

Type of Decision										
Meeting Date	May 19, 2020			Report Date	May 15, 2020					
Decision Requested	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input type="checkbox"/>	High	<input type="checkbox"/>	Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	X	Open	<input type="checkbox"/>	Closed

Report Title
City of Greater Sudbury COVID-19 Response Management – Update on Financial Impacts and Service Restoration Planning

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
For Information Only	<p>This report is informed by all of the Strategic Objectives outlined in the City of Greater Sudbury Strategic Plan 2019-2027, specifically:</p> <ul style="list-style-type: none"> - Asset Management and Service Excellence - Business Attraction, Development and Retention - Climate Change - Economic Capacity and Investment Readiness - Housing - Create a Healthier Community - Strengthen Community Vibrancy
Resolution Continued	Background Attached

Report Summary


This report outlines the initial priorities and approach for municipal services restoration within the context of provincial emergency orders and public health guidelines. It describes a phased and gradual approach and highlights innovative approaches to municipal services that have been identified as a result of the COVID-19 response.

In addition, the report provides the financial context within which the CGS is undertaking services restoration, including an updated summary of the financial impact of the COVID-19 Emergency on the City of Greater Sudbury.


Financial Implications

The financial impact of COVID-19 projected to June 30, 2020 is approximately \$6.8 million. Additional information will be provided in future reports.

Report Prepared By

Ian Wood 
Executive Director of Strategic Initiatives,
Communications and Citizen Services

Division Review

Ian Wood 
Executive Director of Strategic Initiatives,
Communications and Citizen Services

Recommended by the Department

Name
Title

Financial Implications


Ed Stankiewicz
Executive Director of Finance Assets & Fleet

Recommended by the C.A.O.


Ed Archer
Chief Administrative Officer

Executive Summary

The COVID-19 Pandemic Emergency is a challenge for every level of government and every sector of society. The City of Greater Sudbury has responded to this challenge in a manner that aligns with the values outlined in the Strategic Plan 2019-2027, specifically Innovation – Integrity – Respect – Foresight – Trust – Compassion.

With direction from Council, staff have been maintaining essential services, increased services to protect vulnerable populations, adjusted working conditions and locations to ensure health and safety and physical distancing, and altered service levels to respond to changes in demand, public health directives and financial realities. The virus threat continues to be actively managed and staff anticipate it will require active management for the foreseeable future.

Four months ago, when the Greater Sudbury Community Control Group first came together to monitor COVID-19 developments, no one predicted where we would be today. We have learned a great deal from the whirlwind of change that has enveloped every aspect of our city. We have a much better understanding of the impacts the crisis has had on our services and our finances, and we are reminded about the value of preparing flexible, resilient plans for the future.

The Province of Ontario announced the process it will use to reopen the Ontario economy and this is outlined in the document attached as Appendix C. Staff utilized the provincial framework to develop a plan that will see most services restored in stages, in sync with the gradual easing of restrictions by the Province and supported by guidance from Public Health Sudbury and Districts.

On Tuesday May 19, Ontario plans to begin Stage 1 of the three-stage Recovery Phase. The government indicated that each of these stages is expected to last 2-4 weeks but this will only be confirmed once the COVID numbers allow this.

Stage 1 means that additional businesses can reopen and access is permitted to outdoor play fields and dog parks. For municipal services, there will be some changes during this initial stage, such as boat launches, landfills and marriage licenses by appointment. Most of our operations will continue to operate as they have been for the past several weeks.

The financial challenge of COVID-19 for the City of Greater Sudbury is significant and the current net impact is estimated at \$6.8 million to the end of June. While this number is somewhat higher than staff's earlier estimate of \$380,000 per week, it is manageable and reinforces the need for continued actions to address this situation that will be required to achieve a balanced year end position for 2020. The reliability of user fee estimates is also uncertain because of the challenge in knowing exactly when services can resume and whether there will be hesitation by the public in taking up some of these services. This situation requires us to maintain flexibility to implement additional mitigation strategies and to factor these realities into our decisions to restore services.

