

City of Ottawa Reopening Plan

City Council

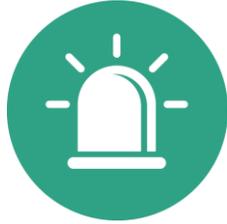
June 10, 2020



Overview

1. Our Immediate Response
2. Our Reopening Plan:
 - Our Safety
 - Our Services
 - Our People
3. Our Next Steps

Summary of our Immediate Response to COVID-19



Emergency Operations Centre mobilized and staff redeployed



Closure of City facilities and cancellation of services, programs and large public gatherings



Safety measures and staffing rotations for critical services delivery



City facilities and assets geared down



Staff work from home with expanded online service offerings



Creation of five task teams focused on sustainment, recovery, rebuilding and reopening of City services

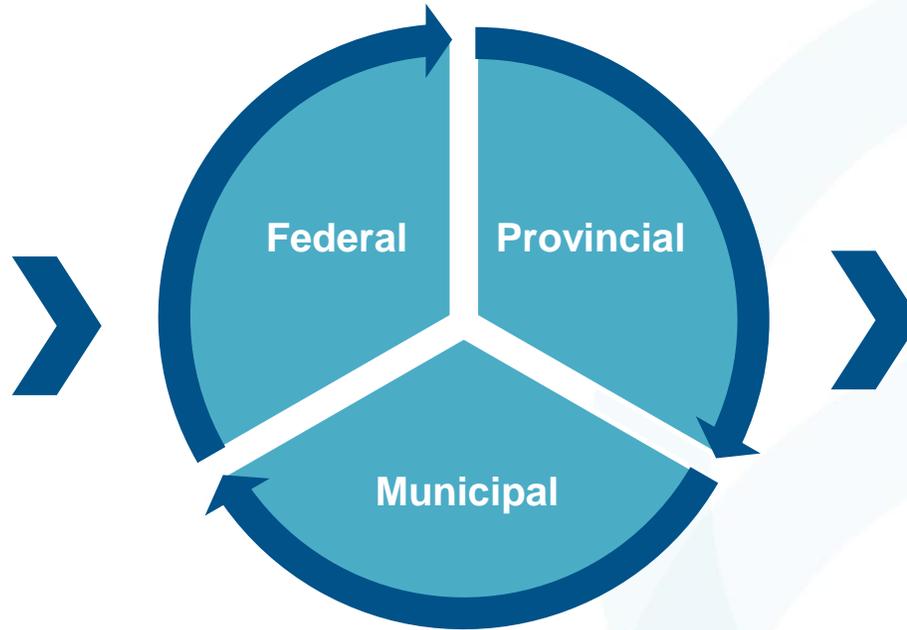
Our Reopening Plan

Key Inputs into Our Reopening Plan

Foundational conditions

-  Public health
-  Workplace safety
-  Vulnerable populations
-  Child care
-  Transit

Government alignment



City of Ottawa task teams

-  Human needs
-  Services
-  People
-  Finance
-  Economic recovery

Foundational Conditions of Our Reopening Plan



Public health

- ✓ Tools for testing and contact tracing
- ✓ Infection reporting and containment protocols
- ✓ Site capacity restrictions
- ✓ Sanitization and cleaning guidelines
- ✓ COVID-19 training support
- ✓ Signage and public and business awareness
- ✓ Workplace safety regulations



Workplace safety

- ✓ Inventory of medical and non-medical protective and preventative equipment
- ✓ Facility assessments and safety retrofits
- ✓ Screening, cleaning and disinfecting protocols
- ✓ Incident reporting and exposure response procedures
- ✓ Digital workplace and purchasing tools
- ✓ Corporate Security access and requirements



Vulnerable populations

- ✓ Food security
- ✓ Outreach and social services
- ✓ Homelessness and sheltering including isolation centres
- ✓ Long-term care
- ✓ Funding allocations and supports
- ✓ Engagement and collaboration with social services sector



