



# EC17.1

## **Community and Social Services:** **Impacts of 2020 COVID-19 Pandemic Response on** **Current & Forecasted Service Levels**

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Economic and Community Development Committee  
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# Agenda

## 1. Evolving Context:

- Pandemic Milestones for Community and Social Services (CSS)
- <sup>NEW</sup> Ontario's Public Health Measures Framework: *"KEEPING ONTARIO SAFE AND OPEN"*
- City of Toronto COVID-19 Resurgence Plan

## 2. *TO Supports: City of Toronto COVID-19 Equity Response Framework*

- Summary of Pandemic Response to date (CSS Divisions)

## 3. Pandemic Impacts on Service Levels & Major Strategic Deliverables

- CHILDREN'S SERVICES
  - EMPLOYMENT AND SOCIAL SERVICES
  - SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION
  - PARKS, FORESTRY AND RECREATION
  - PARAMEDIC SERVICES
  - SENIORS SERVICES AND LONG-TERM CARE
-

## PANDEMIC MILESTONES: Community and Social Services Divisions

### March 12-31

- Emergency Operations Centre activated.
- State of Emergency declared.
- Non-essential services stopped; facilities, amenities closed.
- Redeployment launched; work from home launched.
- New services launched: food banks in City facilities; outdoor OW cheque pick-up; non-profit coordination; new shelter programs; isolation site for homeless; emergency child care.

### April-May

- Summer programs/ events cancelled.
- Outbreaks managed: Long-term care; child care.
- New services launched: food/meal distribution; mental health counselling; Donate.TO portal; interim housing for encampments; bus conversion for patient transfer; COVID-19 recovery site for homeless; crisis response funding; emergency benefits, digital access to benefits.
- Reopened (with modifications): parks, sports fields, community gardens, libraries.

### June-July

- 1000<sup>th</sup> COVID-19 death.
- “Stage 2” Reopening.
- New/Reopened (with modifications): CampTO, SwimTO; farmers markets, visitors in long-term care; park washrooms; licensed child care (end of emergency CC); ferry service; TO\_Supports investment fund.
- Sociodemographic data released:
  - 83% COVID-19 cases come from racialized groups;
  - 51% of COVID-19 cases come from low income households.

### Aug-Sept

- “Stage 3” Reopening.
- New/Reopened (with modifications): COVID-19 voluntary isolation site; school nurses, after school care, schools use 200+ parks for outdoor education, homemakers nurses program; extended pool season, instructional recreation; TPH enhanced monitoring dashboard.
- City Resurgence Plan released.
- Gathering sizes reduced.

### Oct-Nov

- Enhanced public health measures recommended by Medical Officer of Health.
- Return to Modified Stage 2 (28 days).
- Services stopped: indoor recreation, long-term care non-essential visits.
- New/modified services: Winter homelessness plan; Call to Action against East Asian racism.
- Released: “Keeping Ontario Safe and Open” Framework.



## NEW: “Keeping Ontario Safe and Open”

### Framework: Adjusting and Tightening Public Health Measures






#### • KEY POINTS

Act earlier by implementing measures to protect public health and prevent closures

Gradually loosen measures as trends in public health indicators improve

Objective

Tactics

	 <b>PREVENT</b> (Standard Measures)	 <b>PROTECT</b> (Strengthened Measures)	 <b>RESTRICT</b> (Intermediate Measures)	 <b>CONTROL</b> (Stringent Measures)	 <b>LOCKDOWN</b> (Maximum Measures)
	<p>Focus on education and awareness of public health and workplace safety measures in place.</p>	<p>Enhanced targeted enforcement, fines, and enhanced education to limit further transmission.</p>	<p>Implement enhanced measures, restrictions, and enforcement avoiding any closures.</p>	<p>Implement broader-scale measures and restrictions, across multiple sectors, to control transmission (Return to modified Stage 2).</p>	<p>Implement widescale measures and restrictions, including closures, to halt or interrupt transmission (Return to modified Stage 1 or pre-Stage 1).</p>
	<p>Restrictions reflect broadest allowance of activities in Stage 3 absent a widely available vaccine or treatment.</p>	<p>Apply public health measures in high risk settings.</p>		<p>Restrictions are the most severe available before widescale business or organizational closure.</p>	<p>Consider declaration of emergency.</p>
	<p>Highest risk settings</p>				

# Consolidated COVID-19 Resurgence Plan



## 1. Implement public health measures

1. Enhance access to courts to support orders and by-laws.
2. Enforce orders and bylaws related to COVID-19.
3. Communicate clearly with the public.



## 2. Support vulnerable populations

1. Proactively manage outbreaks in City's long-term care homes.
2. Maintain protective measures in shelter system; provide housing options.
3. Operate emergency child care centres.
4. Support the health and safety of those living in encampments.
5. Provide access to PFR facilities to support vulnerable populations.
6. Secure an adequate and appropriate inventory of permanent affordable housing.
7. Address food insecurity and ensure equitable food access.
8. Support community-based sector in responding to resident needs.
9. Keep people connected and support their mental health.
10. Support low-income clients to access financial supports and relief funds.
11. Support vulnerable social housing tenants.
12. Engage multi-tenant housing operators to inform, support safety measures.
13. Engage the AOCC and its members to serve and support local communities.
14. Enhance access to TPL online services and facilitate food and internet access.



## 3. Support City employees

1. Ensure access to PPE and assure strategic stockpiling.
2. Protect the physical and mental health and well-being of staff.
3. Support employees to work remotely.



## 4. Mitigate the economic impact

1. Champion and advocate for Toronto's business, arts, culture and heritage sectors.
2. Provide bill and tax relief.
3. Continue demand-responsive TTC service.
4. Keep parking lots open to support mobility.
5. Help businesses achieve physical distancing.
6. Support construction industry.

