

STC FRAMEWORK
FOR RECOVERY



**OUR PATH
FORWARD
FROM COVID-19**

OUR PATH FORWARD

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STC FRAMEWORK FOR RECOVERY: OUR PATH FORWARD

Our community will be forever changed by the COVID-19 pandemic. Its impact on our residents, businesses and City operations will be felt for years to come. Even as we continue to grapple with the continued presence of the virus in our community we are charting a course forward, a shared path to recovery.

The STC Framework for Recovery outlines the next stages in responding to the COVID-19 emergency. This document sets our path forward for a gradual, safe and measured reopening of municipal facilities and services.

Prior to the spread of COVID-19 in St. Catharines, the City began taking steps to prioritize the health and safety of its residents and employees. As the risk levels increased in Niagara, the City responded accordingly by closing municipal facilities and suspending various services. Where possible, the City modified the delivery of necessary services.

The COVID-19 pandemic is not over and its impacts on our community will continue for months. This framework charts the course the City will take to ensure we keep our residents and employees safe, while returning to a full level of services, programs and operations.

ALIGNMENT WITH THE PROVINCE OF ONTARIO'S REOPENING FRAMEWORK

The STC Framework for Recovery aligns with the Province's Framework for Reopening. The stages of the City's plan are consistent with the Province's phased in approach, mirroring the stages of reopening set out by the Province. The focus will remain on ensuring appropriate measures are in place to reopen safely during each stage to avoid a resurgence of COVID-19 transmission.

St. Catharines will take guidance from the Province of Ontario and Niagara Region Public Health as we transition through each stage. Depending on the local prevalence of COVID-19, and guidance from Niagara Region Public Health, we may choose to move through the stages of reopening at different speeds than the province.

UPDATES TO THE STC FRAMEWORK FOR RECOVERY

The STC Framework for Recovery will be updated regularly as the COVID-19 situation evolves in our City. This plan will be flexible and adaptable as more information related to COVID-19 is made available. This framework may also change and evolve as the Province of Ontario or Government of Canada makes announcements or updates.

For the latest updates on the COVID-19 emergency and recovery efforts in St. Catharines, please check engageSTC.ca.

GUIDING PRINCIPLES

The City of St. Catharines plan for reopening municipal facilities and resuming City services will be guided by direction from the Province of Ontario and Niagara Region Public health.

The STC Framework for Recovery is built on three pillars – Health and Wellness; Organizational; and Economic – each focusing on several core principals / questions to guide the recovery process both internally and externally.



Health and Wellness

- How do we improve the safety of our facilities?
- How do we improve the health and safety of our residents?
- How do we improve the health and safety of our staff?
- How do we engage our staff and compile their feedback?
- How do we protect the mental health of our staff?
- How do we support the families of our staff?



Organizational

- How do we continue to deliver services safely to residents?
- How do we communicate with residents and keep them educated regarding updates caused by COVID-19?
- How do we enable flexible work arrangements for our staff?
- How do we educate our staff regarding COVID-19?



Economic

- How do we support our residents financially?
- How do we support our economy?
- How do we ensure financial stability for the City?

RECOVERY STAGES

The STC Framework for Recovery includes three overarching stages which align with the Province of Ontario's Reopening Framework, plus a fourth marking a complete recovery and return to a full complement of City services and programs.

Through each stage, the health and safety of residents and staff will be the primary focus, with additional considerations for the needs of the community and the City.

The STC Framework for Recovery will be gradual, safe and measured. Any dates related to the framework are tentative based on current situation and provincial guidelines.

Everyday actions to protect the health and safety of residents and staff will continue through all stages. This includes social distancing, frequent handwashing and home isolation during illness.

The following pages provide a high-level breakdown of the stages contained within the STC Framework for Recovery.



Stage 1

Stage 1 of the STC Framework to Recovery is focused on delivering the highest priority municipal services.

During Stage 1:

- All City work continues remotely where possible
- Only employees whose work necessitates a physical presence in the workspace can return to working on site
- Screening protocols are in place upon entry to workspaces
- Public Health guidelines are followed
- Work-related travel is not used / permitted
- All job interviews are conducted remotely
- Critical services are reinstated / continued where possible
- Social distancing measures for operational services continue
- Council meetings remain virtual
- Restrictions limiting gatherings continue in line with Provincial Orders
- Recreation programs and events remain cancelled

Stage 1

Initially, consider:



For businesses that were ordered to close or restrict operations, opening select workplaces that can immediately meet or modify operations to meet public health guidance and occupational health and safety requirements (e.g., curbside pick-up or delivery).



