

Service Modification & Operational Decisions by Burlington Leadership Team/ECG/Service Leads

CM-07-22

Appendix A

Recreation, Community and Culture Modified Step 2 Re-Design

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MODIFIED STEP 2 - SCENARIOS FOR WINTER RECREATION PROGRAMS

Winter Programs- Possible Scenarios

01/24/22 –

Decision Point

01/27/22

02/22/22

Post Family Day

Spring 2022

Scenario 1

- ✗ Cancellation of indoor, in-person registered and drop-in programs until Jan 27, 2022
- ✗ Cancellation of all indoor rentals until Jan 27, 2022
- ✓ Virtual and Outdoor Programs continue & some shift to virtual

Scenario 2

- ✗ Cancellation of full winter session for indoor, in-person registered programs
 - Rentals and drop-ins resume after Family Day (Feb 22, 2022)
 - ✓ Virtual and outdoor programs continue; & some shift to virtual
- Decision required to cancel full winter registered programs required by Monday January 24

Scenario 3

- ✗ Cancellation of full winter session for indoor, in-person registered programs
- ✗ Rentals and drop-ins cancelled for full winter session
- ✓ Virtual and outdoor programs continue; some in-person transition to virtual

Financial Impact of Scenarios

Scenario		Revenue Loss	Mitigation	Net
Scenario 1	Winter Session Resumes Jan 26 th	(\$470,000)	\$125,000	(\$345,000)
Scenario 2	Only winter session rentals and drop-ins resume after Family Day (Feb 22)	(\$995,000)	\$220,000	(\$775,000)
Scenario 3	Cancellation of Full Winter Session	(\$1,720,000)	\$530,000	(\$1,190,000)

MODIFIED STEP 2 – IMPACTS ON PART-TIME STAFF

Modified Step 2 – Challenges

The impact to participants, renters, and staff is significant as we enter the 4th Provincially mandated shut down of Recreation.

Adding to this challenge is the uncertainty of how long the shut down will last.

Part-Time Staff:

- Shut down impacts 390 part time staff, many with specialized skills and training
- Each time we cycle through layoff and rehiring, we lose approx. 20% of our complement
- Existing staff shortage expected to be exacerbated
- Significant time and effort to get staff off and back on payroll
- Can take 2-3 weeks to resume service when staff are laid off

Provincially Mandated Shutdowns Impacting Recreation & Approaches for Part-Time Staff



March 2020

- Shutdown for Recreation lasts until the end of June - more than 3 months
- Part-time staff were paid the first 3 weeks and then laid off

December 2020

- Shut down Dec 26 through Family Day weekend (9 weeks)
- Part-time staff laid off at the outset

April 2021

- Shut down April 3-June 11 (10 weeks)
- Part-time staff laid off at the outset

January 2022

- Province enters shut down Jan 5, until at least Jan 26 (3 weeks)
- Retention & redeployment key for fragile business continuity: pay part-time staff for at least initial closure

Lesson learned though different approaches:

- On- and off-boarding laid off staff is very time consuming and results in lost opportunity to restart quickly in providing community services
- Approx. 20% of staff do not return when laid off
- It is possible to create value added with laid off staff through engaging them in various other tasks
- The ability of staff to cope with cycling through open/close cycles is diminishing as the pandemic continues; this approach mitigates the risk of supervisor and PT staff burn out

January 5-26 Shut Down – Approach with Part-Time Staff

- ❑ Compensate part-time staff during the shut down period for their scheduled shifts. Main areas of impact are school crossing guards and staff in Recreation
- ❑ Develop a longer-term staff retention and redeployment program in case of an extension to the shut down, and for future use

During the shutdown, part-time staff will be engaged through:

- Support for business continuity by backfilling for full-time staff who are isolating, sick, or otherwise unavailable
- Redeployment to services that continue to operate, such as virtual programs, outdoor activities, Rotary Pond, and the Glice surface
- Assisting with extra, necessary tasks such as: minor facility renewal, regulatory compliance items, and filing relating to record retention
- Completing on-line training
- Completing in-person training as permitted by the regulations and safely conducted

Rationale:

- Supports quick restart when the province allows us to reopen
- Mitigates risk to fragile business continuity – staff shortages are already prevalent, and retention is key
- Industry standards influences decision as neighbouring municipalities are taking similar approaches

Next Steps

Directors of Recreation, Community, and Culture and Transportation and the Executive Director of Human Resources to implement a part-time staff retention program to support quick service resumption and business continuity.