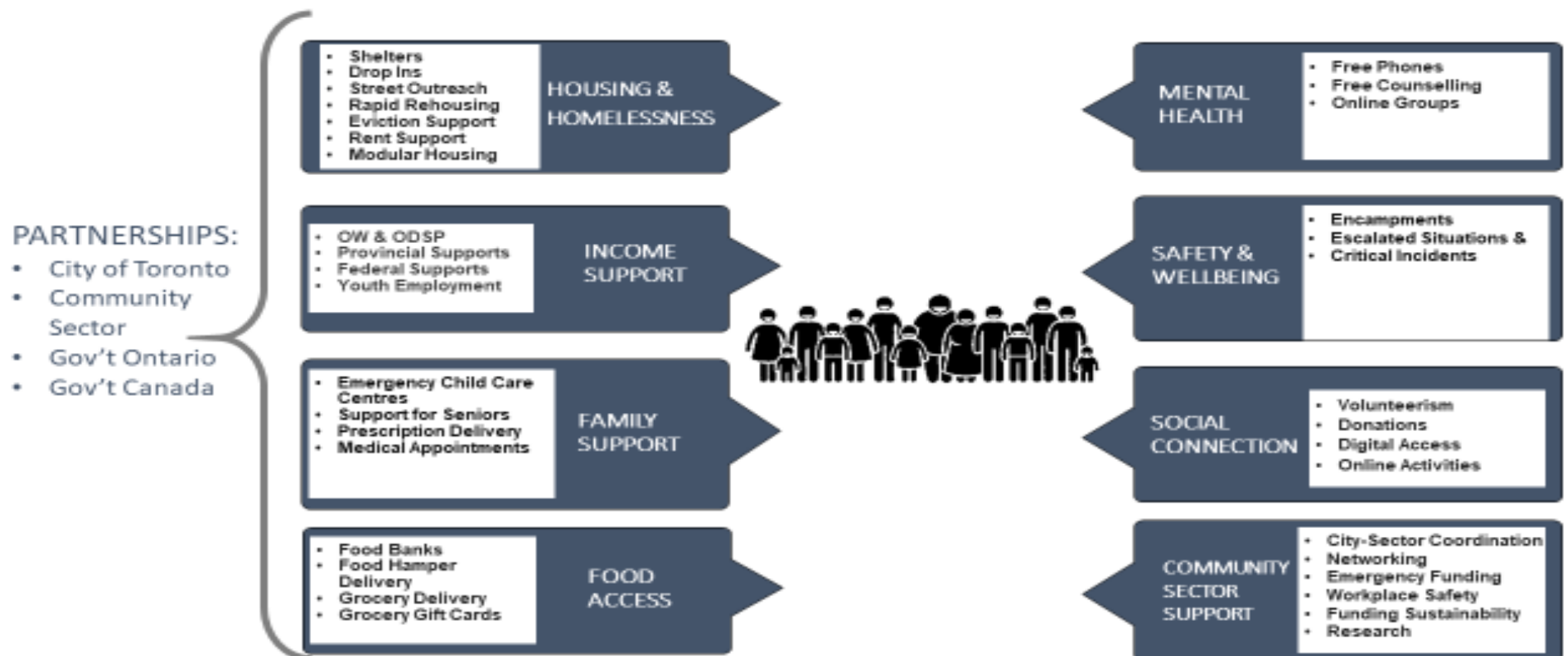


## 5. Ensure the City's resiliency & responsiveness

1. Expand EOC staffing.
2. Support divisions to access technology; deliver services digitally.
3. Manage donations and launch the City Manager's Philanthropy Table.
4. Support divisions' facility needs.
5. Ensure essential and critical services via strategic redeployment.
6. Coordinate, communicate, advocate with other levels of government.
7. Maintain the City's essential and critical services without interruption.
8. Maintain effective emergency response services without interruption.

# “TOSupports” – COVID-19 Equity Response Framework

Actions and partnerships to support vulnerable Toronto communities and neighbourhoods disproportionately impacted by COVID-19.



## Summary of CSS Pandemic Response, March-November 2020



### City-Operated Long-Term Care Homes:

- Proactive screening, IPAC and masking practices in place early (pre Ministry direction).
- Leading outbreak management precautions and practices to mitigate virus spread and protect residents.
- Positive independent (hospital) audits of IPAC practices.
- Enhanced staffing and supports, including communication to ensure timely and accurate information flows.
- Testing and re-testing of all residents and staff members as needed.



### Shelter Enhancements:

- Opened 40 new shelter locations to create physical distancing in the shelter system and provide spaces for people to move indoor from encampments. 25 locations currently active to provide close to 2300 spaces created in new temporary shelters and hotel programs.
- Since April, close to 1,000 people have been referred from encampments into safe indoor spaces in shelters and hotel programs.
- Winter Service Plan adding 560 spaces, including shelter capacity and supportive housing.
- Proactive screening, mandatory mask directive, distribution of PPE and enhanced IPAC measures in place.



### Rapid Re-Housing:

- Successfully housed more than 2,000 people who were homeless in shelters into permanent housing through a combination of housing allowances and rent-geared-to-income units. This represents a 50% increase compared to the same time last year through these programs.
- Modular Housing (110 units by Q4 2020; 140 additional in 2021).

## Summary of CSS Pandemic Response, March-November 2020



### Child Care Services

- City-operated Emergency Child Care Centres for essential workers (24/7: no fee to parents; paid by Province) in operation from March-June; 394 children served from 274 families.
- Since June 2020, 93% of child care centres have re-opened; Reopening guidelines and H&S training developed with TPH - 859 centres have completed training; 2,750 staff have attended sessions on H&S.
- 52 out of 53 EarlyON organizations are providing virtual programming and telephone support.