Child care

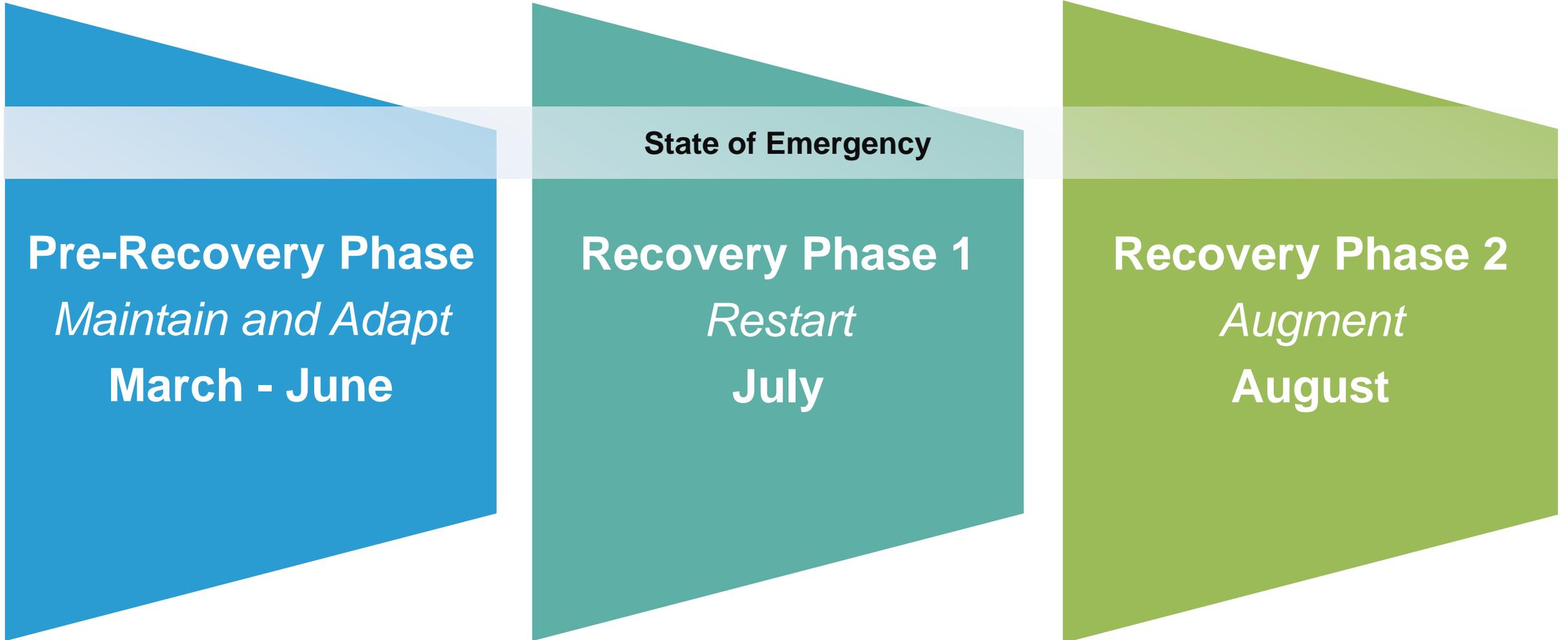
- ✓ Three emergency child care centres
- ✓ Planning for additional seven child care centres
- ✓ Capacity restrictions
- ✓ Safety measures and protocols
- ✓ Employee training
- ✓ Incident reporting and decontamination procedures



Transit

- ✓ Hygiene and sanitization requirements
- ✓ PPE utilization
- ✓ Increased number of transit vehicles to provide more space
- ✓ Employee training
- ✓ Symptom checking and reporting
- ✓ Incident reporting and decontamination procedures

Our Reopening Plan



Our Safety

Our Safety

We are committed to protecting the health and safety of residents and staff by implementing key safety measures as part of our reopening plan. As we gradually reopen, facilities may look different and some services will be delivered in new or modified ways.