Opening some outdoor spaces like parks and allow for a greater number of individuals to attend some events, such as funerals.



Continued protections for vulnerable populations and the continued practice of physical distancing, hand washing and respiratory hygiene, and significant mitigation plans to limit health risks. Hospitals beginning to offer some non-urgent and scheduled surgeries and other health care services.

Illustration from the Ontario Framework for Reopening.



Stage 2

Stage 2 of the STC Framework for Recovery is focused on safely expanding the municipal services available to residents, while returning more staff to work.

During Stage 2:

- Divisions may have some staff work from home where possible
- Employees that are part of vulnerable or at-risk populations continue to work from home if needed
- Screening protocols are in place upon entry to workspaces
- Select City facilities will open to the public with passive screening alongside best health and safety precautions
- Implementation of social distancing measures for those working on site, including for stairs and elevators
- Enhanced office cleaning schedules are more frequent, especially in high-traffic areas
- Council meetings remain virtual
- Restrictions limiting gatherings continue in line with Provincial Orders
- Most recreation programs and events remain cancelled
- Many City services are available both online and in person with enhanced health and safety measures in place for those accessing City services in person and staff

Stage 2

If Stage 1 of reopening the province is successful, Ontario will consider:



Opening more workplaces, which may include some service industries, and additional office workplaces.



Opening more community and outdoor spaces and allowing some larger public gatherings.



Continuing to get back to full services with restrictions, such as more care services, courthouse and tribunal services, and more community spaces and visits. Maintaining protections for vulnerable populations and the continued practice of physical distancing, hand washing and respiratory hygiene, and significant mitigation plans to limit health risks.

Illustration from the Ontario Framework for Reopening.



Stage 3

Stage 3 of the STC Framework for Recovery is focused on continuing to deliver municipal services in a safe and responsible manner while the risk of COVID-19 remains in our community. This stage will likely remain in place until mass vaccination has been completed.

During Stage 3:

- Some staff continue to work from home where possible
- Employees that are part of vulnerable or at-risk populations continue to work from home if needed
- Physical-distancing measures for those who work on site continue
- Most City facilities will be open to the public with passive screening alongside best health and safety precautions
- Enhanced office cleaning schedules to be more frequent / in-depth, especially in high-traffic areas
- Interviews are modified to allow for candidates who do not want to travel to complete the process remotely
- Work related travel resumes, but only if safe and approved
- On-site Council meetings resume with physical distancing maintained and additional modifications

Stage 3

If Stage 2 of reopening the province is successful, Ontario will consider:



Opening all workplaces responsibly.



Further relaxing the restrictions on recreational spaces and public gatherings. Large public gatherings such as concerts, night clubs and sporting events will continue to be restricted for the foreseeable future.



Allowing full services to resume, such as fully opening libraries to the public and jury proceedings. Maintaining protections for vulnerable populations and the continued practice of physical distancing, hand washing and respiratory hygiene, and significant mitigation plans to limit health risks.

Illustration from the Ontario Framework for Reopening.



Stage 4

The final stage of the STC Framework for Recovery will initiate once vaccination has been completed or the risk of COVID-19 is deemed to no longer exist. During Stage 4 all programs and services can be resumed; buildings can open to the public without screening; and all staff can return to their offices.