### Food Access:

- 29,626 food hampers delivered to seniors/persons in isolation by the Canadian Red Cross.
- 12 Food banks opened in Toronto Public Library locations: 16,232 households & 46,378 individuals served.
- 2 TPL locations (Albion; Jane/Sheppard) continue to provide space for North York Harvest Food Bank services.
- 513,378 prepared meals provided via partnerships with 158 community agencies for distribution to residents.
- 60,000 student families received \$50 grocery cards through repurposing of student nutrition grants.



### Mental Health Support via 211:

- 3,974 calls for referrals for mental health services, with average wait time 42 seconds.
- 36,589 Torontonians received contact sessions and counselling support provided to frontline workers.
- Support provided at no charge to residents; this complements and does not replace any existing services.
- Most frequent call issues: anxiety, depression, isolation, stress, and income insecurity.



### Income Supports:

- Approximately 9,400 new applications for Ontario Works assistance since start of COVID-19.
  - *Federal CERB / EI program have mitigated impacts on the OW caseload in Toronto.*
- Over 51,800 Ontario Works clients in Toronto received the COVID-related Emergency Benefit.
- TESS implemented a new digital access benefit to enhance client access to technology supports during COVID. resulting in



## Summary of CSS Pandemic Response, March-November 2020



### Parks and Recreation Programs:

- 4 food bank locations were set up in PFR arenas. 9 recreation centres opened as emergency cooling centres.
- 9 sanitation facilities opened in City community centres and portable washrooms were deployed to 10 locations.
- Amenities in 1,500 city parks were closed, maintained and reopened, in accordance with emergency orders.
- 5,200 children attended COVID-19 safe CampTO programs in 120 locations, with a total of 18,000 registrations.



### Paramedic Services:

- Initiated pre-shift screening and temperature checks for all staff.
- Infectious disease screening of 911 medical emergency calls by the Communications Centre and on-scene by Paramedics to protect patients and staff.
- Launched Staff Support Centre to contact trace and monitor/support employees absent due to illness/isolation.
- Community Paramedicine helps provide Covid-19 testing and flu immunization support to vulnerable residents and those in congregate settings.



### Free Wifi:

- 25 large apartments buildings in Low Income Neighbourhoods (for up to 1 year); City-operated long term care homes (permanent); 4 shelters (during COVID emergency).
- Complementary phones, tablets donated for shelters, social agencies, vulnerable Torontonians.
- Online recreation, arts/culture, early years programming on City website.



### Supporting Local Community Response & Planning:

- City-Community Response Table (75+ agencies): 3 times per week to share information during Wave 1.
- With United Way Greater Toronto, supporting 400+ agencies to coordinate services and donations for vulnerable residents via 10 Community Cluster Tables.

## **Children's Services**

## Service Levels/Changes: CHILDREN'S SERVICES

### Child Care Sector Reopening

- 93% of child care centres and 17 of 19 home child care agencies have re-opened
- Challenges with vacancies continue, driven by family choice, changes to parental employment, and children's schooling
- 55% of pre-COVID subsidized children have returned to care
- Sector depends on Federal Safe Restart funds to remain viable
- Frequent engagement with the sector ensures the Division can be responsive to issues and trends

### EarlyON Child & Family Centres

- 52 of 53 providers are offering virtual and telephone services to families, 6 days per week, in several languages.
- Will begin offering outdoor services in the coming weeks, and remain closed for indoor services

### Child Care Fee Subsidy

- District offices remain closed, with one location open for clients requiring in-person support, by appointment only
- Caseworker staff are working virtually to support clients.
- Families continue to apply for fee subsidy and placements from the waitlist are ongoing.

695 staff recalled from redeployment or Emergency Leave

## SERVICE CHANGES DUE TO PANDEMIC

### VIRTUAL PROGRAMS & SERVICES



- My Child Care Account continues to be available online for families to connect with Fee Subsidy Offices.
- Other caseworker services have shifted to virtual delivery.
- Every Child Belongs shifted to delivering virtual consultation services to centres with children with extra support needs.
- EarlyON Centres are offering virtual services for children and families.

### TORONTO EARLY LEARNING AND CHILD CARE SERVICES



- City operated child care centres transitioned from offering ECC and began gradual reopening at end of June. Reopening of 5 sites will be temporarily deferred due to H&S concerns
- New service standards related to screening, PPE, additional cleaning, and restricted access for visitors are in place.

### TRAINING & COMMUNITIES OF PRACTICE



- Staff are assisting child care operators with re-opening through training, communities of practice, and mentoring visits to support health and safety practices
- 859 child care centres have completed health & safety training. Over 2,750 participants have attended the communities of practice on implementing the new standards

## Strategic Initiatives and Plans: CHILDREN'S SERVICES

Initiative	Impact of COVID-19	Timeline and Next Steps
<b>Children's Services Service Plan</b> Creation of the 5 year Service Plan for 2020-2024, originally planned to go to Council in Q2 2020.	<ul style="list-style-type: none"> <li>Delayed due to COVID-19 response</li> </ul>	<ul style="list-style-type: none"> <li>Re-engaging stakeholders and updating the plan to reflect impacts on the system due to COVID-19</li> <li>Will be completed in 2021</li> </ul>
<b>Toronto Early Learning and Child Care Services (TELCCS) Review</b> A Council-directed review of TELCCS conducted by the City Manager's Office began in summer 2018 and was scheduled to go to Council in 2020.	<ul style="list-style-type: none"> <li>Report delayed due to COVID-19 response</li> </ul>	<ul style="list-style-type: none"> <li>Report to Council in Q1 2021</li> </ul>
<b>Growth Strategy</b> Strategy to grow the system, improve affordability, and support the workforce.	<ul style="list-style-type: none"> <li>Delayed due to COVID-19 response</li> </ul>	<ul style="list-style-type: none"> <li>New investments are targeted to supporting recovery and stabilizing the sector so families can assess care when they choose to return</li> <li>Report to Council in Q2 2021</li> </ul>
<b>Capital Projects</b> Build new capacity in the system, supporting one plank of the Growth Strategy	<ul style="list-style-type: none"> <li>No major delays to capital projects</li> </ul>	<ul style="list-style-type: none"> <li>Continue capital program in partnership with school boards and other partners to support sector rebuild</li> </ul>