Safe Service Delivery



Facility Retrofits



Service Delivery Modifications



Personal Protective Equipment and Preventative Measures



Screening Protocols



Cleaning and Disinfecting Protocols



Information and Communication



Our Safety: Facility Retrofits

- Re-occupancy water quality maintenance plan in place for facility water systems
- Approximately 110 engineered sneeze-guards installed at 55 public-facing service counters and where required at workstations or self-serve workstations (Recovery Phase 1)
- Approximately 5,000 physical distancing signs, floor decals and directional markings to be installed prior to re-occupancy including site-specific demarcation for mustering of line-ups
- Development of site-specific protocols for people traffic flow/pathways, lobby control and line-up queuing
- Hand sanitizer dispensers installed in facilities and at public entrances



Our Safety: Facility Retrofits

- Points of entry and exit to be limited to maintain physical distancing
- Ensuring proper and adequate ventilation that meets industry guidelines and standards
- Outdoor spaces: park physical distancing circles
- Cleaning and sanitization protocols for outdoor washrooms



Our Safety: Service Delivery Modifications

Individual assessments

- The City's risk-based approach requires individual assessments of each of the following to determine the risk of transmission through interaction and identify the potential to modify the service delivery to ensure safety:
 - service offering
 - staffing
 - facilities

Virtual programming and online services

- Recreation, Cultural and Facility Services: fitness classes, social media client engagement, virtual museum tours
- Ottawa Public Library: isolation recreation, digital content and virtual book launches and events
- Planning, Infrastructure and Economic Development: digital submission of documents and applications, virtual meetings and developing process for digitalized view of plans (view and release)



Our Safety: Service Delivery Modifications

Restructuring of program delivery

- Recreation, Cultural and Facility Services: reduced cohort sizes for programs and contact management requires additional staffing, facilities and facility operational support
- Ottawa Public Library: curb-side pick-up of library materials
- ServiceOttawa & Employment and Social Services: appointment-based in-person counter services, telephone services and contactless document drop-off

Outdoor recreation

- City-wide park ambassadors provide guidance on physical distancing to support outdoor recreation



Our Safety: Personal Protective Equipment and Preventative Measures

Personal protective equipment (PPE)

- Prioritized for health care and essential worker roles

Cloth masks (preventative)

- Provided to all staff where PPE is not required but physical distancing is not always possible
- The use of cloth masks is strongly recommended for members of the public where it's not specified as mandatory for the service (e.g. transit)

Personal hygiene (preventative)

- Staff required to wash or sanitize their hands after handling paper, cards, shared tools etc.
- Provision of hand sanitizer

COVID-19 Hazard Identification and Risk Assessment (HIRA)

- Guides management to ensure that appropriate and comprehensive combination of controls are in place to reduce the risk to staff and clients, customized to each service area



Our Safety: Screening Protocols

Staff screening protocols

- Implemented a screening tool and requirement for all employees including contractors to self-screen before reporting to any work site
- This requirement is a minimum standard
- Specific service areas deemed higher risk (e.g. long-term care homes) have implemented additional screening measures

Client screening protocols

- Client screening will be based on risk assessment in specific service areas
- Depending on the service area, protocols will include additional safety measures such as signage indicating not to enter if feeling unwell or symptomatic and a short list of questions for City staff to ask members of the public before accessing facilities and in-person services



Our Safety: Cleaning and Disinfecting Protocols

Principled approach: cleaning intervention is critical in mitigating transmission

Keep it out

Site-specific cleaning protocols being established within each facility to align with modified safe service delivery

Stamp it out

Enhanced cleaning scope to include minimum twice-daily, high-contact touchpoint disinfections and once-daily full sanitization service, in addition to ongoing site-specific monitoring and cleaning through the day

Plan and Manage

Research emerging technologies and their potential application in the delivery of City services and pandemic management within facilities. Includes electrostatic sprayers, foggers and misters
Health and safety protocols for confirmed and probable cases and safe return to service



Our Safety: Information and Communication

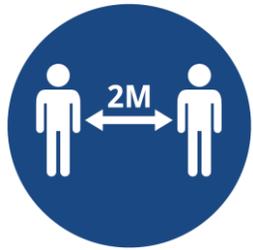
Public-facing information and communication

- Detailed communications strategy to ensure timely dissemination of public information relating to service resumption including new safety protocols and/or modifications when accessing City services
- Post information about physical distancing, hand washing protocols, health screening and other relevant safety measures