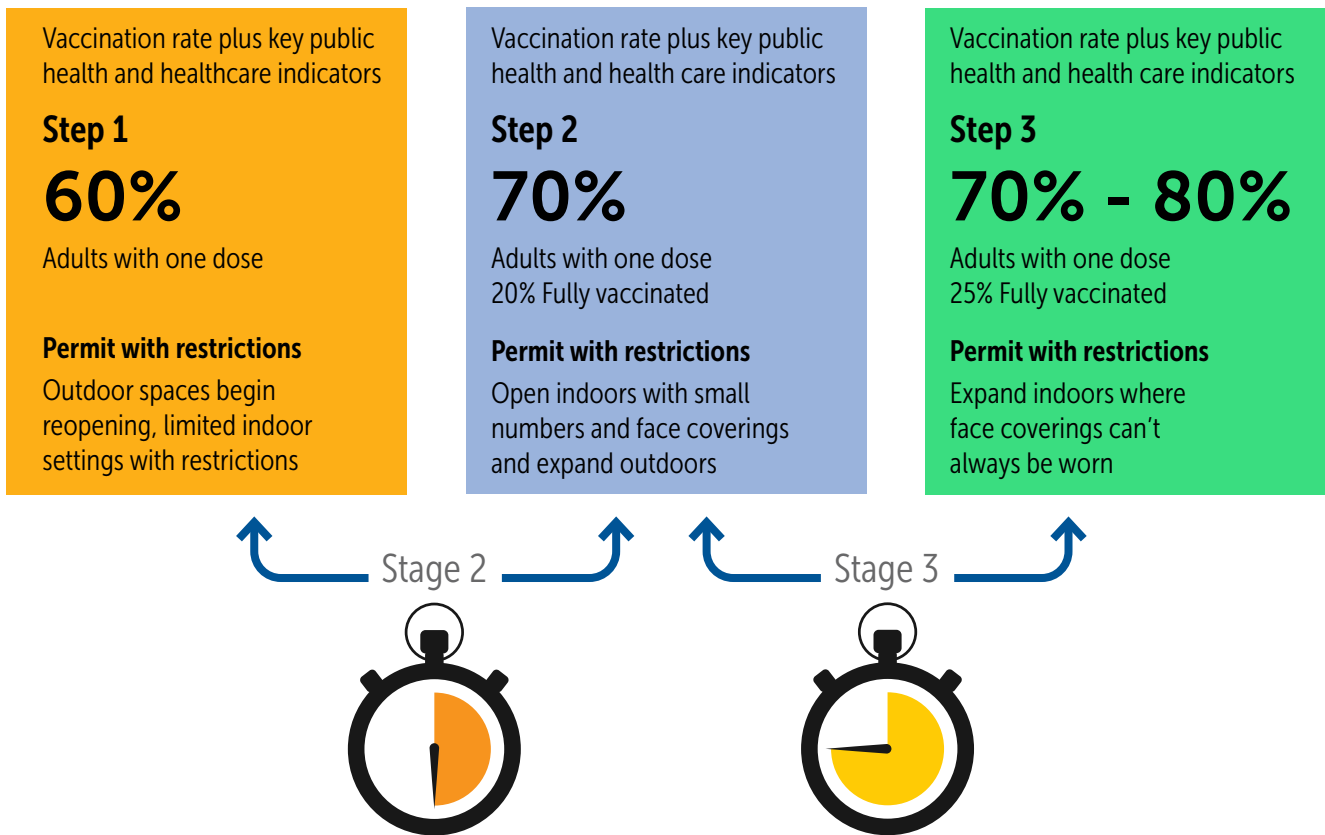
If required, the City is prepared to pull back from advancements across stages and move to earlier stages if risk returns or increases, in an effort to keep residents and staff safe. Some elements may advance across stages in a timelier fashion than others based on the local situation and advice from Niagara Region Public Health.

OUR PATH FORWARD

ALIGNMENT WITH ONTARIO ROADMAP TO REOPEN

The Province’s Roadmap to Reopen has changed significantly since it was first introduced in 2021, when the province began to open after recovering from the first wave of the pandemic. The updated Roadmap to Reopen was published on May 24, 2021.

While the Roadmap to Reopen has changed, the STC Framework for Recovery continues to align with the Province’s guidelines.



The City will proceed through Stage 2 and Stage 3 of the Framework for Recovery as the province progresses through the Ontario Roadmap to Reopen. Stage 1, which is the most restrictive stage in the STC Framework for Recovery, has been ongoing in various forms since the introduction of a province-wide shutdown in December 2020.

Stage 2 of the STC Framework for Recovery – which focuses on expanding municipal services and returning staff to work – will begin with Step 1 of the Roadmap for Reopening on June 11, 2021. Stage 2 will continue into Step 2 of the Roadmap for Reopening.

During Step 2 the City will transition into Stage 3 of the STC Framework for Recovery, continuing to reopen facilities and services under this stage as the Province enters Step 3.

Stage 4, which indicates full administration of vaccines and eliminated risk has not yet been captured within the Provincial roadmap.



STC FRAMEWORK FOR RECOVERY

OUR PATH FORWARD

RECOVERY TEAM ROLE

The role of the recovery team is to help the City resume full service delivery and support local economic recovery, in a way that respects the health and well-being of staff and citizens, and reflects a post COVID-19 operating environment.

