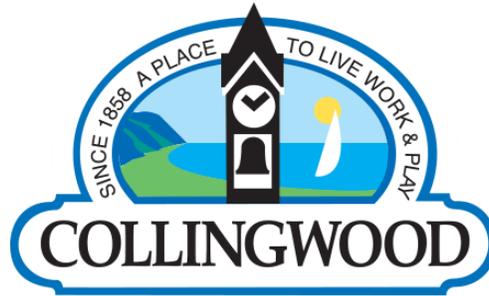# PREPARING FOR RELAUNCH

Pandemic Response & Recovery Guide for the Corporation of the Town of Collingwood

June 2020

Acknowledgements

The Town of Collingwood's Pandemic Response and Recovery Plan represents the collaborative effort of all departments who came together to create a single, strategic response and recovery guide for pandemic influenza. Town Staff and Council are working hard to safeguard the best interests of the community while continuing to successfully deliver Town Services.

Contents

EXECUTIVE SUMMARY

On March 17, 2020, the Lieutenant Governor of Ontario declared a provincial emergency under the *Emergency Management and Civil Protection Act* in recognition of the unprecedented circumstances created by the 2019 novel coronavirus (COVID-19) pandemic. Throughout this state of emergency, the Corporation of the Town of Collingwood (the "Town") has continued to deliver essential services, with most staff working from home in accordance with the guidance of public health authorities and the Ontario government.

This Guide is intended to assist the Town of Collingwood in responding to, and recovering from, the COVID-19 pandemic. It outlines actions and procedures for ensuring the Town can continue to perform its key functions and dispatch public business safely and effectively during, and after, the public health emergency. It is designed to facilitate coordinated participation among departments and help minimize the operational and financial impacts of the COVID-19 pandemic.

Overall, the aim of this guide is to:

- Protect Employees and the Community
- Maintain Essential Services
- Provide Ongoing Communications
- Manage Financials and Other Resources
- Assist with Recovery

As areas stabilize and stay-at-home restrictions are lifted, the Town will begin a phased re-introduction of workers to the physical workplace. The migration of a Work From Home (WFH) workforce will look different for every department as the mix of returning employees will vary, and in some cases, a segment of the workforce may continue to work remotely. As the situation evolves, the Town will look to relevant public health authorities to guide the actions and direction the Town takes to reopen.

BACKGROUND

On March 11, 2020, the 2019 novel coronavirus (COVID-19) was declared a global pandemic by the World Health Organization (WHO). COVID-19 is a new virus that poses a serious health threat, and the situation is evolving daily. The risk varies between and within communities, but given the number of cases in Canada, the risk to Canadians is considered high. This does not mean that all Canadians will get the disease, it means that there is already a significant impact on our health care system.

Governments at all levels have responded with various measures to combat the spread of the virus and mitigate its effects. On March 17, 2020, the Lieutenant Governor of Ontario declared a provincial emergency under the *Emergency Management and Civil Protection Act* in recognition of the unprecedented circumstances created by coronavirus. On the advice of the Chief Medical Officer of Health, the Ontario government has continued to extend emergency orders that have been put in place to-date under s.7.0.2 (4) of the Emergency Management and Civil Protection Act.

At the federal level, a [travel health advisory](#) for COVID-19 was issued on March 14, 2020, advising Canadians to avoid all non-essential travel outside of Canada. The federal government's Emergency Order under the Quarantine Act was put into place on March 24, 2020 and requires any person entering Canada to isolate for 14 days and monitor for signs and symptoms of COVID-19 until the expiry of the 14-day period. Travel to Canada is also being restricted for all foreign nationals coming from any country.

The Corporation of the Town of Collingwood has continued to deliver essential services, with most staff working from home in accordance with the guidance of public health authorities and the Ontario government.

Legal Authority

As enabled by the *Emergency Management and Civil Protection Act*, R.S.O. 1990, this emergency pandemic response and recovery plan, and its elements, builds on the Town's existing Emergency Management Plan, under the authority of Town of Collingwood By-law 2016-090.

Despite subsection 5 (3) of the *Municipal Act, 2001*, the Town is authorized to exercise a municipal power in response to an order of the Premier or his or her delegate made under subsection (2) without a by-law. *R.S.O., 1990, c. E.9, s.7.0.3; 2006, c. 13, s. 1 (4)*.

PLAN STRUCTURE

The Town's **Pandemic Response and Recovery Guide** is made up of two parts:

RESPONSE	RECOVERY
The Town's Pandemic Response Plan covers the organization's initial response to a business interruption due to a pandemic. The focus during this initial stage is on meeting the basic needs of the organization until more permanent and sustainable solutions can be implemented. During this stage, executives and other key staff are notified of the incident, the impact of the incident on the organization is assessed, and the Emergency Operations Center (EOC) is activated, if required.	The Town's Pandemic Recovery Strategy is implemented immediately following the response phase, as the emergency is brought under control and organizational services are resumed. It is intended to guide activities that are undertaken during this phase to get services back up and operating in priority order. Recovery activities continue until the normal delivery of all services are resumed.

Plan Governance

As this plan is developed and implemented, the overall governance will be provided by Department Heads. As elements of the plan are continuously improved, and/or more detailed plans are made, the following reviews and decision authorities will be in place:

- Regular review by Health & Safety Coordinator, to ensure most accurate, up-to-date information and advice is reflected in the Plan.
- Review and revision by Chief Administrative Officer (CAO) and individual Department Heads following any changes to services/operations or other relevant factors (i.e. legislative changes, staffing, etc.).

Planning Scenarios

The following scenarios and assumptions are intended to guide the Town's pandemic response and recovery activities. They reflect current expert opinion and may be reviewed and revised as new evidence becomes available.