This report provides staff's understanding of current financial implications and a related overview of the City's plans for service restoration and recovery. It is important to note that the COVID-19 situation is fluid, and circumstances change daily. Information found in this report will change based on the evolving situation, including local circumstances, and announcements made by provincial and federal levels of government. Details regarding financial implications will be provided at the June 2 meeting of the

Finance and Administration Committee as well as the June 9 Council Meeting.

COVID-19 Service Adjustments

As previously reported to Council, the following services have been suspended temporarily:

- Libraries and Museums
- Citizen Service Centres
- Parks and Recreation Programming
- Crossing Guards
- Off-leash Dog Parks
- Boat Launches
- Residential access to municipal landfill sites
- Provincial Offences

The following services are currently available in a modified form, in many cases because the facility that normally offers the services to the public (and is the traditional “workplace”) is closed to public access:

- Most corporate services (e.g. IT, Legal, Human Resources and Finance)
- Most Social Services (e.g. Ontario Works Program Delivery, Housing Operations and Registry)
Communications and Engagement
- Economic Development
- Fire Safety – Prevention and Education
- 3-1-1
- Transit
- Animal Shelter Services
- Cemetery Services
- Building Permits and Approvals/Building Inspections/Plans Examination
- Clerks Services and Council Support
- Audits and oversight
- Community and Strategic Planning/Development Approvals
- Community Grants
- Engineering Project Delivery/Engineering Design/Construction Services/Infrastructure Capital Planning
- Transportation and Innovation
- Environmental Planning
- Solid Waste Management

The following services continue to be available as planned, delivered in substantially the same quality and form as in our 2020 workplan.

- Paramedic Medical Care and Transportation
- Water and Wastewater Treatment
- Long Term Care (with enhancements to support appropriate safeguards at Pioneer Manor)
- Fire Services Emergency Response
- Community Paramedic Care
- Distribution and Collection Operations and Maintenance
- Security and By-law Enforcement (including Animal Control)

-
- Emergency Shelters and Homelessness (with enhancements to support vulnerable and homeless populations)
 - Roads Operations and Maintenance

Service Restoration

The overall framework for service restoration has been defined by the Province of Ontario. Their document, attached as Appendix C, is entitled “A Framework for Reopening Our Province” and outlines a four-step process to move into a state of “New Normal.” As indicated, the Premier announced intention to move Ontario on the first of these four steps, or Stage 1 of the Recovery Phase, on Tuesday May 19.

The corporation’s priority in this initial stage will be to restore permitted services and to continue analysis of remaining temporary service changes and planning for Stages 2 and 3. There are a number of considerations that will go into the recommendations and timing for future service restoration, these include:

- Public Health and Ministry of Labour directives – Physical distancing, personal hygiene and other directives must be respected within our workplaces. In some cases, such as transit and customer service counters, physical barriers need to be installed. This work is underway. For example, a new plexiglass barrier for Transit drivers is being designed and installed on buses for added driver safety.
- Staff availability – Some staff have been redeployed to high priority essential services and must be replaced there before they are available to return to regular duties. This means some services will be unable to be fully restored until enhanced services are returned to a “normal” state (see below).
- Health and Safety – Protecting employees and citizens to ensure that appropriate procedures and PPE is available, without compromising essential services. Current PPE supplies are satisfactory, but continuous, reliable supply levels must be in place to support routine operations.
- Financial impacts – Opportunities to restore revenue generation may be prioritized while other services may be adjusted or extended, resulting in cost savings. Nonetheless, there is a risk that user fee revenues will not recover to pre-covid levels for some time.
- Maintaining enhanced services – Emergency Shelters and Long Term Care, for example have expanded and enhanced services during the Pandemic. It is not clear when, or if, these changes can revert to normal.
- Innovating New Service Approaches – Some of the changes required as a result of the COVID-19 response have resulted in improved service delivery. These can be maintained to for reasons of efficiency or better service
- Priority for services to vulnerable populations