## **Toronto Employment and Social Services (TESS)**

# Service Levels/Changes: TORONTO EMPLOYMENT & SOCIAL SERVICES

## Service Access

- 3 TESS offices are open to the public to provide critical in-person services by exception (i.e. client need cannot be addressed online or by phone)
- Implemented a streamlined application process in collaboration with Human Services Integration office (Applications and Support Centre (ASC)) enabling financial benefit granting at first contact
- Ontario Works (OW) clients continue to have access to caseworkers by telephone during regular business hours
  - Service planning reviews and referrals to necessary programs and services
  - Issuance of benefits and case management activities
- Province (MCCSS) continues to waive requirement for wet signatures and / or visual verification of documentation facilitating client access to services by phone / online
- Additional in-person sites will open when appropriate as part of the divisional restart plan and in consultation with TORR
  - Assessments and retrofits based on current public health measure and physical distancing requirements

## STAFFING:

- Over 90% of staff have been equipped for mobility and telework
  - more than 75% staff teleworking at any given time
- 610 staff were recalled from redeployment
- 107 staff were recalled from Emergency Leave (EL)

## Key Improvements

### TECHNOLOGY



- Enrollment in provincial 'mybenefits' portal has more than doubled with over 24,000 Ontario Works clients enrolled to date
- Emphasis on online access and broadcast messaging / communication
- Accelerated paperless office initiative – client mail directly uploaded to provincial case technology for staff action, enhancing telework capacity

### REDUCTION IN CHEQUES



- Since the onset of the pandemic TESS has focussed efforts on transitioning clients to electronic payment methods (direct bank deposit or reloadable payment card)
  - Reduced from 718 clients picking up cheques to less than 15

### ACCESS TO TRAINING PROGRAMS AND WRAP AROUND SUPPORTS



- Over 125,000 Service Planning Reviews with clients completed
- Implemented flexibility in contracted employment services ensuring OW clients have access to key employment programs or critical wrap around and life stabilization supports.
  - 2900/3400 (85%) seats have been filled to date

### PROGRAM / POLICY ENHANCEMENTS



- Temporary enhancements to the Housing Stabilization Fund (HSF)
- Expansion of dental services
- Digital Access Benefit and one-time Equipment Benefit to support Ontario Works clients' access to and enrolment in online employment and training, as well as life stabilization programs

## **Future Initiatives and Plans: TORONTO EMPLOYMENT & SOCIAL SERVICES**

### **Continued Modernization / Innovation**

- Collaborate with SDFA, SSHA and TCS to advance human service integration to further streamline client access to services
- Emphasis on telework – modernize back end office processes / administration to facilitate ongoing telework
- ‘Virtual Caseworker’ project – enabling clients to connect / receive support from a caseworker / City staff by using a web-based application (WebEx) in a City space, within the community, or their residence
- Advancing paperless office initiative (Electronic Document Management)

### **Ongoing collaboration with Ministry of Children, Community and Social Services (MCCSS)**

- Alignment with provincial Recovery and Restart plans (September 30<sup>th</sup> MCCSS announcement)
  - engaged in a co-design process as well as implementation plans for the announced changes:
    - the launch of a new Social Assistance Digital Application and the expansion of the MyBenefits portal
    - a centralized intake process
    - automated risk-based eligibility verification
    - access to employment and training services.
- TESS-MCCSS initiative - clients directly access free, confidential, 24/7 internet-based cognitive behavioural therapy (iCBT)
- Adapt / revise service provision according to provincial directives / program requirements
- Focus efforts on client enrollment of provincial ‘mybenefits’ portal to facilitate online access to programs, services and benefits

### **Connection to Community Organizations and Stakeholders**

- Leverage network of community partners to ensure OW clients have access to new / emerging community services and supports (e.g. employment, skills training, life stabilization and mental health supports)

## **Social Development, Finance and Administration**



## Service Levels/Changes: SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

### SERVICE IMPROVEMENTS DUE TO PANDEMIC

#### NEW SERVICE DELIVERY APPROACHES:

- Added new service areas in March to respond to increasing vulnerability across the city especially in the areas of Food Access and Mental Health Supports
- Developed Community Coordination Model to coordinate local responses with some 400+ agencies. Learnings inspiring a new model for place-based community development work moving forward
- Integrated Human Services Integration Office (Applications and Support Centre) into division in March with a streamlined application process to enable Ontario Works financial benefit granting at first contact in collaboration with Toronto Employment and Social Services
- Developed protocols and agreements with People and Equity Division to redeploy City staff to critical community agencies

#### STAFFING:

- 50% of staff were reassigned within the division to community response activities
- 17 staff redeployed and 4 staff on Emergency Leave in first wave
- Current vacancy rate is 15.1%
- Over 95% of staff have been equipped for mobility and telework

### COMMUNITY SECTOR EMERGENCY FUNDING

#### TO SUPPORTS INVESTMENT FUND




- TO Supports Investment Fund established in June 2020 to provide emergency funding support to community agencies to serve vulnerable Toronto residents
- \$10.2M is being made from three combined sources:
  - ❑ a 20% carve out of the Provincial Social Services Relief Fund (\$7.8M)
  - ❑ the Canadian Medical Association Foundation through the Federation of Canadian Municipalities (\$1.8M)
  - ❑ private donors (\$0.55M)
- To date, \$7.6M to 80 unique community agencies and groups, have been allocated
- A final round of allocations planned for December 2020
- Funding to Indigenous and Black-mandated agencies have been priorities