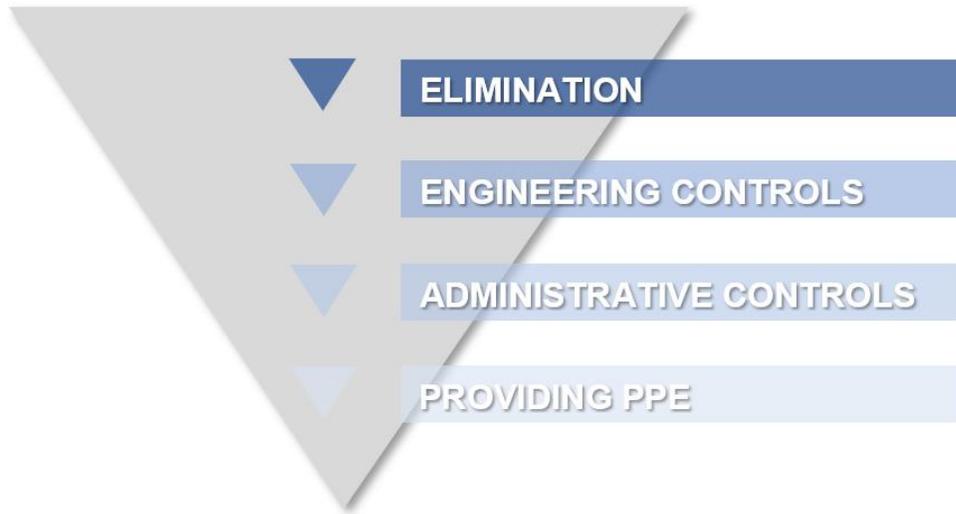| PANDEMIC PLANNING SCENARIOS AND TRANSITION PHASES	
Scenario One: Moderate Impact	In this scenario, a Provincial State of Emergency has been declared in response to the outbreak of a pandemic influenza. Once a state of emergency is declared, the Town will quickly transition to a virtual work environment, where possible. For those departments requiring on-site work, enhanced health and safety measures will need to be put in place.
	During this phase, governments at all levels may implement various public health measures including the closure of all non-essential businesses, social (physical) distancing requirements, along with quarantine and isolation. The Town should prepare for the potential for employee absenteeism, along with possible supply chain disruptions. There may also be considerable anxiety and concern among employees and the surrounding community. The immediate priority during this phase is the maintenance of essential Town services (water, fire, etc.). Following a possible service disruption, departments will begin to resume essential Town services, followed by other non-critical services (through remote work).
	In this scenario, declaration of a State of Emergency in the Town of Collingwood, and activation of the Town's Emergency Response Plan will not be required.
Scenario Two: Severe Impact	In this scenario, a large portion of the population in Collingwood and the surrounding area have become ill and the Town has declared a State of Emergency. High employee absenteeism is expected, along with severe supply chain issues, which could disrupt the provision of basic public services and operations. Ambulatory and acute-care services are expected to be very stressed, and the Town may be called upon to establish alternate care centres.
Scenario Three: The New Normal	Following a pandemic, the Town of Collingwood along with the rest of the world will return to a 'new normal', one which is likely to involve permanent hybrid ways of working. More services will be moved online, and, in some cases, a segment of the workforce may continue to work remotely.
Scenario Four: Subsequent Pandemic Waves and Intervals	Subsequent waves of outbreaks are likely in the absence of a vaccine. This will prompt the Town and local public health officials to re-enter the acceleration, deceleration, and preparation intervals. The duration of each pandemic interval and subsequent wave might vary from weeks to months depending on the characteristics of the virus and the public health response.

UNDERSTANDING THE HAZARD AND ITS EFFECTS

Influenza pandemics occur when a virus to which most humans have little or no immunity acquires the ability to cause sustained human-to-human transmission leading to community-wide outbreaks. Pandemics occur three to four times per century and vary greatly in their impact, as measured by illness and deaths. While every pandemic is different, some common characteristics and response measures are as follows:

PANDEMIC CHARACTERISTICS AND RESPONSE MEASURES	
Symptoms	Symptoms range from mild – like the flu and other common respiratory infections – to severe. The most common symptoms include fever, cough, difficulty breathing, muscle aches, fatigue, headache, sore throat, and/or a runny nose. Complications can include serious conditions, like pneumonia or kidney failure, and in some cases, death.
How the virus spreads	The virus most commonly spreads through: • respiratory droplets generated when you cough or sneeze • close, prolonged personal contact, such as touching or shaking hands • touching something with the virus on it, then touching your mouth, nose, or eyes before washing your hands
Diagnosis	The provincial government is requiring that if individuals develop symptoms, even mild, they remain home and isolate from others. From there, a self-assessment should be carried out and relevant public health authority or health care professional should be contacted. • ***Self-assessment:*** The Government of Ontario is asking individuals to carry out an online self-assessment if they believe they were exposed to COVID-19 or are exhibiting any symptoms. See: COVID-19 Self-Screening Tool • ***Laboratory testing:*** Coronavirus infections are diagnosed by a health care provider and are confirmed through laboratory tests**.** Health Canada has confirmed a list of authorized COVID-19 tests.
Treatment	At this time, a vaccine or therapy to treat or prevent this disease has not yet been developed. Health Canada is tracking the importation/sale of medical devices used to diagnose, treat, or prevent COVID-19, and governments at all levels have implemented various public health control measures to contain the spread of the virus. In the absence of a vaccine, governments are encouraging individuals to practice proper hygiene to reduce the risk of infection or spreading of infection to others (i.e. handwashing). In addition, various public health measures including, but not limited to, quarantine, isolation, and physical distancing are being relied upon to limit the spread of the disease.

HIERARCHY OF CONTROLS

Creating a safe working environment begins with looking at all controls available to help minimize the risk of exposure to and eliminate the spread of COVID-19. The Town's Pandemic Response and Recovery Guide is led by the following Hierarchy of Controls:

ELIMINATION	ENGINEERING CONTROLS	ADMINISTRATIVE CONTROLS	PROVIDING PPE
The most effective way to prevent exposures to COVID-19 is through elimination – physically removing the hazard	Engineering controls to enable physical distancing (6 ft.) by restricting and controlling worker access to areas and limit numbers	Administrative controls through policies, procedures, education, scheduling, and signage	Personal Protective Equipment to manage potential exposure to the virus
For the workplace this means eliminating or reducing the amount of people in an area as well as not allowing people with symptoms or have come in contact with COVID19 into the workplace and to allow for physical distancing (maintaining 2 metres of distancing between you and others).	▪ Installing barriers such as plexiglass between employees and customers ▪ Rearranging physical work environment, such as locating services on ground floor ▪ Adjusting room occupancy maximums	▪ Implementing health screening of all staff, volunteers, council, and customers ▪ Encouraging staff to practice good hand washing and hygiene techniques ▪ Encouraging people to practice hand hygiene directly after contact with high-touch areas ▪ Increasing cleaning and disinfecting	▪ Where appropriate based on risk, using protective equipment such as face shields, masks, eye covering etc. ▪ Where physical distancing is difficult to maintain, use of non-medical face coverings to help protect others

RESPONSE

INITIAL RESPONSE

In a pandemic, staff and the community will look to the Town for information, direction, and the continued delivery of essential services to help reduce the impacts of the pandemic on their health (e.g., emergency services, public health services, clean water). It is the responsibly of Department Heads, under the direction of Town Council and the Chief Administrative Officer (CAO), to ensure that the Town can continue to perform its functions and dispatch critical public services and programs safely, albeit with possibly fewer or minimal (human) resources.

Protect and Support Employees: Take reasonable measures to reduce employee absenteeism by creating a workplace that reduces the risk of influenza exposure and provide a caring, supportive work environment during this time of increased stress. The aim here is to protect the health, safety, and well-being of Town staff and all people within the Town of Collingwood.

Maintain Essential Services: Protect/maintain critical community services including police, fire, transportation, water and sewer services, the loss of which would make the effects of the pandemic on the community even worse.

Provide Ongoing Communication: Ensure consistent and timely messaging with internal/external stakeholders and centrally coordinate all communications activities until services are fully restored.