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- Priority for the City's legal and/or regulatory obligations
 - The ability to sequence service restorations or to gradually ramp up services to match the availability of resources and the need to test new processes or systems

The way that our organization works has significantly changed in and this is allowing important insights into opportunities for service and workflow improvements. Staff is actively analyzing the changes in work processes and the impact on productivity, efficiency, as well as on employee wellness and satisfaction. This work will determine how to bring back other services and what changes would be advantageous to the municipality for the future.

An example of this approach is the analysis underway to plan for the reopening of Tom Davies Square. It is clear that the requirements for physical distancing will remain in place for many months and working from home, or remotely, will be required, likely to the end of the year. This allows time to develop and implement changes to increase distancing between workspaces, to establish well-designed public access points on the ground floor that can reduce traffic flow through the building and to implement temporary changes, such as in Council Chambers that can allow in person activities to resume in a manner consistent with the directives public health.

Similar work is taking place to assess other CGS buildings and publicly accessed facilities. Staff will consider the abilities to alter the way we work and operate to determine how and who we bring back to the physical workplace, and the City will take an excess of care in repopulating office and public environments.

Recovery Phase – Stage 1

During Stage 1, the following municipal services will continue or come back on stream:

- Access to municipal boat launches
- Resident access to Landfill and Disposal sites
- Opening of Hazardous Waste Depot and Recycling Centre (date TBD)
- Off-leash dog parks
- Marriage licenses (by appointment)
- Access to community gardens
- Building Services (by appointment)
- Planning Services (by appointment)
- Business Information Services (by appointment)
- 311 Telephone Inquiries
- Limited Library Curbside Service (dates and details TBD)
- Parks and play fields (details to be released after clarification of provincial order)
- Transit will continue with revised service schedules
- Housing Operations (non-emergency maintenance work and exterior capital projects)
- Animal Shelter (will reduce restrictions on animal redemption)

Recovery Phase – Stage 2

If public health directives permit, the following service restorations are planned for Stage 2:

- Expanded curbside pick up at libraries
- Reintroduction of transit fares and review of routes and schedules

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- Crossing Guards if schools are reopened
 - Gradual return of service technicians to Lorne Street garage facility
 - Additional employees returning to workplaces and preparing for additional openings
 - Continued development of procedures and processes in line with public health directives

Recovery Phase – Stage 3 and Beyond

At the present time, there is no definition to the physical distancing, group size regulations or guidelines for office operations or public services that will apply in future stages or in the New Normal period. The provincial state of emergency has been extended to June 2. For planning purposes, staff assumed that the provincial state of emergency will remain in place until the end of June and that the City's state of emergency will remain in place until that point.

Similarly, no information has been provided regarding the restart of children's programs, including schools, daycares, organized sports and recreational programs. This makes it very difficult to plan for the summer and beyond. In consultation with other municipalities, most have indicated that they will announce decisions regarding summer recreation and waterfront programs by the end of May.

There is some information available on individual services, for example Provincial Offences is supposed to restart on July 6. With the rate of change that we are experiencing, however, it is really too early to be definitive beyond Stage 2.

Staff will continue to identify options and provide the best recommendations possible to Council at the earliest opportunity. Additional updates will be provided at each upcoming meeting of CGS Council and committees.

COVID-19 Financial Impacts

As indicated, the net impact of COVID-19, projected to the end of June, is \$6.8 million. The spreadsheet attached to this report provides a breakdown of the changes in revenues and expenses which result in this figure.