## Strategic Initiatives and Plans: SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

Initiative	Impact of COVID-19	Timeline and Next Steps
<b>Tenants First</b> Transforming TCHC into a better social housing landlord and creating a Seniors Housing Corporation to better serve senior tenants	<ul style="list-style-type: none"> <li>Delivered despite redeployment impacts on policy staff</li> </ul>	<ul style="list-style-type: none"> <li>Council approved report at its October meeting</li> <li>Seniors Housing Corporation to be created by Q2 2021</li> <li>Negotiations with successful proponents of scattered houses rfp</li> <li>Work with CMO to create new Mandate Direction for TCHC</li> <li>Create new Shareholder Direction for TCHC</li> <li>Develop new Operating Agreement with TCHC</li> </ul>
<b>Fair Pass Program</b> Continuous improvement to the program and the development of Phase 3.	<ul style="list-style-type: none"> <li>Lower transit ridership</li> <li>Receipt and processing of new applications suspended in March when City suspended some in-person services</li> </ul>	<ul style="list-style-type: none"> <li>Progress report before ECDC at this meeting</li> <li>Restarting receipt and processing of new applications in Dec 2020 through HSI</li> <li>Plan to complete implementation of the current 2<sup>nd</sup> phase</li> <li>Working through outstanding operational and technical barriers related to integration with the PRESTO Card system</li> <li>Phase 3 Implementation Plan and Budget Report in June 2021</li> </ul>
<b>Data for Equity</b> Corporate-wide strategy to facilitate the City's ability of collect, analyze, report and act on equity-related data	<ul style="list-style-type: none"> <li>Delivered despite redeployment impacts on policy staff</li> </ul>	<ul style="list-style-type: none"> <li>Reporting to Executive November 18<sup>th</sup> 2020</li> <li>Phase 1 Q3 2021: Implementing pilots to collect and analyze data</li> <li>Developing training, education and resources to staff and divisions</li> <li>Developing and implementing models for the data governance by Indigenous and Black communities</li> <li>Report back Q1 2023 with Phase 2 findings and recommendations</li> </ul>
<b>Confronting Anti-Black Racism</b> Corporate-wide strategy to improve the life changes of Black residents	<ul style="list-style-type: none"> <li>Greater demands on Unit given COVID-19 and global Black Lives Movement</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 Report before ECDC at this meeting</li> <li>50% of Action Plan completed to date</li> <li>Implementation of Year Three Action beginning</li> </ul>
<b>Community Funding</b> Ongoing provision of community funding and implementation of new funding streams	<ul style="list-style-type: none"> <li>Leveraged grants infrastructure to distribute \$7.6M for emergency COVID response</li> </ul>	<ul style="list-style-type: none"> <li>Update report before ECDC at this meeting</li> <li>Community Service Partnership Renewal Process on track report Q1 2021</li> <li>Developing Indigenous and Black-Mandated Funding Frameworks co-design ending in Q2 2021</li> </ul>

## Strategic Initiatives and Plans: SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

Initiative	Impact of COVID-19	Timeline and Next Steps
<b>Community Benefits</b> The infrastructure needed to implement the City's 4 active community benefits initiatives and to future initiatives	<ul style="list-style-type: none"> <li>Will be delivered despite redeployment impacts on policy staff</li> </ul>	<ul style="list-style-type: none"> <li>Report to Dec 2020 ECDC meeting for approval of the framework, and 3 community benefit pilots (construction hiring pathway for black-owned contractors gaining access to Social Procurement opportunities; Professional Admin and Tech (PAT) hiring coordination; Workforce Development coordination with community sector)</li> <li>Update on the pilots and framework in Q4 2022</li> </ul>
<b>Youth Service Review: Investing in Youth Outcomes</b> Review of City youth services and optimizing services for MVP youth	<ul style="list-style-type: none"> <li>Redeployments delayed work from all partners and ability to evaluate as programs suspended, moved online or in redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>Report will come to ECDC in January 2021 for consideration. Will include: a youth service inventory; a Youth Outcomes Framework; Spectrum of youth violence prevention strategies, identification of risk factors for youth most vulnerable to serious violence and crime and recommendations to optimize services for them</li> </ul>
<b>TOWARDS Peace</b> Develop a risk-driven, violence interruption and prevention model	<ul style="list-style-type: none"> <li>Not impacted</li> </ul>	<ul style="list-style-type: none"> <li>Progress on the model and the cost of expansion beyond the Northwest will be coming to ECDC in January 2021 as part of the Youth Service Review</li> <li>April 2021 is planned launch date. No confirmed federal funding</li> </ul>
<b>SAFE TO: Community Safety and Wellbeing Plan</b> Develop a provincially legislated action plan for City and our partners	<ul style="list-style-type: none"> <li>Redeployments delayed work from all partners</li> </ul>	<ul style="list-style-type: none"> <li>Report being developed for May 2021</li> <li>Collaboration underway to create a culture of prevention in Toronto</li> <li>Action Plan to focus on 4 areas of risk: Community Trauma, Community Violence, Harm and Victimization and Community Justice to help bring about a safer Toronto</li> </ul>
<b>Toronto Strong Neighbourhoods Strategy</b> Review of TSNS 2020 and recommendations forward	<ul style="list-style-type: none"> <li>COVID-19 delayed work from all partners</li> </ul>	<ul style="list-style-type: none"> <li>The report in Q2/Q3 will provide an update to the existing strategy and a plan for the next iteration of the strategy for place-based investment and neighbourhood well-being</li> <li>Will leverage and build on lessons learned from the Community Coordination Plan, a new model of local coordination and development introduced during the pandemic</li> </ul>
 <b>Changes in Policing</b> Addressing issues of engagement, alternative models and community investment		<ul style="list-style-type: none"> <li>Work underway on the community and equity components of the Changes in Policing work. Engagement is happening on alternatives to policing for crisis response calls.</li> <li>January 2021 Report to Executive Committee</li> </ul>