Manage Financials and Other Resources: The Town will need to manage the financial costs and economic impact of the pandemic. This may include tracking response and recovery costs, taking action to protect the local economy and dealing with potential reduced revenue and increased expenditures. In addition, given the potential for supply chain disruptions, the Town will need to monitor supply levels.

Declaration of Community Emergency

Declaration of a State of Emergency in the Town of Collingwood, and activation of the Town's Emergency Response Plan, **may not** be required in a pandemic. In considering the need to declare a State of Emergency and deploy the Town's Emergency Response Plan, the list of criteria in the Town's Emergency Management Plan will be used to determine if the situation, whether actual or anticipated, requires Plan activation.

Facility Relocation / Alternate Work Arrangements

Under the provincial state of emergency, the Corporation of the Town of Collingwood has continued to deliver essential services, with most staff working from home in accordance with the guidance of public health authorities and the Ontario government. For those staff requiring on-site work, enhanced health and safety protocols have been implemented. This includes relocating certain staff to alternate workplaces to adhere to physical distancing requirements.

Facility Closures

Initially, Town Hall, in-person Customer Service Desks, and other Town facilities will be closed until the threat of pandemic is lifted or directives are issued by the province. Services will instead be offered online or over the phone (705-445-1030), where possible. Collingwood playgrounds, dog parks, skatepark, tennis courts, and fenced ball diamonds and other public spaces may also be closed at the direction of the provincial government. **For updates see:** COVID-19 Information Portal

Cancellation of Public Gatherings

In response to the Emergency Order by the Provincial Government ordering the closure of all non-essential businesses and facilities, the Town of Collingwood has postponed all non-essential meetings, open-houses, conferences, and recreational programming until the pandemic has ended, or proper health and safety measures are put in place.

Workforce and Other Considerations

During a pandemic, **up to 35% of employees** may be absent at one time due to illness. Additional numbers may be unable to work during a pandemic outbreak for other reasons:

- Employee is sick or quarantined (suspected, actual, or post-infectious)
- Employees have volunteered to assist in the community
- Employees who need to care for school aged children, if sick or if schools are closed, or to care for other family members (elderly, or other age family members)
- Employees who choose/prefer to stay at home or because of mandatory order by public health officials
- Employees who wish to avoid being in public spaces and/or gatherings and/or to avoid public transportation

The resulting high rates of employee absenteeism has the potential to affect every department and every part of the Town. Reasonable measures must be taken to reduce employee absenteeism by creating a workplace that reduces the risk of influenza exposure and provide a caring, supportive work environment during this time of increased stress. The following are strategies to mitigation possible staffing shortages and ensure employees are protected.

Potential Work Refusals

Those employees working on-site may be worried their health could be at risk and could be wondering if they have any rights not to return. If the Town has met the safety requirements and precautions that the provincial and territorial health authorities have put forward, the employee is required to return. If they choose not to, the employee can follow the **Work Refusal Procedure OHS-4-2.6**. It is important that the Town provide regular and ongoing communication about the safety procedures and protocols that are going to be in place to reduce the risk of exposure.

Protecting Essential Personnel

Those staff who are required to continue to work on-site should adopt additional measures to prevent the likelihood of infection. The following can help protect the health & safety of employees, particularly those working in a physical location:

Staggered Shifts

Certain departments (i.e. Fire Services or Public Works, Engineering and Environmental Services), may need to introduce staggered shifts to limit the number of employees on-site or in common areas such as change rooms at the same time. Firefighters, operators, and other essential staff may alternate between staying at home and reporting to work with the same teams on a weekly basis to limit the potential for infection.

Relocate staff to alternate facilities / physical workspaces

Where possible, departments should explore alternate workplaces to adhere to physical distancing requirements.

Limit reliance on volunteers

To prevent the spread of the virus, the Town should limit its reliance on volunteer support, if at all. Virtual training sessions can be held online, where possible, to ensure volunteers are prepared to assist the Town once normal operations resume.

Note: Volunteer firefighters should not be relied upon during a pandemic due to physical distancing requirements. They are however available in the event of a full recall, as such, online training will continue.

Restrict redeployment opportunities

With respect to re-deployment, staff may be re-deployed to other offices/department where remote work is possible or where facility size allows for proper physical distancing. Departments such as Fire Services and Public Works, Engineering, and Environmental Services should avoid re-deployment from other departments to on-site locations, when possible, to protect the health and safety of staff needed for the delivery of critical community services.

Survey Staff Skills

The Humans Resources department has circulated a **"Staff Skills Inventory Form"** to identify the special skills and experience of Municipal staff needed to provide the critical services of the organization. The skill set inventory provides the planners with the ability to identify transferable skills that would allow an employee to be transferred from one task, job, or workplace to another without the need for extensive training or close supervision.

The information gathered will be updated regularly and kept in a confidential location by the Human Resources department. It will only be used in response to the pandemic, or in preparation for, or during a future emergency.

Cross-training / Re-deploying Staff

Employees may be considered for redeployment into other areas of the organization where assistance is required to continue essential or high-priority work – employees that wish to make themselves available are asked to complete a skills inventory form and return it Human Resources. As divisions identify when assistance is sought, and employees with the required qualifications identified, the Department Heads involved will determine any appropriate arrangements.

Compounding considerations

A pandemic does not eliminate the potential for other emergency events, such as floods or dangerous goods spills, not directly related to the health and medical concerns of a pandemic. In addition, an increasing number of cyber criminals are exploiting the COVID-19 pandemic for their own benefit. Staff should look out for COVID-19-themed email phishing, SMS messages, malicious web sites and applications that often masquerade as trusted parties and may compromise the organization. Business continuity planning and well as considerations for compounding emergencies that may coincide with the pandemic should be ongoing.

PROTECT AND SUPPORT EMPLOYEES

Keeping Staff Informed

Regular and clear communications with Town staff is essential during a pandemic. Maintaining ongoing communications helps clarify expectations and minimizes operational impacts. It is important that Department Heads (and managers) communicate regularly with employees to assure them that the Town is addressing the situation and is taking steps to ensure a safe workplace.

All communications activities should be centrally communicated until services are fully restored or the pandemic ends. Key communications objectives are to:

- Provide assurances that the Town is addressing the situation and is actively monitoring and responding to developments as they occur.
- Communicate steps taken to ensure a safe workplace and ensure employees are given the opportunity to communicate any concerns.
- Provide staff with clear instructions on any actions required (i.e. use of PPE)
- Inform staff, and the community, about the status of Town services.
- Offer regular assurances of the Town's ability to recover and restore services.

For more on how information will be disseminated, please refer to the following section: **Provide Ongoing Communication.**

Health and Safety Measures

Proper hygiene can help reduce the risk of infection or spreading infection to others. General advice will regularly be sent to employees through electronic communications and/or physical signage. In addition, anyone accessing Town facilities must conduct the COVID-19 Self-Screening.