Employee-facing information and communication

- Regular updates will be shared with staff about the work-from-home program, redeployment, health and wellness policies, safety controls, training and wellness supports
- Each service is responsible for customizing for their individual recovery plan

Our Safety: The New Client Experience



Physical distancing
measures



Hand sanitizer stations



Face masks



Protective screens



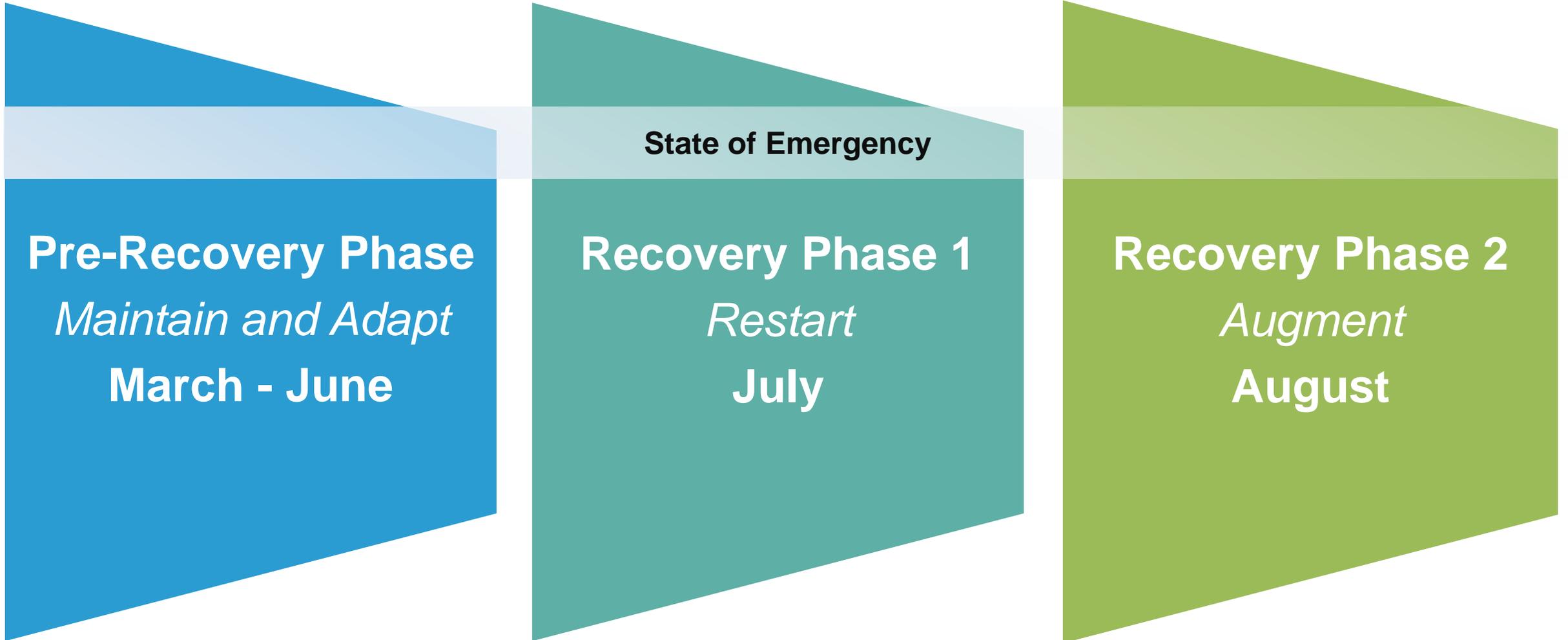
Frequent and thorough
cleaning



Instructional signage

Our Services

Our Reopening Plan



Pre-Recovery Phase: Maintain and Adapt (March-June)

City services maintained

- Emergency first responders including paramedics, police and fire
- Ottawa Public Health
- Front-line communications for 9-1-1 emergency services, Ottawa Public Health, Revenue, 3-1-1 call centres and Ottawa Public Library InfoService
- Office of Emergency Management
- Social assistance services
- Key assets, facility operations services, public works and operations such as water services, road and traffic services and street sweeping
- Front-line workers who serve the most vulnerable including long-term care
- Infrastructure services
- Core facility operations systems and temporarily decommissioned unrequired systems to save energy and costs