## **Parks, Forestry and Recreation**



## Service Levels/Changes: PARKS, FORESTRY AND RECREATION

### New programs

- CampTO – summer camps
- SwimTO - aquatics
- ParksPlayTO – drop-in outdoor recreation for kids
- Summer in the 6IX – drop-in outdoor recreation for youth

### Restart and reopening

- Developed approximately 60 COVID-19 guidelines in consultation with TPH for service restart
- Reopened amenities in the City's 1,500 parks and 130 community centre locations between May and August

### Use of PFR space to support COVID-19 response

- Provided access for schools to more than 220 park locations for outdoor learning, PE classes and recess
- Provided space in community recreation facilities for shelters, food banks, sanitation, and emergency cooling centres

### Adapting operations to respond to demand

- Major increase in park use requiring interdivisional coordinated approach and public education related to:
  - Increased litter
  - New bylaws and enforcement of provincial orders
  - Encampments
  - Bonfires and large gatherings

### Key Improvements

#### TECHNOLOGY



- Remote work capability for all non-operational staff
- Establishment of an online reservation system for select recreation programs to reduce the need for residents to line up
- Moved public consultation activities to virtual platforms

#### PROGRAM / POLICY ENHANCEMENTS



- Program refinements in accordance with TPH advice and provincial orders
- Smaller group programs particularly in CampTO and Afterschool Recreation Care programs

#### FACILITIES



- Enhanced cleaning and disinfection measures
- Screening for all participants and staff prior to entry
- Refined capacity limits based on program space size and provincial regulations

#### PPE & OH&S



- Establishment of a robust PPE inventory and issuance system
- Regular job function assessments based on provincial and health guidance

## Strategic Initiatives and Plans: PARKS, FORESTRY AND RECREATION

Initiative	Impact of COVID-19	Timeline and Next Steps
Implementation Strategy for the Parks and Recreation Facilities Master Plan 2019-2038	Unaffected	Report to Executive Committee in Q4 of 2021
Community Recreation Growth Plan	Phase 3 2020 implementation delayed as recreation program delivery is still at reduced levels due to provincial orders and guidelines	Phase 3 deferred to 2022. Phases 4 & 5 will be submitted as part of future budget submissions.
Enhanced Youth Space expansion	Unaffected (soft openings)	Opening by end of 2020
Regent Park Swim Pilot Engagement Efforts – status update	Delayed	Report back in Q3 of 2021
Supporting Toronto's Ravines through Student Internships	Delayed	Report back in Q2 of 2021
Planning Recreation Facilities for the Don Mills Communities – report back items	On track with a slight delay	Report back in Q4 of 2021

## **Toronto Paramedic Services**

## Service Levels/Changes: TORONTO PARAMEDIC SERVICES

### HEALTH AND SAFETY

- Pre-shift screening and temperature checks implemented for all TPS staff
- Infectious disease screening of all 911 medical emergency calls by the Communications Centre and on-scene by Paramedics to protect patients and staff

### STAFF SUPPORT

- Launched Staff Support Centre to contact-trace and support TPS staff absent from work and provide guidance to staff
- Staff reintegration program and more real-time focus on unique WSIB incidents

### PPE

- Implementing reusable Air Purifying Respirators to reduce reliance on disposable PPE
- Launching PPE reprocessing program to increase pandemic PPE inventory levels

### FINANCIAL UPDATE

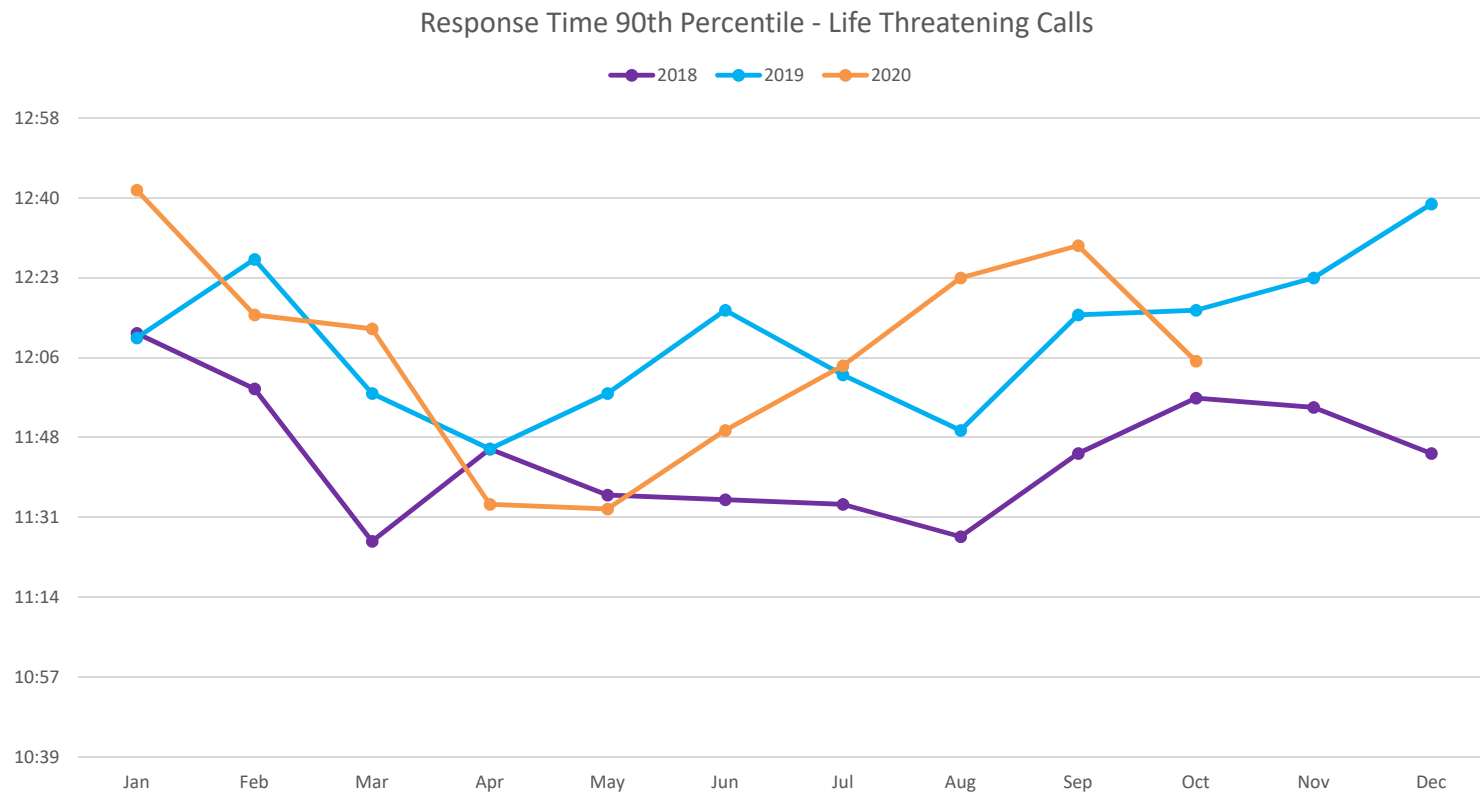
- Projected year-end unfavourable net variance (3<sup>rd</sup> Quarter): \$1.1M
- Pressures: WSIB , PPE and staff support
- Provincial pandemic funding of \$5.6M received