Sample posters:

- Public Health Ontario - Self Monitor Poster
- Public Health Ontario - Self Isolation Poster
- Public Health Ontario - Hand Washing Poster
- Hand Sanitizer Poster
- Public Health Ontario - Cleaning and Disinfection for Public Settings
- COVID-19 - Masks Not Healthcare
- Non-Medical Face Coverings
- How to Wear Masks
- Public Health Ontario - Guide to Physical Distancing
- COVID-19 - Don't Take it Home

Additional video resources:

- COVID-19 - Proper Use of Disposable Gloves

- [Public Health Ontario - Proper Hand Hygiene / Hand Washing](#)
- [WHO - When and How to Wear a Mask](#)
- [Government of Canada - How Physical Distancing Works](#)
- [Assessing Respiratory Symptoms via Video](#)
- [How to take off disposable gloves](#)

Cleaning and Disinfecting Workplace

Proper cleaning and disinfection are key to stop the spread of COVID-19 in the workplace. Public Health Ontario recommends that high touch surfaces be cleaned and disinfected a minimum of twice daily or when work surfaces, tools or equipment become visibly soiled. The following information provides practical guidance on cleaning and disinfection procedures to control infectious viruses, such as the novel coronavirus (SARS-CoV-2) and is based on latest scientific evidence.

- Twice daily cleaning followed by disinfection is the very best method to prevent the spread of COVID-19 in the workplace, including vehicles.
- High-touch surfaces should be cleaned and disinfected twice per day.
- Wipes can be used for cleaning and disinfecting equipment and surfaces but are not effective if they are dried out.
- The manufacturer's / SDS directions for use must always be followed for all cleaning products including wipes. All required PPE must be worn during use.

Reporting of illness

In the event an employee has a probable or confirmed case of COVID-19, or has been identified as a close contact by any Public Health Authority with a person who has a confirmed case of COVID-19, refer to: **Appendix II - Probable and Confirmed Cases Procedure**.

Travel Considerations

The Town is advising employees against personal travel to any country or region subject to a level 3 or 4 government travel health notice. Level 3 warns Canadians to avoid non-essential travel, and level 4 warns Canadians to avoid all travel.

The Town will be suspending travel to such areas and requiring employees to leverage technology rather than face-to-face interactions to continue business. Under such travel restrictions, employees should be expected to provide advance notification if they intend to travel to any of those countries or regions. If business travel to an area subject to a travel health notice in unavoidable, employees should be made aware of the potential risks and best practices for their health and safety while travelling. Some employees may wish to decline such required travel based on the perceived risk.

In addition, the Town will keep track of employees who are travelling abroad for business and may circulate health screening questionnaires for employees returning from travel. Travel from any foreign country is subject to the Government of Canada Quarantine Act and any current emergency orders. This includes mandatory 14-day self-isolation for anyone arriving in Canada from a foreign country, with or without symptoms. If an employee returns from a country with a high number of confirmed cases, but they are not themselves experiencing symptoms, the

employee may be required to remain home. In rapidly evolving and fluid situations, like the COVID-19 outbreak, this may require daily monitoring and updating.

Mitigating Workforce Anxiety

While workplace design, procedures, and safety protocols, are critical pieces of the puzzle, they do not touch on perhaps the most important aspect of return to work—the readiness of the workforce physically, emotionally and psychologically.

Developing a plan to mitigate employee fears and concerns should be a top priority. People are worried about their personal health and the health of those they care about. They have anxieties about their jobs, the future of their organizations and even the future of their industries.

To help employees through what could potentially be a turbulent, stressful, and unpredictable return to work, the Town should focus on the personal experiences of their employees from a work and life perspective. It is critical to understand how the pandemic has impacted their personal connection to the culture of the organization. It is also important to understand if employees feel the Town is caring for them, as well as understand how to improve and advance that care.

MAINTAIN ESSENTIAL SERVICES

In a pandemic, Town services will remain as functional to the extent possible. Various measures will be implemented to ensure essential services are maintained and that staff are protected.

Identify Essential Services

First and foremost, the Town must protect and maintain critical community services including fire, transportation, water and sewer services, the loss of which could make the effects of the pandemic on the community even worse (**See Page 12 - Protecting Essential Personnel**). Following this, to ensure the continued delivery of other essential Town services (communications, financial services, etc.), departments will need to identify all services delivered by the organization and rank each service in terms of its priority.

Essential services are those that must be completed for the organization to remain operational throughout the event. In completing the *Inventory of Essential Town Services/Operations*, departments must classify the services, operations, activities, and equipment of the various units of its organization into levels for all the risks/factors that may affect it. Once completed, an inventory of essential Town services/operations, by department can be found in **Appendix I - Inventory of Essential Town Services/Operations ("Service Charts").**

Preparing Inventory of Essential Town Services/Operations

Step 1: Prepare inventory of all Town services, operations, activities, and equipment broken down by department.

Step 2: Determine the essential services to be maintained and establish their order of priority.

Step 3: Identify the competencies that correspond to essential services and the minimum resources required to operate them for each workplace and for each function.

Step 4: Prepare and maintain lists of persons required to maintain essential services (including alternates), with their contact information.

Step 5: Compile and maintain lists of the external human resources (contractors, sub-contractors) required to maintain essential services. Communicate with partners/suppliers to assess their readiness and identify alternatives if they are unable to carry out their activities.

Step 6: Determine, for each essential service, the activities to be maintained in the event of an absenteeism rate of 35% or higher. Provide for special measures (e.g. redeployment of staff) to deal with employee absenteeism.

To assist departments in identifying which services/operations should be deemed essential in the context of the COVID-19 pandemic, a series of questions have been developed.

See: **Appendix III – Designating Essential vs. Non-Essential Services/Operations**

Vital Records to Support Essential Services

Vital records are those records and databases that are required to support the performance of the organization's essential functions, although not all records that are used day to day will be vital during a pandemic.

After identifying essential functions and determining how they will be accomplished, departments will need to determine:

- records needed to carry out essential services
- if records can be accessed remotely or on-site work is required
- whether it is possible to recover records that are lost if personnel movement is restricted or transportation is disrupted.

Delegation of Decision-Making Authority

It is important that each department determine and clearly communicate those individuals who will assume decision-making authorities if certain individuals become infected or are unable to work for other pandemic-related reasons. Decisions made should be communicated to all departments to limit the potential for service interruptions.

Town Capital and Maintenance Work

Department heads will also need to identify those Town Capital and Maintenance projects which are required to deliver, or support the delivery, of essential government operations and services.

NOTE: *Nothing in the Ontario Order (O. Reg. 82/20: Order Under Subsection 7.0.2 (4)) precludes operations or delivery of services by any government or any person or publicly-funded agency or organization that delivers or supports government operations and services, including operations and services of the health care sector, regardless of whether or not they are listed in the Ontario Order as an essential business. The province has confirmed that "any government" includes municipal governments and their operations and delivery of services. Municipalities can therefore continue to provide the broad array of essential public services that the public depends upon during this emergency.*

Provision of Non-Essential Services

Non-essential services may be delivered remotely, or on-site with enhanced health and safety measures (in accordance with any provincial directives). Services/operations deemed non-essential should resume as quickly as possible to limit organizational and financial impacts. Where non-urgent services have yet to resume, staff may be redeployed to assist other departments.