Revenue Changes

The COVID-19 virus has significantly and negatively affected municipal revenues. The current forecast to the end of June estimates lost revenue of \$5.7 million. Appendix A provides a breakdown by department but the majority (62%) of the revenue impact comes from shortfalls in user fees such as transit fares, leisure programs and rentals and tipping fees. The next largest group (20%) is made up of lost slot revenue-sharing, POA revenues and Municipal Accommodation Tax revenues. Finally lost interest payments on taxes and lower investment income make up the last significant portion (15%) of the total. Some additional revenues have been received to support the City's efforts to protect vulnerable populations such as at Pioneer Manor and in the shelter system.

Expenditure Changes

Staff created a new cost centre to track costs related to COVID-19 in the areas of salaries, materials and contract services. Current estimates are provided in Appendix B, broken down into costs that were included in the 2020 Budget but have been redirected to the corporation's COVID-19 response, and new, unplanned costs ("incremental costs") incurred as a direct result of the COVID-19 response. The incremental costs are most challenging, as they represent cash outlays that were not anticipated when

the 2020 Budget was approved. To the end of June 2020, it is anticipated that there would be approximately \$5.6 million of expenditures related to the COVID-19 response, of which \$1.1 million are incremental.

Attachments

- Appendix A – COVID-19 Related Revenues Spreadsheet
- Appendix B – COVID-19 Related Expenses Spreadsheet
- Appendix C – Ontario Framework for Reopening Our Province

Appendix A - COVID Revenue Changes

	March	April	May	June	Total
Additional Revenues					
Investment Earnings					
Additional Interest on \$200,000 Debenture	(151,000)	(294,000)	(294,000)	(294,000)	(1,033,000)
Pioneer Manor					
Emergency Funding	(37,500)	(37,500)	(184,400)	-	(259,400)
Social Services					
Homelessness Partnering Strategy (HPS)	-	(26,714)	(26,714)	(26,714)	(80,142)
Community Homelessness Prevention Initiative (CHPI)	-	(83,950)	(83,950)	(83,950)	(251,850)
	(188,500)	(442,164)	(589,064)	(404,664)	(1,624,392)
Lost Revenues					
Leisure Services	527,345	672,600	433,470	357,566	1,990,981
Transit Services	250,000	650,000	650,000	650,000	2,200,000
Pioneer Manor	375	2,346	6,982	6,769	16,472
Environmental Services	-	108,104	134,488	124,452	367,043
Building Services	-	-	-	-	-
Water / Wastewater Services	-	-	-	-	-
Planning and Development	-	8,209	10,007	6,628	24,844
Community Safety	476	20,215	12,201	5,368	38,261
Economic Development	6,083	6,083	6,083	6,083	24,333
Legal and Clerks Services	125,582	170,000	175,000	175,000	645,582
Security, By-law and Parking	-	-	-	-	-
OLG Slot Revenue	70,000	180,000	180,000	180,000	610,000
City's Share of MAT Revenue	40,000	70,000	70,000	70,000	250,000
Investment Earnings					
Lost Interest on Overdue Accounts	-	315,000	315,000	315,000	945,000
Investment Income Lost	-	40,000	40,000	125,000	205,000
	-	355,000	355,000	440,000	1,150,000
					-
Lost Revenues Subtotal	1,019,861	2,242,557	2,033,231	2,021,866	7,317,516
					-
Total Revenue Change	831,361	1,800,393	1,444,167	1,617,202	5,693,124