2022 COVID-19 Property Tax Deferral Payment Plan

Finance

COVID-19 Property Tax Relief

2020 and 2021

- In 2020, property tax relief included extending property tax due dates, waived penalty and interest on outstanding property tax from April to August 31 and a pre-authorized payment plan to pay remaining 2020 taxes between the months of August and December 2020.
- 2021 included a new Property Tax Deferral Payment Plan between the months of April to December.
- Most taxpayers continued to pay on time during 2020 and 2021, while some had difficulties

Current Need

- The Ontario government moved back to modified version of Step 2 effective January 5, 2022, for 21 days (subject to further extensions).
- Provincial and Public Health measures may produce continued financial hardship for some residents and businesses in 2022.
- Senior level governments extending financial relief programs into 2022.

2022 COVID-19 Property Tax Deferral Payment Plan

- Application-based deferral program consisting of pre-authorized monthly withdrawals to defer payment from our regularly scheduled due dates
- Apply to all property classes (residential and non-residential) to be fair and equitable
- Balance can include any unpaid installments post March 1, 2020
- Taxes will be paid in full by December 1, 2022
- Penalty/interest will be suspended for the duration of the deferral
- Withdrawal start date chosen by the property owner

First Withdrawal	Taxes Paid Over # Months
March 1, 2022	10
April 1, 2022	9
May 1, 2022	8
June 1, 2022	7
July 1, 2022	6

Financial Impacts

- Dependent on the number of applications and total tax payments deferred (2020 deferral plan was 260 while 2021 was 30)
- Shift in cash flow of property tax revenues throughout the year
- Foregone penalty/interest revenue for months that taxes are deferred
- Taxes levied on behalf of the Region and school boards would still be paid per regular schedule

Eligibility Criteria

1. Property taxes must be current prior to the pandemic (March 1, 2020)
2. Property owners would need to attest that they are experiencing **financial hardship directly related to COVID-19**

Homeowners	Businesses
<ul style="list-style-type: none">• Prolonged suspension of pay• Loss of employment	<ul style="list-style-type: none">• Extreme business revenue loss• Business closure

Expectation that property owners with tenants should be passing on the deferral arrangement.

Next Steps

- Implement the deferral program similar to the 2021 program
- Advertise/Communicate
 - Press Release
 - Update City Website
 - Insert with Interim Tax Bills (mailed later this month)
 - Advertise Burlington Post/Social Media Channels
 - Update Application Form

Corporate Staff Vaccination Policy,
Sick Pay for Part-time Staff,
Masking Requirement in City workplaces, and
“Test to stay” Protocols

Human Resources

Summary of Decisions

■ Corporate Staff Vaccination Policy

- Effective January 5, 2022, the City's COVID-19 Staff Vaccination Policy was amended to include **mandatory vaccination** for City staff wherein proof of vaccination will be required by April 1, 2022. The new mandate applies to all current staff and to any new staff hired by the City from this time forth.
- Effective December 21, 2021, the City's COVID-19 Staff Vaccination policy was amended to include **mandatory vaccination** for all Fire Department wherein proof of vaccination will be required by March 1, 2022.
- Directors have the discretion to manage employee requests for time to obtain PCR and RA Tests as needed to accommodate operations until the mandated vaccination dates.

■ Sick Pay for Part-time Staff

- Effective January 1, 2022, re-introducing up to 10 paid shifts for approved absences related to COVID applicable to all part-time staff

■ Enhanced universal masking requirement in City workplaces

- Use of medical grade masks and respirators is recommended and are being made available to staff. Cloth masks are no longer recommended or, if used, should be in conjunction with a procedure mask under a snug fitting cloth mask.
- Effective January 4, 2022, a source control mask must be worn in the workplace, including at your workstation and only removed very briefly for eating or drinking.

Summary of Decisions (continued)

■ “Test to stay” Protocols

- In place for Fire Department and Specialized Transit
 - Fully vaccinated high-risk Close Contacts (outside of household) may only return to work within the 10-day isolation period, after obtaining the first negative PCR test, if they remain asymptomatic.
 - Daily rapid testing of high-risk close contacts in “high-risk” settings (i.e. fire suppression and paratransit)
- On-demand for other essential (i.e. winter operations, forestry, etc.) and non-essential services (i.e. recreation, etc.)
 - There is a limited supply of rapid antigen test kits available to the City – need to use in the higher risk areas (i.e. fire and specialized transit)
 - Masking health & safety measures are being expanded (e.g. use of N95 respirators) to aid in minimizing transmission
 - Rapid tests will be used as needed in consultation with department and HR Health & Safety

Parking Administrative Monetary Policy Hearings and Service Burlington Counter Service

Transportation
Customer Experience

Summary of Decisions

- **Parking Administrative Monetary Policy Hearings**
 - Moving hearings from in-person to telephone.
- **Service Burlington**
 - In-person service at City Hall by appointment only for commissioning services and marriage licences