PROVIDE ONGOING COMMUNICATION

During a pandemic, ensuring effective communication is essential. The normal business operations of the Town of Collingwood may or may not be affected, however in either situation it is critical that the Town maintain consistent and timely messaging with internal/external stakeholders. All communications activities should be centrally communicated until services are fully restored or the pandemic ends. Key communications objectives are to:

- Provide staff with information on the status of the situation and communicate any required actions.
- Inform clients/stakeholders about the status of Town services.
- Offer reassurance of the Town's ability to recover and restore services.
- Ensure consistent and timely messaging and centrally coordinate all communications activities until services are fully restored.

This document outlines the process by which the Town will manage both internal and external communication during a pandemic.

Internal Communications

Internal communication to staff will focus on explaining the status of the situation, informing them of any required actions, and minimizing confusion.

General information on the status of Town services and operations will be available to employees through e-mail distributions and the Town's Staff Portal. General and supplementary emergency information to the public on the operational status of the Town will be shared with the public on the Town's internet site. The Town of Collingwood will communicate with its residents directly / through the media concerning any aspects of the emergency:

- Town website: www.collingwood.ca
- Social Media including:
  - Twitter @TownCollingwood; @ExperienceCwood; @CollingwoodPL
  - Facebook
- Town page: "COVID-19 Information Portal" and "Town of Collingwood Takes Precautions for COVID-19"
- Customer Service: "We are happy to assist you online or over the phone": Call: 705-445-1030, e-mail: townhall@collingwood.ca
- Stock Print Media

Specific communication directives will be issued to staff throughout the response and recovery phases. Department Heads and communication staff will notify managers who, in turn will notify their staff of directives issued. Information regarding the implementation of specific branch plans will also be communicated to staff.

External Communications

During a pandemic, the Mayor, and the CAO, supported by Department Heads, are responsible for managing communication with key stakeholders and external emergency management contacts during an incident. The Communications Department will assist in managing communication with the media, the public and special delegations. Separate departments are responsible for managing communication with suppliers and other operational stakeholders as required.

Media and Public Inquiries

Any media inquiries regarding the status of the Town during an incident should be directed to the Customer Service Department / Communications Department to ensure consistent messaging.

In the event of an emergency, the Town's Communications Officer will:

- Work with the Mayor's Office and Department Heads, to determine if a media response is required, decide what the response will be and determine how and where it will be delivered.
- Draft the message, obtain the appropriate approvals, and determine who will deliver the message.
- Monitor media coverage of the situation (TV, radio, social media) and advise on what is being said by the media during the incident.
- Determine if additional messaging is required throughout the incident, who will deliver the information and how it will be delivered.
- Designate a contact phone number with a voicemail account for media inquiries and update the message to provide general information about the situation and the frequency with which updates will be provided (e.g. daily).
- Links to press releases or other communications about the situation should also be included, if required.
- Meet with Department Heads to gather feedback on what worked well and what changes should be made to prepare for a future incident.

Staffing Considerations

The Communications Division is understaffed under normal conditions. Demand on the Communications Division has substantially increased under an extended crisis/emergency response. Reliance on resources from other divisions is required during a pandemic event as Communications is a one-person division.

If the Communications Officer becomes unavailable, Executive Assistant, CAO/Customer and Corporate Services is the backup. Additional resources could include Library PR Coordinator, Director of Marketing, and Manager of Events & Culture. Simcoe County Communications Team has offered their support services. Municipal Neighbours like Town of the Blue Mountains, Clearview Township, and Wasaga Beach may be able to offer Communications support. Communications operates with minimal budget, harnessing several free channels. Communications offerings can be stripped down to a few key channels. Expanded reliance on Digital Platforms may require additional Communications resources.

MANAGE FINANCIALS AND OTHER RESOURCES

Given widespread social disruption and employee absenteeism, supply chains may be interrupted. The pandemic will affect countries around the world, with some regions hit earlier, longer, and harder than others. If border crossings or transportation systems are disrupted, the delivery of supplies may be delayed.

The Town should:

- purchase from local suppliers wherever possible,
- make plans for regular shipments, and
- stockpile six to eight weeks of critical supplies (those required to maintain service operations).

Each department has been asked to compile a list of essential / non-essential services provided, along with any suppliers (See Appendix I). For each service alternate staff and supplier(s) must be identified.

In addition to critical supplies, the Town should have an adequate supply of disposable tissues, hand sanitizers, and hand-washing supplies.

Obtaining Needed Supplies

Each department will need to designate a **Supplies Manager** (and alternate), who is responsible for securing and distributing office supplies to staff on request. Supplies Managers will regularly assess supply needs and explore options for purchasing additional supplies required for continuity of business operations (this includes Personal Protective Equipment).

Building an Inventory of Suppliers

In preparing an inventory of all Town services, departments were asked to list all supplies and equipment required to carry out branch activities. This includes lists of the external human resources (contractors, sub-contractors) required to maintain essential services. See: **Appendix I – Inventory of Essential Town Services/Operations ("Service Charts")**

Departments should communicate with all partners, suppliers, and subcontractors to assess their readiness and provide alternatives if they are unable to carry out their activities.

Maintaining Equipment and Systems

Wherever possible, departments should rely on in-house maintenance and repairs. Where outside contractors are required, departments should determine whether repairs are urgent. If so, additional health and safety measures will be required, in addition to completing the Contractor Pre-Screening Form.

RECOVERY

A FRAMEWORK FOR RE-OPENING

The Province of Ontario has announced a three-stage approach for the next phase of coronavirus response. This framework outlines the method and principles that will be used to reopen businesses, services, and public spaces. With each stage, the province will move closer to a return to a new normal, whatever that may be.

In line with the provincial example, the Town has developed a phased in approach to guide the gradual, and safe re-opening of our offices and workspaces. This three-stage process includes:

| PHASE 1 | Preparing for Relaunch | PHASE 2 | Re-Opening Town Facilities | PHASE 3 | The New Normal |

The Town will continue to monitor the guidance given by the Province as it is issued in the coming weeks and months, and apply it to our own situation to ensure that reasonable steps and precautions are taken to provide healthy and safe workplaces. Upon setting the new organizational framework coming back into the workplace, the Town has developed COVID-19 Related Procedures, which can be found in **Appendix II**.

Phase 1: Preparing for Relaunch

Before staff can return to work, managers and operators will need to complete a variety of pre-return checks, tasks, and assessments to ensure a healthy and safe environment. In response to COVID-19, certain Town facilities were shut down with little warning and preparation. Town facilities should only be declared ready for occupancy after all building inspections are complete, water plumbing is flushed, repairs are made, if required, and proper health and safety measures are put in place.

Who Returns to Work?