Pre-Recovery Phase: Maintain and Adapt (March-June)

City services maintained

- Planning services and building code services
- Recreation and cultural funding programs and park planning programs
- Transit services
- Garbage and recycling collection
- By-law and regulatory services
- Fire investigations and inspections for complaints and licenses
- Community paramedic program

Pre-Recovery Phase: Maintain and Adapt (March-June)

City services maintained online

- Property tax deferral application
- Mobile pay statements OPL, OPH, ITS
- Social media: fitness classes, virtual museum tours
- Right-of-way, building code, sign and demolition permits
- Submission and payment of planning applications, heritage applications and building permit applications
- Limited electronic inspections (residential, commercial, capital, development)
- Business licensing and business ambassador
- Animal control tribunal and property standards and license appeals committees
- Interior property standards inspections

Pre-Recovery Phase: Maintain and Adapt (March-June)

City services maintained online

- Social assistance programs, employment workshops
- Rent supplement program (rent-geared-to-income and housing allowance programs)
- OC Transpo customer service; special constable unit mobile app for online incident reporting
- Municipal child care centres are closed but some continue to provide online programming/connections for parents and children
- Online recreation program registrations, cancellations and refunds
- Parking infraction review
- Ottawa Public Library – virtual programming and services
- Death registrations
- Cultural grants through virtual juries
- Commemorative naming process virtually

Pre-Recovery Phase: Maintain and Adapt (March-June)

City services adapted in accordance with Provincial directives

Service	Location	Reopening date
Emergency child care	<ul style="list-style-type: none">• Dr. Couture• Tournesole• Esther By	April 13
Community gardens and allotments	<ul style="list-style-type: none">• City wide	April 25
Beaches	<ul style="list-style-type: none">• Mooney's Bay• Westboro• Petrie Island	May 6 (limited use)
Park ambassadors	<ul style="list-style-type: none">• City wide	May 12
Boat launches and docks	<ul style="list-style-type: none">• City wide	May 16
Sports courts	<ul style="list-style-type: none">• City wide	May 19

Pre-Recovery Phase: Maintain and Adapt (March-June)

City services adapted in accordance with Provincial directives

Service	Location	Reopening date
Off-leash dog enclosures	<ul style="list-style-type: none">• City wide	May 19
Skateparks and BMX parks	<ul style="list-style-type: none">• City wide	May 19
Curbside library pick-up	<ul style="list-style-type: none">• Beaverbrook• Cumberland• Greenboro• Main• Nepean Centrepointe• Ruth E. Dickinson	June 15
Elections Office	<ul style="list-style-type: none">• 1221 Cyrville Road	June 30
Splash Pads	<ul style="list-style-type: none">• City wide	Mid-June, following release of Provincial safety requirements
Ball diamonds and sports fields <i>(Groups of 10 or less, training only)</i>	<ul style="list-style-type: none">• City wide	Mid-June, following release of Provincial safety requirements

Recovery Phase 1: Restart (July)

City services restarted in accordance with Provincial directives

Service	Service offerings	Location	Reopening date
Counter services <i>(by appointment only)</i>	<ul style="list-style-type: none"> Commissioner of oaths Marriage licences Parking permits 	<ul style="list-style-type: none"> Ben Franklin Place City Hall 	July 6
Summer camps <i>(reduced registration)</i>	<ul style="list-style-type: none"> COVID-19 adapted camps 	<ul style="list-style-type: none"> Up to 37 locations 	July 6
Employment and Social Services and Housing Services Rent Supplement Office <i>(reduced hours)</i>	<ul style="list-style-type: none"> Counter document drop-off 	<ul style="list-style-type: none"> 370 Catherine Street Mary Pitt Centre 2020 Walkley Road 2339 Ogilvie Road 	July 6
OC Transpo Sales and Information Centre	<ul style="list-style-type: none"> Customer service 	<ul style="list-style-type: none"> Rideau Centre 	(TBC)
Beaches	<ul style="list-style-type: none"> Lifeguards and water testing 	<ul style="list-style-type: none"> Mooney's Bay Westboro Petrie Island 	July 6