Appendix B - COVID Expenses

	March	April	May	June	Total	Incremental Costs
General						
General Salaries & Benefits	526,773	310,278	177,117	177,117	1,191,284	507,350
Pandemic Pay	-	-	-	-	-	-
Salary Savings	-	(95,778)	(207,519)	(207,519)	(510,815)	(510,815)
Energy Savings	(2,325)	(6,976)	(7,209)	(6,976)	(23,486)	(23,486)
Operating Expenses	18,279	23,051	170,937	170,937	383,204	383,204
Purchased / Contract Services	4,583	12,778	73,846	73,846	165,053	165,053
	547,310	243,353	207,172	207,405	1,205,240	521,307
Executive and Legislative						
Strategic Initiatives	6,120	13,115	13,115	13,115	45,465	-
Office of the CAO	19,365	28,740	28,740	28,740	105,584	-
Citizen Services	5,260	6,807	6,033	6,033	24,133	-
Office of the Mayor	10,236	23,616	23,616	23,616	81,084	-
Communications	59,810	103,856	103,856	103,856	371,378	-
	100,791	176,133	175,360	175,360	627,644	-
Corporate Services						
GM's Office	3,708	5,926	5,926	5,926	21,486	-
Legal and Clerks Services	9,412	5,024	7,218	7,218	28,871	-
Security, By-law and Parking	204	380	292	292	1,170	-
Information Technology	249,331	101,172	121,807	101,172	573,483	137,168
Human Resources	46,445	105,608	71,026	71,026	294,105	10,000
Financial Services	32,603	60,654	60,654	60,654	214,564	-
Asset Services	3,450	4,777	4,113	4,113	16,453	-
Fleet Services	18,399	87,909	51,800	41,200	199,308	43,000
	363,552	371,449	322,836	291,602	1,349,439	190,168
Economic Development						
	9,337	66,693	66,693	66,693	209,416	-
Community Development						
GM's Office	17,004	23,100	23,100	23,100	86,304	-
Cemetery Services	3,302	1,756	1,756	1,756	8,569	-
Housing Operations	22,749	44,089	47,173	42,506	156,517	68,959
Housing Services	13,190	5,126	5,126	5,126	28,568	-
Children Services	-	-	-	-	-	-
Pioneer Manor	53,912	53,857	129,329	25,829	262,927	225,659
Transit Services	(57,870)	(148,141)	(177,400)	(179,250)	(562,662)	(343,773)
Social Services	33,355	199,629	197,929	199,929	630,841	376,345
Leisure Services	52,899	122,252	122,252	122,252	419,655	-
	138,542	301,667	349,264	241,247	1,030,720	327,190
Growth and Infrastructure						
GM's Office	11,079	19,378	19,378	19,378	69,214	-
Linear Infrastructure Services	1,125	17,641	88,617	81,266	188,649	-
Engineering Services	205	265	265	265	1,001	-
Environmental Services	4,484	130,083	113,769	113,769	362,105	205,315
Infrastructure Capital Planning	937	10,535	6,337	6,337	24,146	-
Treatment and Compliance	8,085	21,526	86,306	83,606	199,524	66,667

Appendix B - COVID Expenses

	March	April	May	June	Total	Incremental Costs
Building Services	28	343	343	343	1,058	-
Water/Wastewater	332	2,040	1,186	1,613	5,170	-
	<u>26,277</u>	<u>201,812</u>	<u>316,201</u>	<u>306,577</u>	<u>850,867</u>	<u>271,981</u>
Community Safety						
GM's Office	20,514	49,870	37,705	37,705	145,795	-
EMS	71,417	357,882	564,221	457,906	1,451,426	1,142,174
Emergency Management	7,280	8,043	8,043	8,043	31,411	5,115
Fire Services	23,271	25,254	49,438	10,000	107,963	90,950
	<u>122,482</u>	<u>441,049</u>	<u>659,408</u>	<u>513,655</u>	<u>1,736,594</u>	<u>1,238,239</u>
Fuel Savings (excluding Transit)	(70,000)	(145,000)	(90,000)	(77,000)	(382,000)	(382,000)
Debt Repayment Budget					(1,040,000)	(1,040,000)
Total Expenses	<u>1,238,291</u>	<u>1,657,157</u>	<u>2,006,934</u>	<u>1,725,539</u>	<u>5,587,921</u>	<u>1,126,885</u>

A Framework for Reopening our Province

April 27, 2020

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A Framework for Reopening our Province

The impacts of the COVID-19 outbreak have been felt across Ontario, by families, workers, businesses and communities.