In preparing lists of employees who will be asked to return to work, and those who will continue to work from home, managers should consider the following:

RETURN TO WORK	YES	NO
Will the return to work result in fewer distractions?		
Will the return to work promote creativity, innovation, and the development of new ideas stemming from rapid decision-making when together with others?		
Will a return to work streamline communication channels by replacing emails, calls, virtual meetings with in-person interactions?		

Is physical access to equipment, testing, and data infrastructure required?		
Does work require access to on-site computer power, monitors, printers or copiers, and/or files in a secure environment?		
Would a return to work help promote psychosocial health of employee (e.g. being part of a community, seeing co-workers, diversity of thought, camaraderie, etc.)?		
Is in-person access to people needed to complete work-related tasks?		
REMAIN AT HOME	**YES**	**NO**
Is it easier for staff to continue to work remotely?		
Does remote work allow for synchronous communication flow between the entire team using the current technology tools?		
Does a lack of childcare or eldercare options effect an employee's return to work?		
Would continued work from home help reduce the Town's environmental footprint?		
Would continued work from home help reduce an employee's commutation costs and/or reduce the time lost due to commute?		
Are there any personal health risks that may be exacerbated by an employee's return to work (e.g. commutes, anxiety from being at the office, or mentally not ready		
Would employee be more productive working from home (e.g. better focused)?		

Pandemic Office Protocols

The following space planning and operational solutions (in line with public safety codes, building codes and applicable laws) will be used to reduce transmission of contagious diseases among colleagues at work through physical distancing and cleaning. Solutions may differ depending on how many people are expected to return to work. **COVID-19 Block Captains** will be appointed to advise on and operationally ensure an optimally functioning and safe facility environment.

PANDEMIC OFFICE PROTOCOLS	
Space use / density monitoring	• Departments should determine a method for conducting regular counts of occupants per floor • Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries • Consider one-way circulation routes through the workplace • Mark increments of locally acceptable social distance on floors where queues could form See Appendix II – Limits on Room Occupancy Poster
Individual seats	• Only use alternate desks (checkerboard); disable the use of alternate desks; or remove alternate desks altogether • Increase space between desks • Add panels between desks including height adjustable panels for sit/stand desks • Specify seat assignments for employees to ensure minimum work distances
Decommission and re-purpose large gathering spaces	• Reduce capacity of spaces—e.g., remove some chairs from large meeting rooms • Prohibit shared use of small rooms by groups and convert to single occupant use only • Add desks to spaces previously used for group activities (convert training/meeting rooms, and the like into desk areas) • Calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a 2M social distance: a $20m^2$ room divided by $4m^2$ would have a recalculated maximum capacity of 5 people). Communicate this capacity via signage and room reservation tools. • Clearly articulated rules and protocols for common areas • Remove or rearrange furniture to promote social distancing • Temporarily close fitness facilities or limit the number of individuals permitted to use facilities at a time
Entrances	• The number of entrances will be reduced, if possible, (while maintaining code compliance) to direct occupants to use monitored and protected routes. • Hand sanitizer will be placed throughout Town facilities and floor markings will be applied for safe distancing in any waiting areas or where queues may form. • Where applicable, floor mats will be regularly sanitized.
Reception Areas	• Clear plastic sneeze guards will be installed between guests and reception personnel.

	• All reception furniture will be removed to reduce public touchpoints. • Any registration kiosks/touchscreens will be disabled/decommissioned/removed.
Signage	Signage will be installed at multiple, relevant locations to direct traffic and queuing areas. Signage will help communicate building access rules and other protocols that impact how occupants use and move throughout the building.
PPE and Cleaning	Receptacles will be provided for used/discarded PPE. Departments will monitor and review existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas.
Shipping and Receiving Areas	Processes for inbound and outbound deliveries (parcels, mail, food deliveries, couriers and so forth) have been developed in line with COVID-19 safety precautions. See: Mail Handling and Deliveries Safety Procedure
Elevators	Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators include the following: • Social distancing queue management for waiting passengers • Instructional signage displaying healthy elevator use protocols including passenger limits and safe distances in the carriage. See: Physical Distancing on Elevators • Review of elevator cleaning processes, and updates to ensure on-going cleaning of high touch surfaces like elevator panels / buttons
Frequently Touched Surfaces	Frequently touched surfaces are reservoirs for viral pathogens. By reducing the frequency of physical contact with items in the workplace that are also touched by others, individuals can reduce their exposure to communicable diseases. Solutions may be temporary or permanent. In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, consider the following precautions should be taken to reduce touchpoints: • **Light/power switches:** Signage will be posted to remind occupants to keep switches 'on' all day. (motion sensors to be considered) • **Doors:** Non-essential doors will be removed or affixed in an open position, pending Fire Services requirements. • **Collaboration tools (conference phones, room reservation panels):** Room reservation panels outside meeting rooms will be decommissioned. Shared conference phones will be removed, and employees will be encouraged to use personal mobile phones or laptop softphones for teleconferences. Whiteboard pens and erasers will be removed, and employees will be encouraged to use only their own pens/erasers
Chairs	Unnecessary fabric upholstered chairs in public areas will be removed
Printers/Copiers	Employees are encouraged to disinfect every after use with cleaning materials provided by the Town. Staff should also look to limit printing, where possible.

Supplies storage	Specific personnel will be designated to manage stock and distribute items (i.e. "**Supplies Managers**")
Contaminant Control	To manage contaminants that may enter the workplace, the Town is taking the following precautions: • Storage: Places will be added for individuals to store and secure their own items separately from others (i.e., individual coat hooks rather than coat closets used by the group)

Phase 2: Re-opening Town Facilities

The Town will take a careful, stage-by-stage approach as emergency measures are loosened and the Town is reopened. Public health and workplace safety will remain the top priority, while balancing the needs of the community. The Town will continue to assess the evolution of the COVID-19 outbreak and monitor advice given by public health officials and the province to determine if it is necessary to change course. In addition, staff will need to continue to maintain physical distancing and hand washing, along with self-isolation when experiencing COVID-19 symptoms. Remote work arrangements should continue where feasible.

Communicating with staff

Staff will be provided with the following in advance of their return to work:

- ❑ Instructions on how to prepare for arrival
- ❑ Suggestions for commute alternatives
- ❑ Overview of what to expect when returning employees arrive
- ❑ New entrance protocols for employees and visitors
- ❑ What will be available or supplied
- ❑ What will not be provided, e.g., utensils, glassware, cups, etc.
- ❑ Instructions on bringing equipment (laptops, chairs, etc.) back into the workplace and sanitization requirements.
- ❑ Changes to the work environment (e.g. room availability, relocation of desks, etc.).
- ❑ Modifications to internal and external meeting protocols, hosting of client events, and visitor access.
- ❑ Information on any new procedures.