RECOVERY TEAM BREAKDOWN



Health and Wellness

Focused on the physical and mental well-being of citizens and staff.



Organizational

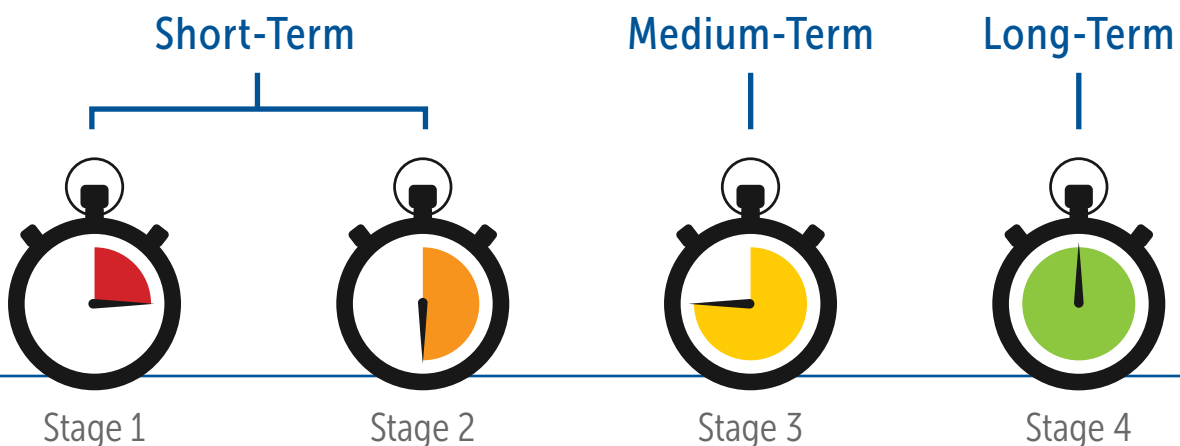
Focused on the operations necessary to provide services to citizens.



Economic

Focused on the financial well-being of the City and its citizens.

IMPLEMENTATION STAGING KEY





HOW DO WE IMPROVE THE SAFETY OF OUR FACILITIES?

Implement measures in facilities that promote safe and sanitary environments



- Sanitizer at entrances and exits
- Follow and enforce Health Canada guidelines at all facilities for social distancing
- Limit the number of entrances to access facilities
- Install communications throughout facilities indicating social distancing guidelines
- Add security at entrances of popular facilities to enforce policies



- Review and adjust traffic patterns in facilities (queues, concessions, etc.)
- Installation of physical elements to help promote health and safety of residents



HOW DO WE IMPROVE THE HEALTH AND SAFETY OF OUR RESIDENTS?

Direct residents to available resources that support mental and physical health



- Clearly communicate available resources for physical and mental health
- Support Niagara Health and Public Health recommendations and guidelines
- Safely reopen outdoor public spaces



- Investigate hosting self-care sessions through a virtual platform for residents



HOW DO WE CONTINUE TO DELIVER SERVICES SAFELY TO RESIDENTS?

Identify and implement delivery methods that adhere to social distancing guidelines



- Review online service options currently delivered in other jurisdictions
- Review public engagement opportunities and identify virtual substitutions
- Ensure essential services are staffed and remain operational
- Develop a policy and procedure document outlining virtual delivery rules and regulations
- Train staff on tools designed for virtual service delivery



- Explore community partnership opportunities for service delivery
- Establish online payments for all services, fees, taxes through credit card



HOW DO WE SUPPORT OUR RESIDENTS FINANCIALLY?

Provide financial assistance and relief to residents



- Provide flexibility in payment schedules for tax and water such as the option to skip a payment, monthly billing, delayed billing, etc.
- Review FAIR program and the affordability of rates and fees for residents



HOW DO WE COMMUNICATE WITH RESIDENTS AND KEEP THEM EDUCATED REGARDING UPDATES CAUSED BY COVID-19?

Develop communication and education tools targeted towards residents



- Produce a guide outlining popular City services and facilities and how they have been impacted by COVID-19
- Design and install communications and signage for facilities that promotes safety and physical distancing guidelines, and identify any service changes



HOW DO WE SUPPORT OUR ECONOMY?