By working together and following the advice of public health experts, together we made steady progress in the fight against this deadly virus. Modelling in mid-April 2020 shows early signs that enhanced public health measures — including staying home, physical distancing and hand washing — are working to stop the spread of the virus and flatten the curve of the outbreak. By following these simple steps, everyone across the province is making a positive difference.

It has been a slow and steady fight, but every victory Ontario has made against COVID-19 belongs to our heroic health care workers on the frontlines of this pandemic, essential businesses and workers, those stepping up to produce much-needed medical gear, and the regular people making extraordinary sacrifices to keep their families, friends and communities safe.

While the situation is still evolving, Ontario continues to work with its partners to keep people healthy and provide support for the families, individuals and businesses struggling as a result of the necessary measures taken in response to COVID-19 and to plan for what comes next.

And now, led by the Chief Medical Officer of Health and the work of the Ontario Jobs and Recovery Committee, the government is planning for what comes next.

A Framework for Reopening our Province lays out the government's approach to the next chapter in the ongoing fight to defeat COVID-19. It outlines the principles the government will use to reopening businesses, services and public spaces in gradual stages. It also explains the criteria Ontario's Chief Medical Officer of Health will use to help advise the government on when it is safe to begin loosening public health restrictions. And it highlights the government's commitment to continue providing guidance and advice as workplaces prepare to reopen, including businesses deemed essential that voluntarily chose to temporarily shut down.

Thanks to the hard work of public health professionals and frontline heroes, and the ongoing commitment of the people of this province, Ontario is confident that together we will continue to make progress in our fight to contain and defeat this deadly virus. This framework provides a roadmap for people and businesses, so they know what to look for as the province moves forward. Together, Ontario will emerge from this crisis — with a clear path to economic recovery that keeps people safe and healthy.

Ontario's Response to COVID-19

Phase 1: Protect and Support



The government's primary focus is on protecting the health and well-being of individuals and families, supporting frontline health care workers, essential workers and businesses, and providing immediate support to protect people and jobs. This is demonstrated through the \$17-billion [Ontario's Action Plan: Responding to COVID-19](#) and ongoing government actions, such as increased pay for frontline workers during the pandemic.

Emergency orders put in place to protect people include: the closure of non-essential workplaces, outdoor amenities in parks, recreational areas and public places, as well as bars and restaurants; restrictions on social gatherings; and limiting staff from working in more than one retirement home, long-term care home or congregate care setting.

Phase 2: Restart



The government will take a careful, stage-by-stage approach to loosening emergency measures and reopening Ontario's economy. Public health and workplace safety will remain the top priority, while balancing the needs of people and businesses. Public health officials will carefully monitor each stage for two-to-four weeks, as they assess the evolution of the COVID-19 outbreak to determine if it is necessary to change course to maintain public health. The government will also continue to issue guidelines for workplace safety.



Phase 3: Recover



Ensuring the health and safety of the public and workers will continue to be a top priority as Ontario transitions to a "new normal." The government will partner with businesses and other sectors to lead Ontario's economic recovery. The focus will be on creating jobs and opportunity across the province, while working to restore long-term prosperity for the benefit of every individual and family in Ontario.

State of Play in Ontario's Response to COVID-19

The government acted immediately and decisively to slow the spread of COVID-19 and protect the health and safety of the people of Ontario. Thanks to these actions, the latest expert modelling projects that the wave of new community spread of COVID-19 cases has started to peak as Ontario's outbreak is now trending positively.