Protecting yourself and your co-workers

In addition to the measures put in place before a return to work, employees are encouraged to practice good personal hygiene and infection control practices in the workplace, including:

WORKPLACE HEALTH PROMOTION	
Respiratory etiquette	• Cover coughs and sneezes (using tissue or bend of arm) • Turn away from others when coughing or sneezing
Hand hygiene	• Employees are encouraged to frequently and thoroughly wash hands • Hand sanitizer will be available in multiple locations adjacent to common touchpoints See: Public Health Ontario - Hand Washing Poster / Hand Sanitizer Poster
Avoid touchpoints	• Disposable wipes will be provided so that common touchpoints (e.g., doorknobs, light switches, desks, desktop peripherals, remote controls, and more) can be disinfected by employees before each use • Use of, or borrowing of other people's phones, desks, offices, or equipment is strongly discouraged

Regular housekeeping	• Departments will be required to increase the frequency of cleaning and disinfecting frequently touched surfaces, equipment, and other surfaces in the workplace including:
	    o Arrival Areas
	    o Kitchens
	    o Gym Facilities
	    o Bathrooms
	    o Meeting Rooms
	• When choosing cleaning chemicals, organizations should consult products from approved lists from governing authorities.

Shared Computer Workstations, Work Surfaces, Tools and Equipment	Shared equipment should be wiped down twice daily (start of shift and again half-way through). Employees should avoid sharing items where possible and need to remain aware that common / shared items may be contaminated with infected droplets and should always utilize proper handwashing or sanitizer following the use of shared item or work surface. Common work area shared examples include: Service counters, computer workstations, office photocopier and printer touch buttons, telephones, filing cabinets, staplers, hole punch, water cooler, clipboards, coffee pot, kitchen utensils, cups, drawer, and cupboard handles.
Cleaning of Personal Work Surfaces, Tools and Equipment	Everyone is responsible for cleaning and disinfecting their own workstation and shared tools to prevent transmission amongst Town staff. To help staff minimize the potential spread of COVID-19, the following procedure has been established to provide guidance to maintaining proper hygiene in office environments and how to sanitize surfaces in personal or shared office areas. **Step One:** Begin by removing any food, beverages, plants, clothing, paper, binders, folders etc. to allow for proper cleaning and disinfection of work surfaces. **Step Two:** Gather disposable disinfecting wipes or paper towels and 70% alcohol-based disinfecting solution for disinfecting. Read label and follow instructions. **Step Three:** Wipe down and disinfect all those commonly shared and high-touch hard and non-porous surfaces (desktop, armrests, chair adjustment levers, door handle, light switch). Use enough product so that all surfaces are visibly wet. **Step Four:** Wipe down and disinfect all workplace office electronics (keyboard, mouse, phone, computer start button, cell phone) according to manufacturer or in absence of instruction, spray 70% alcohol-based solution into cloth, wipe and then dry thoroughly. **Step Five:** Discard cleaning cloth into regular containers. Wash hands with soap and water or an alcohol-based hand sanitizer.

Commuting, Transportation and Vehicles

Vehicle Operation (single operator versus driver/passenger)

Parks, Recreation and Culture; Public Works and Engineering, Transportation Services and Fire Services will need to ensure that proper precautions are put in place to limit the number of staff to a vehicle to allow for social distancing. Enhanced cleaning protocols will also need to be introduced to ensure vehicles are disinfected after every use.

Staff may be required to ride alone in a vehicle where normally there would be a co-worker/fellow passenger. Since a driver's field of vision is limited when backing up a vehicle/driving in reverse, to the driver will ask other properly trained co-workers to help guide them when required.

Commuting

It is equally important for the Town to promote safe and healthy ways to commute to and from the workplace. Suggestions for public transport include:

- Avoiding overcrowded public transportation
- Wearing face masks
- Maintaining safe distance from other passengers
- Using hand sanitizer when entering and exiting
- Wiping surfaces with disinfecting wipes prior to touching them

Other transit methods might include:

- Ridesharing while wearing PPE
- Solo transit modes such as bikes, scooters, cars: sanitize touchpoints especially if shared modes like public bicycles
- Consider new protocols for vehicles arriving on site – both personal and commercial parking garages.
- Consider protocols for emergency vehicles and teams arriving to transport infected passengers

Subsequent Pandemic Waves and Intervals

Subsequent pandemic waves are likely in the absence of a vaccine or antiviral drug. As a result, the Town of Collingwood and local public health officials will be required to re-enter the acceleration, deceleration, and preparation intervals. The duration of each pandemic interval and subsequent wave might vary from weeks to months depending on the characteristics of the virus and the public health response. During this time, the Town will need to:

I. Evaluate pandemic response and, where necessary, revise plans
II. Assess the impact of the pandemic wave on workforce
III. Replenish supplies
IV. Monitor influenza activity, antiviral resistance, and strain changes
V. Assist with recovery

Evaluation of Response / Revision of Plans

The pandemic experience may highlight some of the gaps in the Town's pandemic response. Whether in terms of preventive measures, planning or during the implementation of actions, despite good preparation, the experience of the pandemic may reveal areas that need to be improved for this type of risk.

As elements of the plan are continuously improved, and/or more detailed plans are made, the following reviews and decision authorities will be in place:

- Regular review by Health & Safety Coordinator, to ensure most accurate, up-to-date information and advice is reflected in the Plan.
- Review and revision by individual Department Heads following any changes to services/operations or other relevant factors (i.e. legislative changes, staffing, etc.).
- Regular meetings of Department Heads, to review and possibly amend plan.
- Chief Administrative Officer (CAO) will review (has decision authority) where there are corporate-wide or multi-department impacts.

Assessment of impact on workforce

In preparation for possible future waves of the virus, Department Heads and managers should assess the impact on the employees in terms of workforce resiliency, mental health, and social cohesion. Each department will be different and as such varying approaches may be relied upon.

Replenishing supplies

Each department will need to designate a **Supplies Manager** (and alternate), who is responsible for securing and distributing office supplies to staff on request. Supplies Managers will regularly assess supply needs and explore options for purchasing additional supplies required for continuity of business operations (this includes Personal Protective Equipment). Wherever possible, the Town should:

- make plans for regular shipments,
- stockpile six to eight weeks of critical supplies (those required to maintain service operations),

- have an adequate supply of disposable tissues, hand sanitizers, and hand-washing supplies.

Each department has been asked to compile a list of essential / non-essential services provided, along with any suppliers. For each service alternate staff and supplier(s) must be identified. See **Appendix I – Inventory of Essential Town Services/Operations ("Service Charts")**.

Ongoing Surveillance

Monitoring of outbreaks from different parts of the world provides sufficient information to make some tentative conclusions about how the influenza pandemic might evolve in the coming months.