Develop initiatives to support the restarting of economic activity



- Implement fee waivers, fee reductions and tax deferrals for businesses
- Direct businesses to support services that provide information on coaching, promotion and advocacy
- Encourage businesses to operate in new ways that enable physical distancing, including curbside pickup and pop-up shops
- Enable businesses to promote products and services online



- Promote safe forms of tourism
- Provide meeting spaces (virtual and physical) and event spaces (virtual and physical) for businesses
- Initiate “place-making” efforts such as creating pedestrian spaces for businesses to operate safely



HOW DO WE IMPROVE THE HEALTH AND SAFETY OF OUR STAFF?

Implement tools promoting the health and safety of our staff



- Increase the frequency of cleaning in staff areas at all facilities
- Designate “staff only” areas in all facilities
- Implement a “clean workspace” policy requiring staff to clear their workspace each day for thorough cleaning
- Initiate departmental risk assessments prior to staff returning to work and bringing services online
- Establish a policy and standard operating procedures for staff who have been tested for, or have tested positive for, COVID-19
- Implement a screening policy and procedure for staff returning to work for the first time



- Make physical changes to facilities to better protect staff and encourage social distancing
- Introduce a “flexible work policy” to enable staff to work remotely
- Reduce the need to share workstations, tools, and equipment
- Review sick day policy and consider increasing sick days for full-time and part-time staff



HOW DO WE ENGAGE OUR STAFF AND COMPILE THEIR FEEDBACK?

Develop an engagement plan for staff



- Provide staff with a tool to send feedback, questions and concerns directly and anonymously to the Senior Leadership Team
- Survey staff regularly to understand concerns and comfort level
- Designate a task-force to take action on any major concerns
- Provide managers with coaching tools to help engage staff one-on-one



HOW DO WE ENABLE FLEXIBLE WORK ARRANGEMENTS FOR OUR STAFF?

Implement the policies and infrastructure required to enable a flexible working environment



- Establish an IT support line dedicated for employees working remotely
- Establish policy and procedures for flexible work arrangements and working remotely



- Move staff services (training, onboarding, IT support, contact centre)
- Provide training for remote access software and virtual meeting software



- Establish a reimbursement policy for expenses related to working remotely
- Move employees from stationary personal computers to laptops with remote access software



HOW DO WE EDUCATE OUR STAFF REGARDING COVID-19?

Develop communication and education tools targeted towards staff



- Organize information sessions and invite subject matter experts to speak about different topics related to COVID-19 virtually
- Update department standard operating procedures to reflect any necessary changes required because of physical distancing requirements
- Develop a communication plan to keep staff up to date on COVID-19 related news and information
- Continue to maintain activity logs to track actions taken during COVID-19



HOW DO WE PROTECT THE MENTAL HEALTH OF OUR STAFF?

Identify and create resources for staff to reduce stress and anxiety



- Rotate staff who are in high-stress functions to lower-stress functions
- Introduce team building activities
- Clearly communicate resources to support services for mental health
- Organize support groups for staff
- Encourage staff to use vacations and consider adding additional vacation or flex days
- Establish a virtual lunch room / break area for staff to engage with each other



HOW DO WE SUPPORT THE FAMILIES OF OUR STAFF?

Create a support structure for staff and their families



- Establish expectation regarding family obligations while working remotely
- Review and promote the EOP program to ensure staff are supported post COVID-19
- Encourage managers to discuss child care and remote work arrangement options with staff
- Organize support groups for staff
- Identify partners or facilities that could assist in hosting day programs for the children of staff



HOW DO WE ENSURE FINANCIAL STABILITY FOR THE CITY?

Review the budget and the financial impact of service delivery changes due to COVID-19



- Financial Management Services tracking of projected revenue and expense changes with regular reports to Council.
- Department submissions of cost estimates for reopening facilities and bringing services back online.
- Department calculations of return on investments for specific products and services
- Lobby for funding related to recovery and infrastructure projects



- Consider contracting non-essential services
- Review the possibility of divesting from specific assets
- Designate a task force focused on new revenue generation



- Strategically invest in new technology that will increase efficiency and create long-term cost savings

STC FRAMEWORK FOR RECOVERY: CITY SERVICES

The City of St. Catharines delivers a broad range of services to its community, many of which have been impacted by COVID-19. During the State of Emergency some services have continued, some have been modified, while others have been cancelled or suspended due to various resourcing and/or health and safety concerns.

Under the STC Framework for Recovery the City uses a risk-based approach to guide decisions for resumption of services and reopening of facilities. Each City service has been assessed based on the criteria of safety, feasibility and community impact.

SAFETY: Can the service be delivered safely? Can the service be modified to achieve safety in delivery?