- **January 24** Minister's Order made the novel coronavirus a reportable disease
- **January 25 – ongoing** Rapid testing ramp-up
Aggressive case and contact management of all confirmed cases
- **March 12** Closure of public schools
- **March 13** Essential visitors only in long-term care and other congregate care settings
Stop cycling of intermittent inmates and personal visits in correctional facilities
Prohibit gatherings over 250 people
- **March 16** Practice physical distancing
Self-isolate for 14 days if travelled outside Canada
Prohibit gatherings over 50 people
Make virtual work arrangements where possible
- **March 17** Emergency Declaration
Closure of public places and establishments
- **March 21** Work deployment for health services providers
- **March 24** Closure of non-essential workplaces
Work deployment for long-term care homes
- **March 25** Prohibit gatherings greater than five people
Release of the \$17-billion *Ontario's Action Plan: Responding to COVID-19*
- **March 30** Closure of parks and outdoor recreational amenities
Limit outings to essential needs
Self-isolation for those over 70, with compromised immune systems or underlying medical conditions
- **April 2** Enhance capacity for contact-tracing
- **April 3** Revised essential workplaces list
- **April 9** Prohibit camping on Crown land
- **April 11** Work deployment for service organizations, municipalities and their service providers
- **April 14** Extension of Emergency Declaration for 28 days
- **April 15** Release of *COVID-19 Action Plan for Long-Term Care Homes*, including the Emergency Order restricting staff from working in more than one setting
- **April 22** Ontario requests military support for long-term care homes
- **April 23** Release of *COVID-19 Action Plan for Vulnerable People*
- **April 25** Ontario provides pandemic pay for frontline heroes
- **April 27** Release of *A Framework for Reopening our Province*

Principles of the Framework

Ontario's plan to begin to responsibly lift public health measures and restart the economy will be guided by the advice of the Chief Medical Officer of Health and public health officials, and will be based on the following principles:



Responsible: Public health and protecting the people of Ontario, especially those who are most vulnerable and at high-risk, will continue to be paramount and guide a gradual approach to loosening public health measures.



Evidence-informed: Emerging scientific knowledge, public health data, defined criteria and consistent measures will inform the actions of the government, regions and sectors.



Resourced: Sufficient health system capacity to respond to any resurgence in COVID-19 infections will be required to protect health care workers and the public and maintain the regular health system.



Monitored: Public health capacity for rigorous testing, timely contact tracing and case management will need to be in place.



Responsive and Effective: Measures will be implemented quickly, clearly and efficiently, based on health capacity, safety and economic needs, and the need to tighten or restrict measures if surges or further outbreaks occur.



Clear: Plans and responsibilities for individuals, employers and the health care system will be clear, well-communicated by government and ready to implement.

Flexibility and the ability to adapt to changing circumstances are essential to the province's continued success. As the situation evolves, these principles will guide the actions and direction the government takes to reopen Ontario and its economy.

Determining When to Ease Public Health Measures

Ontario's Chief Medical Officer of Health will consider the following criteria to advise when the province can begin to ease public health measures:



