivery or projects are significantly impacted or cannot be achieved or are presently put on hold:

- Planning reports to Council involving public consideration/public notification are postponed until further notice, but staff are completing reports as far as they can.
- Response to public inquiries is limited due to staff/public access restrictions at the Civic Centre and limitations with staff working remotely (WFH).
- Pre-consultation applications may be submitted with payment at Civic Centre drop-box, but the meetings are cancelled until the Civic Centre is re-opened to the public (considering resuming same through Zoom).
- All public engagement, public meetings, workshops, etc., related to applications/projects on hold until further notice.
- Public circulation of applications (COA and Council) suspended until further notice.
- Difficulty in the issuance of Consent Certificates and Notice of Fulfillment of Imposed Conditions for COA applications, as some conditions require the issuance of permits and/or require new construction to be completed.
- Inability to hold COA meeting to appoint Sarah Murray as Secretary-Treasurer (in position since March 2, 2020) – no COA meeting to appoint due to COVID-19 and emergency closure enactment)
- Inability to enact by-laws requiring public notification due to suspension of statutory timeframes.

## **Fire and Emergency Services Department**

**Chief Jenkins will speak to COVID-19 related impacts on the department during his verbal report to Council on April 22.**