FEASIBILITY: What is the cost associated with safely delivering the service? Is it fiscally responsible to expend those financial resources?

COMMUNITY IMPACT: How does this service and related cost fit in the larger context of recovery for the community? Will it serve a broad section of the community? Is the service available through other partners?

It should be noted resumption of some City services, and their delivery, is dependant on actions, restrictions and guidelines set down by the Province of Ontario.

LEVELS OF SERVICE

Under the STC Framework for Recovery levels of service during the pandemic, and as we recover, have been categorized based on service availability as it pertains to the public, and actions taken to ensure the service can be delivered safely. Services are categorized as:

NO CHANGE: The service is continuing to be offered with no changes for residents and staff as a result of the COVID-19 emergency. Services under this category are offered as they were prior to the State of Emergency.

NEW MODEL: The service is continuing to be offered with no changes for residents, but with different processes and procedures for staff delivering the service. Services under this category are continuing, but staff may be working from home or doing their work in a different way in accordance with enhanced health and safety guidelines.

MODIFIED: Delivery of this service has been altered as a result of the COVID-19 emergency. Some parts of this service continue to be offered, but residents may notice an impact.

CANCELLED: This service has been cancelled as a result of the COVID-19 emergency.

Continue reading for a full breakdown of City services, their levels of service, and a timeline for reintroduction.

OUR PATH FORWARD

SERVICE AVAILABILITY BY STAGE

Office of the CAO, Mayor and Communications

Office of the CAO



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Corporate Communications



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Office of the Mayor



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: Majority of staff return to the office; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

OUR PATH FORWARD

Legal and Clerks Services

Legal Services



MODIFIED: Most staff working from home; operations continue under enhanced health and safety guidelines



MODIFIED: Some staff working from home; no prosecution services offered; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home; prosecution services resume if / when courts reopen; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Clerks Services



MODIFIED: Most staff working from home; public counter closed; operations continue under enhanced health and safety guidelines



MODIFIED: Some staff working from home; public counter open; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas; all clerks and legal services return to pre-COVID-19 service levels

Licences



MODIFIED: Business licences; lottery licencing and FOI requests processed in altered format



NEW MODEL: Business licences; lottery licencing and FOI requests return to pre-COVID-19 service levels

OUR PATH FORWARD

Burial Permits



MODIFIED: Burial permits continue to be issued in altered format

NEW MODEL: Issuing of burial permits returns to pre-COVID-19 service levels

Marriage Licences and Ceremonies



MODIFIED: Marriage licencing resumes with modifications to service; marriage ceremonies suspended



MODIFIED: Marriage licencing continues with modifications to service; ceremonies resume based on Provincial direction



NEW MODEL: Marriage licences and ceremonies return to pre-COVID state

Council



MODIFIED: Council meetings continue via electronic participation



NEW MODEL: Council returns to in-person meetings at City Hall in council chambers with physical distancing and some additional modifications



NEW MODEL: Council meets in-person at City Hall in council chambers

OUR PATH FORWARD

Community, Recreation and Cultural Services

Administration



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Business Planning and Strategic Services



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Programs and Cultural Services



MODIFIED: Museum, splash pads, community centres, aquatics centre, outdoor pools, Lakeside Park Carousel, Older Adult Centres, Morningstar Mill remain closed; Farmers Market reopened with enhanced safety measures; most staff working from home; workforce reduction remain in place



MODIFIED: Museum, community centres, aquatics centre, outdoor pools, Lakeside Park Carousel, Older Adult Centres, Morningstar Mill remain closed; Farmers Market remains open; splash pads reopen based on Provincial directives; most staff working from home; workforce reduction remain in place



MODIFIED: Outdoor pools, Lakeside Park Carousel, Morningstar Mill remain closed; Farmers Market remains open; splash pads open based on Provincial directives; potential opening of Older Adult Centres based on Provincial and Niagara Region Public Health guidance; most staff working from home; staff called back based on operational needs



NEW MODEL: All staff have the ability to return to designated work areas; return to full staff complement if feasible

OUR PATH FORWARD

Planning and Building Services

Planning, Committee of Adjustment



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas; some staff may continue to work from home on rotation

Administration



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas; some staff may continue to work from home on rotation

Building, By-law Enforcement, Development Engineering, and Zoning Examination



MODIFIED: Resumption of all services except inspections of occupied dwellings (pending corporate / Regional response), with enhanced health and safety guidelines; most staff working from home on rotation; increase in by-law enforcement staff to enforce / monitor Provincial Orders