## Operational Impact - Call Volume: TORONTO PARAMEDIC SERVICES

- Emergency medical call volume has decreased (year to date)
- Different experiences – Wave 1 vs. Wave 2
- Wave 1
  - Call volume lower
  - Few delays in transfer of care at hospitals
  - Improved ambulance availability resulted in improved response times
  - Low pressure on staff availability for work
- Wave 2
  - Call volume increasing
  - Increased ambulance offload times at hospitals experiencing outbreaks
  - Reduced ambulance availability resulting in increased response times
  - Increased pressure on staff availability for work; further pressure on maintaining paramedic services staffing during flu season

## Operational Impact - Response Time: TORONTO PARAMEDIC SERVICES



- Response times are impacted by ambulance availability
- Ambulance availability depends on: call volumes, hospital transfer of care

## **Seniors Services and Long-Term Care**

# Service Levels/Changes: SENIORS SERVICES AND LONG-TERM CARE

## COMMUNITY PROGRAMS

- Adult Day Programs remain closed (Bendale Acres, Cumber Lodge, Kipling Acres) since mid-March
- Supportive Housing Services fully resumed in August
- Homemakers and Nurses Services fully resumed on a phased in-basis; high risk clients had service throughout suspension

## LONG-TERM CARE HOMES

- Increased direct staffing hours to offset family/volunteer absences and provide support in all areas: clinical assessment, monitoring, documentation, screening, in-room dining, one-on-one programming, etc.
- Single employer declaration remains in effect: *City was overwhelmingly the employer of choice with 89% selecting SSLTC*

## STAFFING:

- 17% staff increase for surge capacity
- 200+ redeployed staff returned to base divisions
- 600+ new workers and student nurses hired
- Essential frontline LTC staff received provincial pandemic pay top up

## SERVICE CHANGES DUE TO PANDEMIC

### TECHNOLOGY



- Secured devices and expanded public Wi-Fi in LTC homes to support 2,600+ residents with internet access (for remote visits with loved ones; online programming)
- DonateTO option to raise funds for tablets for residents
- Enabled virtual rounds for physicians and clinicians

### ACCESS RESTRICTIONS



- Surveillance screening and masking at entry
- Restrictions on visiting (Ministry-directed) to only essential visitors (end of life) and registered essential caregivers (assist with activities of daily living, special COVID-19 training provided)

### STAFF TESTING



- Staff are tested twice monthly (Ministry recommended). For greater convenience, staff testing is offered onsite
- Between May 31-Sept 14, 2020, 28 positive staff cases identified in 9 homes did not lead to any positive resident cases

### FACILITIES



- Enhanced controlled single entry per building
- Physical distancing measures for residents and staff
- Additional cleaning systems for high touch areas
- Restricted access to staff areas and furnishings

## Strategic Initiatives and Plans: SENIORS SERVICES AND LONG-TERM CARE

Initiative	Impact of COVID-19	Timeline and Next Steps
<b>Approach to Care Pilot at Lakeshore Lodge:</b> Resident focused care with increased direct hours of care	<ul style="list-style-type: none"> <li>Delayed due to COVID-19 response</li> </ul>	<ul style="list-style-type: none"> <li>Pilot will be a divisional priority post-pandemic</li> <li>All City LTC homes will benefit from new provincial funding increase to 4 hours of direct care per resident per day</li> </ul>
<b>Toronto Seniors Strategy 2.0</b>	<ul style="list-style-type: none"> <li>Not impacted</li> </ul>	<ul style="list-style-type: none"> <li>SSLTC pivoted to virtual Accountability Table, was well-placed to respond to identified community needs, as summarized in <a href="#">Annual Progress Update</a></li> </ul>
<b>Integrated Service Model Implementation and Accountability Framework</b> To integrate and improve services in TCHC Seniors Buildings	<ul style="list-style-type: none"> <li>Delayed due to COVID-19 response</li> </ul>	<ul style="list-style-type: none"> <li>Approved by Executive along with <a href="#">2020EX17.2: Implementing Tenants First: 2020 Action Updates</a></li> <li>Phase 1 implementation beginning Q4, 2020.</li> </ul>
<b>Capital Renewal Plan</b> Plan for George Street (378 redeveloped beds) and Carefree Lodge (205 redeveloped and 223 new beds) projects.	<ul style="list-style-type: none"> <li>Not impacted</li> </ul>	<ul style="list-style-type: none"> <li>Advanced with applications submitted to Ministry in September 2020</li> </ul>

## **APPENDICES**



## APPENDIX 1: SENIORS SERVICES AND LONG-TERM CARE

### **Toronto** Seniors Services and Long-Term Care



Statistics reflect data from March 14, 2020 - September 14, 2020

## APPENDIX 2: RECOMMENDATIONS TO THE INDEPENDENT COMMISSION ON LONG TERM CARE

### **Safety**

1. Ensure PPE for LTC is prioritized in the supply chain with specific sector funding, access, and logistical support to source and secure necessary supplies for residents, clients, visitors, volunteers, and staff members.