Recovery Phase 1: Restart (July)

City services restarted in accordance with Provincial directives

Service	Service Offerings	Location	Reopening date
Playgrounds	<ul style="list-style-type: none">All amenities, including play structures	<ul style="list-style-type: none">City wide	July (TBC), up to four days after Provincial authorization
Spay/neuter clinic <i>(By appointment only)</i>	<ul style="list-style-type: none">Sterilization services for cats and dogs	<ul style="list-style-type: none">5-26 Concourse Gate	July 6
Inspections and enforcements	<ul style="list-style-type: none">BuildingFireParkingProperty standardsTobacco	<ul style="list-style-type: none">City wide	July 6
Committee meetings	<ul style="list-style-type: none">Committee meetings resume in accordance with capacity restrictions	<ul style="list-style-type: none">Ben Franklin PlaceCity Hall	July 6
Child care centres	<ul style="list-style-type: none">Child care	<ul style="list-style-type: none">All locations (10) city wide	Mid-July (TBC)

Recovery Phase 1: Restart (July)

The Province of Ontario recently announced additional services permitted to reopen on June 12, with proper health and safety measures in place, as part of Phase 2 of their Reopening Framework

City services currently under review in response to the recent Provincial announcement that require time to reopen include:

- Indoor pools except wave pools
- Outdoor pools and wading pools
- Museums
- Art galleries
- Community centers for non-recreation services

Recovery Phase 2: Augment (August)

City services augmented in accordance with Provincial directives

Service	Service offering	Location	Reopening date
Ball diamonds and sports fields	<ul style="list-style-type: none">• For competitive play	<ul style="list-style-type: none">• City wide	August 4, or two weeks following Provincial authorization
Cleaning the Capital	<ul style="list-style-type: none">• Fall clean-up campaign	<ul style="list-style-type: none">• City wide	August 4
Inspections and enforcements	<ul style="list-style-type: none">• Expansion of inspections (fire, LTC homes, OCH properties)• Taxi/garage and licensing counter• Rooming house• Interior noise readings• Solid waste	<ul style="list-style-type: none">• Bylaw HQ: 735 Industrial• Inspection locations	August 4
Transit recovery plan	<ul style="list-style-type: none">• Fall service changes	<ul style="list-style-type: none">• City wide transit	August 30
CPR/AED training	<ul style="list-style-type: none">• Essential worker intact training – groups of four or less	<ul style="list-style-type: none">• City wide facilities, as needed	August 4

Our People

Our People

Ottawa residents depend on our people to deliver the services they rely on every day. The City is implementing all the required safety measures to protect and preserve the workforce as we gradually start to reopen to ensure continued service delivery.

Protect and Preserve the Workforce



Safety



Work-from-Home Program



Redeployment Plan



Employee Health and Wellness



Training



Union collaboration



Our People: Safety

Health and Safety Policy

- Developing a comprehensive Health and Safety Policy with associated guidelines to ensure a consistent response to COVID-19 challenges including:
 - Self-screening for employees, contractors and clients
 - Personal protective equipment (PPE) and preventative measures including cloth masks
 - Personal hygiene standards
 - Cleaning and sanitizing guidelines
 - Physical distancing guidelines
- Updating existing safety policies and programs to apply a COVID-19 lens



Our People: Safety

Safety controls

- Assessing risks in each workplace and identifying appropriate safety controls including:
 - Personal protective equipment (PPE) and other preventative measures including cloth mask requirements and supply
 - Requiring employees to wear cloth masks where physical distancing or other controls are not possible

Training

- Ensuring employees are trained and informed on the new safety protocols and standards