NEW MODEL: Resumption of all services under enhanced health and safety guidelines; some staff working from home on rotation; increase in by-law enforcement staff to enforce / monitor Provincial Orders



NEW MODEL: All services offered under enhanced health and safety guidelines; some staff working from home on rotation; increase in by-law enforcement staff to enforce / monitor Provincial Orders



NEW MODEL: All staff have the ability to return to designated work areas; some staff may continue to work from home on rotation

Economic Development and Tourism Services

Economic Development, Government Relations and Tourism



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Small Business Enterprise Centre



NEW MODEL: All staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Protective barrier / vestibule installed; all staff have the ability to return to designated work areas; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Corporate Support Services

Citizens First



NEW MODEL: Public counter closed; phone inquiry line remains open and staffed during business hours; municipal service centres closed to the public; some staff working from home on rotation; workforce reductions remain in place; operations continue under enhanced health and safety guidelines



NEW MODEL: Public counter open with protective barriers, physical distancing guidelines and related floor markings / signage; phone inquiry line remains open and staffed during business hours; municipal service centres open with enhanced screening and limited occupancy; some staff working from home on rotation; workforce reductions remain in place; operations continue under enhanced health and safety guidelines



NEW MODEL: Return to pre-COVID customer service expectations, workforce recalled

Information Technology



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines; service levels sustained



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines; service levels sustained



NEW MODEL: All staff have the ability to return to designated work areas

Human Resources



MODIFIED: Hiring for essential services and critical support continue virtually; non-essential hiring deferred; all staff working from home with the ability to visit work sites as required; operations continue under enhanced health and safety guidelines



MODIFIED: Hiring for essential services can be completed in person; non-essential hiring deferred; some working from home with the ability to visit work sites as required; operations continue under enhanced health and safety guidelines



MODIFIED: Hiring can be completed in person; non-essential hiring deferred; some working from home with the ability to visit work sites as required; operations continue under enhanced health and safety guidelines



NEW MODEL: Hiring practices restored to pre-COVID-19 standards; all staff can return to their designated work areas

OUR PATH FORWARD

Fire Services

Licences



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Fire Prevention



MODIFIED: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines; legislated inspections and investigations prioritized; public education continues in an altered format



NEW MODEL: Pre-COVID-19 public education and prevention activities restored

Communication



NO CHANGE: Operations continue under enhanced health and safety guidelines



NO CHANGE: Return to pre-COVID-19 emergency communications

Suppression



NO CHANGE: Continued delivery of emergency response operations with additional health and safety procedures to protect staff

Training



NEW MODEL: Training activities continue in an altered format with additional health and safety considerations



NEW MODEL: Training activities return to pre-COVID-19 standards

OUR PATH FORWARD

Financial Management Services

Budget and Corporate Asset Management



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Administrative, Revenue and Parking



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines; workforce reductions remain in place



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines; staff called back as needed



NEW MODEL: All staff have the ability to return to designated work areas

Procurement, Accounting and Payroll



NEW MODEL: Most staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Realty and Insurance Services



MODIFIED: Services reduced; most staff working from home; operations continue under enhanced health and safety guidelines; workforce reductions remain in place



NEW MODEL: Resumption of reduced services with processes and schedules in place; some staff working from home on rotation; operations continue under enhanced health and safety guidelines; staff called back as needed



NEW MODEL: All staff have the ability to return to designated work areas

OUR PATH FORWARD

Engineering, Facilities and Environmental Services

Administration



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Environmental Services



MODIFIED: Services reduced; some staff working from home and/or on rotation; operations continue under enhanced health and safety guidelines; workforce reductions remain in place; non-essential activities suspended or deferred



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines; phased restart of non-essential activities and projects



NEW MODEL: All staff have the ability to return to designated work areas

Facilities and Energy – Arena and Pool Operations



MODIFIED: Recreational facilities remain closed; precautionary measures implemented for eventual reopening of facilities



MODIFIED: Incremental reopening of recreational facilities; incremental return of staff complement; enhanced cleaning introduced at occupied facilities; operations continue under enhanced health and safety guidelines



NEW MODEL: Incremental reopening of recreational facilities; enhanced cleaning introduced at occupied facilities; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