- **World Health Organization (WHO):** The WHO Disease Outbreak News provides public information about officially confirmed outbreaks of international importance. Disease Outbreak News is one of the most frequently accessed web pages on the WHO web site.
- **Weekly Epidemiological Record:** The Weekly Epidemiological Record (WER) is published in a bilingual French/English edition and issued in print and electronically. It covers epidemiological information on cases and outbreaks of diseases under the International Health Regulations (yellow fever, plague, cholera) and on other communicable diseases of public health importance. An Outbreak News section has been added to the WER, mirroring the Disease Outbreak News web page.
- **Local and National Resources:**
  - Government of Canada: COVID-19 outbreak update
  - Government of Ontario: COVID-19 - Ontario
  - County of Simcoe: COVID-19 - Corporate Communications and Service Updates
  - Simcoe Muskoka District Health Unit: COVID-19 – Simcoe / Muskoka

Phase 3: The New Normal

The Town of Collingwood along with the rest of the world will return to a 'new normal' following this pandemic, one which is likely to involve permanent hybrid ways of working. Things will never go back exactly the way they were before. We have learned new information and knowledge about COVID-19, the situation has evolved daily, and we have adapted by moving more services online and creating a work from home routine.

If the loosening of public health measures at the provincial level continues to be successful, the Town will consider:

- Opening all Town services responsibly
- Further relaxing the restrictions on public gatherings. Large public gatherings such as concerts and sporting events will continue to be restricted for the foreseeable future.
- 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.

This ongoing work will continue until the post- pandemic period when a vaccine or treatment for COVID-19 is available. This staged approach reflects the Town's "new normal".

APPENDIX I – INVENTORY OF ESSENTIAL TOWN SERVICES/OPERATIONS ("SERVICE CHARTS")

Inventory of essential Town services/operations, by department:

- Customer & Corporate Services
  - Communications
  - Customer Service
  - Fleet & Facilities
  - Information Technology
  - Human Resources
- Economic Development
- Fire Services
- Parks, Recreation & Culture
- Clerk Services
- Library Services
- Public Works, Engineering and Environment

APPENDIX II – COVID-19 RELATED PROCEDURES

All COVID-19 related procedures are stored in the following location: COVID-19 Related Procedures.

PROCEDURES	DESCRIPTION
COVID-19 Self-Screening Tool	Before entering Town facilities, everyone must conduct the following self-screening tool in accordance with recommendations of the Simcoe Muskoka District Health Unit and the Province of Ontario regarding our response to COVID- 19.
Work from Home Procedure	This procedure outlines how the Town of Collingwood will administer working from home for employees approved to work from home during the COVID-19 Pandemic.
COVID-19 Contractor Site Visit Pre-Screening Form	This form shall be completed prior to any site visits into town facilities by contracted personnel. Contractors who are on site daily/frequently are required to fill out the form weekly. Supervisors must perform daily check-ins.
Probable and Confirmed Cases Procedure	To provide guidance in the event an employee has a probable or confirmed case of COVID-19 or has been identified as a close contact by any Public Health Authority with a person who has a confirmed case of COVID-19.
Guest and visitor Procedure	Procedure currently being developed. Will be ready prior to opening of facilities to public (separate from COVID-19 Contractor Site Pre-Screening Form above).
Procedures for Providing First Aid/CPR during a Pandemic	This procedure aims to provide first-aid attendants with advice based on current information to prevent the inadvertent transmission of COVID-19 and for the protection of First Aid attendant and the patient.
Mail Handling and Deliveries Safety Procedures	This procedure describes how to safely handle mail and deliveries during the COVID-19 pandemic. *According to the PHAC, there is no known risk of coronaviruses entering Canada on parcels or packages.*
Exceptions and processes for parents/caregivers when schools are closed, or other caregivers are unavailable	Employees are encouraged to talk to supervisor to determine alternate work arrangements.
Medical Absences COVID-19 Procedure	This procedure describes how medical absences related to COVID-19 will be handled during the COVID-19 pandemic.

Employee travel memo	Employees that have recently travelled out of the country, or has someone in their household who has recently travelled out of country, are required to quarantine and remain away from the workplace for a period of fourteen (14) calendar days of their return to Canada.
COVID-19 Vehicle Cleaning Procedure	The following procedure has been established to provide guidance on how to prevent in-direct exposure to COVID-19 from Town of Collingwood vehicle use.
COVID-19 Office Cleaning Procedure	The following procedure provides practical guidance on cleaning and disinfection procedures to control infectious viruses, such as the 2019 novel coronavirus (COVID-19) and is based on latest scientific evidence.
Mask-Use Procedure	The purpose of this procedure is to protect workers who may choose to wear a face mask by providing instruction and training on how to inspect, use, and care for a face mask, during the Covid-19 pandemic.
Physical Distancing on Elevators	The following poster will be displayed next to elevator buttons and inside the elevator to ensure that staff and visitors adhere to physical distancing requirements when using elevators.
Limits on Room Occupancy	To help prevent the spread of COVID-19 we are limiting the number of people permitted in Town facilities/rooms. Posters will be displayed on site for the current maximum number of persons allowed.

APPENDIX III - DESIGNATING ESSENTIAL VS. NON-ESSENTIAL SERVICES/OPERATIONS

The questions below are intended to assist departments in identifying which services/operations should be deemed essential in the context of the COVID-19 pandemic.

For questions answered in the **affirmative**, please provide an outline of the ways in which operations will continue in compliance with the advice, recommendations and instructions of public health officials, including advice, recommendations or instructions on physical distancing, cleaning or disinfecting. Where services/programs can be delayed temporarily, please outline any operational impacts / scenarios under which work can resume.

	YES	NO
Would disruption of the service/operation result in a high or very high degree of injury to the health, safety, security, or economic well-being of residents or to the effective functioning of the government?		
Does the work involve the creation and publication of public notices, by-laws, public service announcements or advertisement to ensure the dissemination of essential public information or to ensure the continuity of government?		
Is the work essential to the protection and maintenance of Town Assets?		
Does work support the operation, inspection, and maintenance of essential public works facilities and operations, including, but not limited to: • dams / bridges, • heating and cooling plants, • water and sewer main breaks, • fleet maintenance personnel, • construction of critical or strategic infrastructure, • structural engineering, • geomatics, • custodial health and safety requirements, • environmental compliance, • integrity of underground infrastructure, • management of non-hazardous solid waste, • traffic signal maintenance, • emergency location services for buried utilities, • digital systems infrastructure supporting public works operations		
Is work critical to protect the health and well-being of individuals who participate in transportation; promote safety and efficiency in transportation; protect the environment from transportation-related pollution events?		
Does work support necessary functions to manage critical marine transportation and activity, including fishing activities and aquaculture operations required to maintain food supply?		
Does work help ensure continuity of government property and building management?		

Question		
Does work involve providing temporary emergency government accommodations?		
Is work required to ensure building access control / physical security measures?		
Does work support critical corporate functions such as human resources, payroll, communications, security, finance, procurement, etc.?		
Is work related to the provision of elections?		
Does work support essential functions, support systems and services, and communications networks?		
Does work support the procedure, program and operational systems and services needed to ensure the business continuity of municipal government and the economic security of residents?		
Is work necessary to maintain digital systems infrastructure that support other critical government operations?		
Is work necessary to maintain other essential functions?		
Does work involve regulating and inspecting products and businesses?		
Support workers for road and line clearing, and to ensure the availability of needed facilities, transportation, energy, and communications networks		