### **Staff Training and Education**

1. Increase staffing levels to provide more direct care to meet the increasingly complex health and social care needs of residents and support future outbreaks.
2. Establish and implement standards to ensure training and resources for infectious disease control and Incident Management System (IMS) including optimal use of personal protective equipment (PPE).
3. Build and support a resilient long-term care workforce and establish surge capacity in the LTC sector to manage emergencies (such as COVID), with high standards for appropriate levels of regulated health workers.
4. Holistically support LTC staff with incentives such as single employer consistency, pandemic pay, and offering mental health resources that recognize the complex and challenging role they provide to the healthcare system, encourage the career choice, and stabilize the workforce.

### **Communication**

1. Maintain Ministry, LHIN, Ontario Health, and sector collaborative tables and establish a single point of contact between provincial partners and LTC operators, support efficient communication, streamline information sharing, ensure consistent messaging and reduce confusion
2. Increase two-way communication and engagement so that operators have time to plan and prepare for new directives before they are publically announced, thereby reducing confusion and multiple revisions.

3. Support the use of new technology and collaboration throughout the healthcare sector including sharing testing results between public health units for cases who may live/work in separate jurisdictions and sharing resources and expertise, such as IPAC, between hospitals and LTC homes.

### **Funding**

1. Invest in an incident management system for the LTC sector and prepare surge capacity including space, supplies, and staff.
2. Support redevelopment and retrofits for private accommodation at basic co-payment rates for vulnerable low-income seniors.

### **Physical Environment**

1. Fully fund the construction costs of building new long-term care beds for operators with investments for IPAC standards including proper isolation space, outbreak supply storage, physically distanced dining and activities spaces, and options to better support residents with cognitive impairment and support emergency preparedness.
2. Use technology and flexible approaches to support necessary isolation practices, including limiting new admissions (1 resident per room) and transfers to the hospital.

## APPENDIX 3: TORONTO EMPLOYMENT & SOCIAL SERVICES

### TESS COVID-19 Response

Working together, serving the public and staying safe.

#### Streamlining Access



Applying by email made available for the COVID-19 Emergency Benefit



Introduced enhanced and streamlined process for OW applications (ASC & OASA)

22,460

Participants enrolled in Provincial MyBenefits portal

only 142

Clients receiving cheques as payment method

44,070

Participants enrolled in Broadcast Messaging Application

#### Improving Service Planning



Providing supports to clients through wellness checks

102,380

Service Planning Reviews

#### Connections to Services and Supports



Supporting the City's Rent Bank Program



Established COVID-19 Staff Resources page on TESSWeb



Housing Stabilization Fund Policy enhancements



Developed Digital Access & Equipment Benefits to help with technology costs



Expanded Dental Services for adults and children

51,869

Cases issued the COVID-19 Emergency Benefit

50+

POES\* organizations delivering virtual training and/or wrap around supports

#### Foundational Investments



Electronic Document Management (EDM) rollout to all offices

1440+

TESS staff equipped for teleworking

1300+

Staff accessed self-directed eLearning modules



Special acknowledgement to all redeployed staff who have been working at 311, PPEB, SSHA, TPH and SSLTC.

#### Service Snapshot

78,000

monthly average caseload



Approximately 9,400

New cases granted for Ontario Works through the Application Support Centre (ASC) & Online Application for Social Assistance (OASA)



154,370

Client calls answered



3 offices open to public by exception

15

All offices providing phone services

Statistics reflects from March - September, 2020.  
\*Purchase of Employment Services

## APPENDIX 4: SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

# Supporting Toronto's Communities During COVID-19

November 05, 2020

In partnership with community agencies and the private sector, the City is taking action to meet the needs of vulnerable residents during the COVID-19 pandemic. Key actions to date include:



### Food Access

**26,629**

food hampers delivered to seniors/persons in isolation by the Canadian Red Cross



**12**

Food banks opened in Toronto Public Library locations: 16,232 households & 46,378 individuals served



**513,378**

prepared meals provided through partnerships to 158 community based agencies for distribution to residents



**60,000**

student families received \$50 grocery cards through repurposing of student nutrition grants

### Community Coordination Plan

### Mental Health

**3,974**

calls for referrals to MH supports with average wait time 42 seconds

**36,589**

Torontonians received Mental Health Support Contact sessions

**Free**

Free Counselling support for front line workers

**211**

Residents call 211 to get connected to one of 12 mental health service providers (direct phone support)

### Social Connections:



**400+**

agencies work in partnership with City of Toronto and United Way Greater Toronto to coordinate service provision and donation distribution to vulnerable residents at a neighbourhood level

**10**

geographic Clusters and non-geographic Clusters including Black Resilience and City Wide, with ongoing engagement of Indigenous organizations

### Free wifi service for :

25 large residential tower buildings in Low Income Neighborhoods for up to 1 year; 10 City-operated long term care homes (permanent service); 4 shelters and 5 temporary shelter locations (during COVID emergency)

**Free**

Complementary phones, SIM cards, data plans and other devices donated for shelters, community agencies, vulnerable Torontonians

**100**

Stay, Play & Learn at Home City webpage with over 100 free, high-quality recreation, active living, arts and culture activities for all ages



### Community Safety and Wellbeing

**1265**

Family Well-Being web sessions in partnership with community agencies

**1622**

clicks into sessions, learning about supports available to those who may be experiencing family violence during the pandemic