OUR PATH FORWARD

Geomatics



NEW MODEL: Survey crew completing on-site surveys; some staff working from home; operations continue under enhanced health and safety guidelines



NEW MODEL: Survey crew completing on-site surveys; some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Transportation



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas; operations continue to pre-COVID-19 state

Engineering and Construction



MODIFIED: Construction of all municipal infrastructure resumed; full design and study services continue; program and budget development continue; asset management continues; staff working from home



MODIFIED: Construction of all municipal infrastructure continues; full design and study services continue; program and budget development continue; asset management continues; some staff working from home on rotation



NEW MODEL: All staff have the ability to return to designated work areas

OUR PATH FORWARD

Municipal Works

Administration



NEW MODEL: Some staff working from home on rotation; operations continue under enhanced health and safety guidelines



NEW MODEL: All staff have the ability to return to designated work areas

Supervisors



NEW MODEL: Operations continue under enhanced health and safety guidelines; Municipal Works supervisors continue to assist with by-law enforcement of Emergency Orders



NEW MODEL: Operations return to pre-COVID-19 state

Operations Planning, Equipment Maintenance



NEW MODEL: Operations continue under enhanced health and safety guidelines



NEW MODEL: Operations return to pre-COVID-19 state

OUR PATH FORWARD

Parks, Cemeteries, Forestry and Horticulture Division



MODIFIED: All parks, sports fields, dog parks, skate parks open with signage to encourage physical distancing; park amenities remain closed; park washrooms and beaches remain closed; workforce reductions remain in place



MODIFIED: All parks, sports fields, dog parks, skate parks open with signage to encourage physical distancing; park amenities remain closed or open based on Provincial direction; select public washrooms open with additional health and safety guidelines in place



NEW MODEL: All parks, sports fields, dog parks, skate parks open with signage to encourage physical distancing; park amenities remain closed or open based on Provincial direction; public washrooms open with additional health and safety guidelines in place



NEW MODEL: Operations return to pre-COVID-19 state

Cemeteries



MODIFIED: Cemeteries open for cemetery business and walk-through use only; operations in line with direction from the Bereavement Authority of Ontario



MODIFIED: Cemeteries open for cemetery business, with limitations on gatherings set by Province of Ontario; operations in line with direction from the Bereavement Authority of Ontario



NEW MODEL: Operations return to pre-COVID-19 state

OUR PATH FORWARD

Forestry



MODIFIED: Reduction in forestry services provided; workforce reductions remain in place; enhanced health and safety guidelines in place



NEW MODEL: Operations return to pre-COVID-19 state

Horticulture



MODIFIED: Reduced services provided; workforce reductions continue; 2020 annual planting program cancelled; minimum maintenance to existing planting beds continues; enhanced health and safety guidelines in place



NEW MODEL: Operations return to pre-COVID-19 levels

Road Operations



MODIFIED: Road operations services reduced to provide minimum maintenance and address safety issues; workforce reductions continue; enhanced health and safety guidelines in place



NEW MODEL: Operations return to pre-COVID-19 levels

Utility Operations



MODIFIED: Utility operations services reduced to provide minimum maintenance and address safety issues; workforce reductions continue; enhanced health and safety guidelines in place



NEW MODEL: Operations return to pre-COVID-19 levels

STC FRAMEWORK FOR RECOVERY: FACILITIES

The City of St. Catharines manages a diverse array of facilities and outdoor areas, through which numerous services are delivered. During the COVID-19 emergency the vast majority of outdoor areas were closed at least temporarily, and all City facilities were closed to the public. As we embark on the recovery process we will take a phased approach, with facilities and areas categorized on the recovery stage in which they will tentatively reopen to the public.

Please note reopening dates are based on the local context as it relates to COVID-19 risks and on guidance / directives from the Province of Ontario.

Much like the reintroduction of service delivery the City is using a risk-based approach to guide decisions for the reopening of facilities. Each City service has been assessed based on the criteria of safety, feasibility and community impact.

Based on these criteria some facilities will not reopen to the public until the risk of COVID-19 has been completely eliminated. Safety concerns, such as the necessity to use shared surfaces and limitations on the ability to provide for physical distancing, pose challenges for reopening facilities during the pandemic. Others may be delayed due to the costs associated with reopening, and how those costs compare with the community impact delivered by the facility.

Please continue reading for a full breakdown of plans to reopen facilities categorized by stage, please note all dates are tentative and subject to change based on the risk levels related to COVID-19 and direction from the Province of Ontario.