Our People: Work-from-Home Program

Work-from-home program

- Immediately enabled ~ 90 per cent of the City's administrative employees to work safely and productively in a remote environment during the pandemic
- The majority of employees currently working from home will continue to do so until after Labour Day with the exception of those required to work on site to reopen and deliver services
- Further assessments will be completed over the summer months to help inform any additional facility retrofits required including workstation and floor designs
- Developing new guidelines, policies and supports for employees and management including:
 - Team wellness check-in tool
 - Work-from-home toolkit
 - Leadership tools for managing and supporting virtual teams
 - Supporting outcome-based objectives
- Providing all employees with technology supports and collaboration tools



Our People: Redeployment Plan

Redeployment plan

- Identified emerging needs in the organization caused by COVID-19 and positions that could be redeployed
- Implemented an adaptive staffing strategy to allow for maximum flexibility during emergency response, recovery and reopening phases and potential second wave of COVID-19
- Developed a corporate-wide redeployment program to address areas of highest need:
 - Employees redeployed to primarily support Ottawa Public Health, long-term care, shelters, fleet services, emergency response and Park Ambassador Program (situation remains fluid)
 - Redeployed employees will remain in these roles where possible until they are no longer required to support new and emerging needs related to COVID-19
- Continue to monitor and respond to new requests and work with each department to develop detailed reopening plans while maintaining maximum flexibility to respond to evolving needs



Our People: Health and Wellness

Health and wellness

- Expanded Employee and Family Assistance Program (EFAP)
- Ongoing promotion of suite of wellness resources available to employees:
 - Expanded counselling services
 - Targeted webinars (i.e. dealing with isolation)
 - New training (i.e. increasing resilience)
 - Online wellness resource library
- Updated return-to-work, leave and accommodation practices
- Expanding internal Peer Support Networks
- Updating ergonomic program including virtual tools
- Revising mental health training



Our People: Training

Training

- Updating mandatory training and maximizing online delivery
- Supporting the development of new training required due to COVID-19 such as:
 - Safety protocols
 - Use of personal protective and preventative equipment
 - Cleaning and sanitizing protocols
 - Work refusal procedures
 - Managing remote teams



Our People: Union Collaboration

- Declared Emergency Leave Agreements for part-time Recreation, Cultural and Facility Services employees and part-time Ottawa Public Library employees negotiated and implemented in collaboration with key collective bargaining agents CUPE 503, CIPP and IATSE
- Joint statement issued by City, CUPE 503, CIPP and IATSE in support of optimizing City resources through the redeployment process while maintaining safety at work
- Ongoing dialogue, active engagement and cooperation between the City, CUPE 503 and CIPP regarding shared goals of a safe recovery and effective delivery of municipal services

Next Steps

Our Finances

- Situation remains fluid, still in emergency response mode and planning service reopening
- Completing analysis of additional costs associated with immediate response, Pre-Recovery Phase and Recovery Phase 1 of reopening plan
- Our reopening, our services and our safety will impact bottom line and increase forecasted deficit
- Detailed financial report to be presented at June 24 Council
- City has implemented numerous exercises to cut/reduce spending and non-essential services

Our Finances

- \$10B backstop funding request to Province and federal government championed by FCM and LUMCO being discussed with Prime Minister and Provincial Premiers
- First step – announcement of Gas Tax accelerated payment, not new funding
- City requires backstop funding to provide resources, stability, certainty of essential services supporting economic recovery
- Without federal and provincial government support, there will be service and program/project impacts impeding our collective success for economic recovery

Our Legislative Agenda

2019-2022 City Strategic Plan

- The 2019-2022 City Strategic Plan and accompanying legislative agenda were developed prior to the COVID-19 pandemic
- The legislative agenda review has been completed and General Managers will be meeting with Committee Chairs to discuss their respective committee agendas
- Ongoing adjustments will be made where new or revised work needs to be incorporated to reflect our COVID-19 circumstances
- The City Strategic Plan will be brought forward with any recommended amendments to reflect new needs

Our Legislative Agenda

Legislative agenda

- The legislative agenda will continue to be affected while the City remains in active emergency operations and throughout the reopening phases
- Comprehensive reporting from Medical Officer of Health, Dr. Vera Etches, and Task Teams will continue at Council
 - Task teams will bring any recommended actions to the appropriate Standing Committee/Commission as required