Virus spread and containment



Health system capacity



Public health system capacity

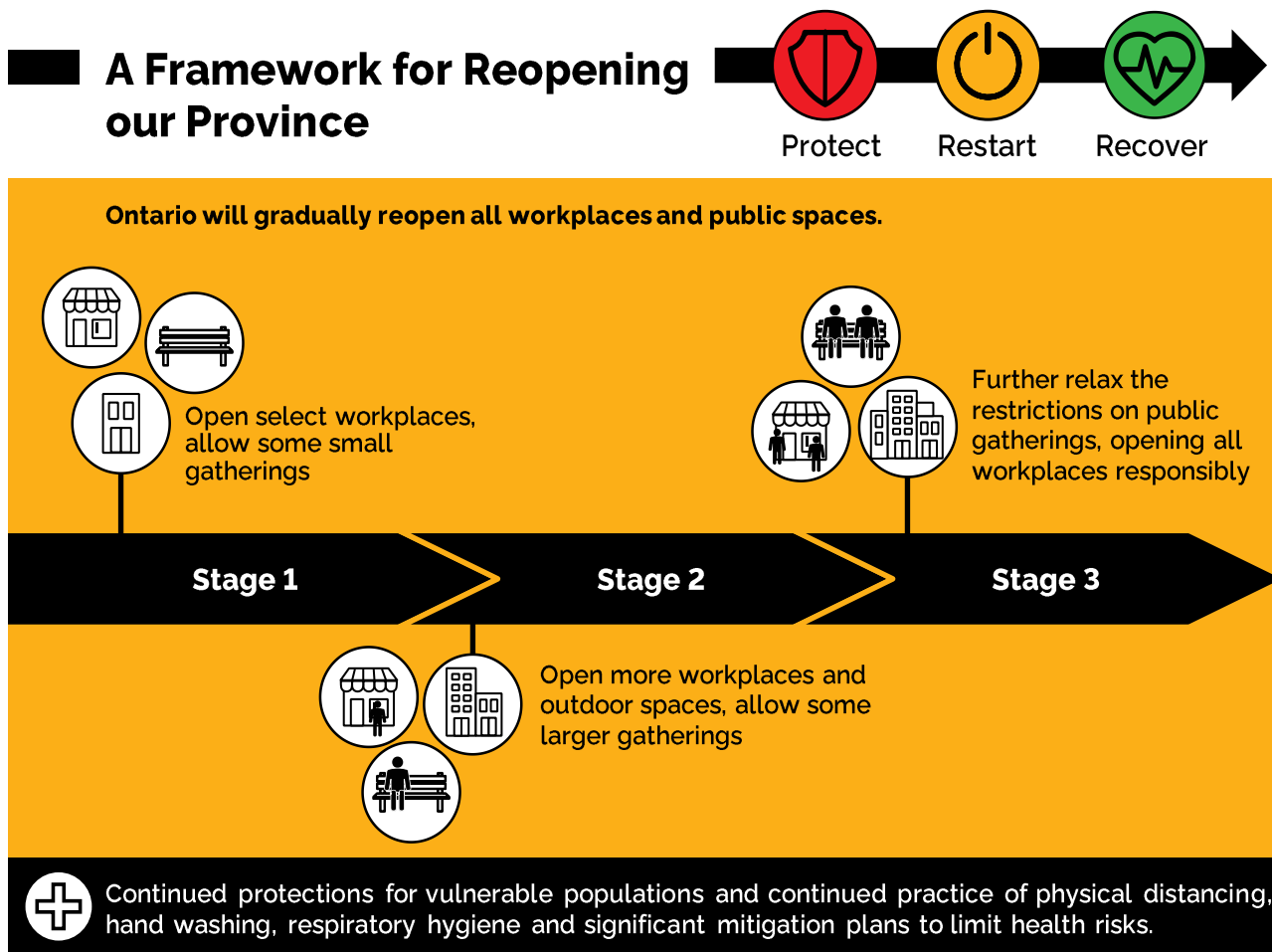


Incidence tracking capacity

<p>Ensures loosening of measures is appropriately timed with the progression of the epidemic in Ontario.</p>	<p>Ensures there is an effective response to any potential case resurgence.</p>	<p>Ensures there is an effective public health response to any potential case resurgence.</p>	<p>Ensures that any potential resurgence in cases can be identified promptly.</p>
<ul style="list-style-type: none"> • A consistent two-to-four week decrease in the number of new daily COVID-19 cases. • A decrease in the rate of cases that cannot be traced to a source. • A decrease in the number of new COVID-19 cases in hospitals. 	<ul style="list-style-type: none"> • Sufficient acute and critical care capacity, including access to ventilators, to effectively respond to potential surges. • Ongoing availability of personal protective equipment (PPE) based on provincial directives and guidelines. 	<ul style="list-style-type: none"> • Approximately 90 per cent of new COVID-19 contacts are being reached by local public health officials within one day, with guidance and direction to contain community spread. 	<ul style="list-style-type: none"> • Ongoing testing of suspected COVID-19 cases, especially of vulnerable populations, to detect new outbreaks quickly. • A shift to new and other ways of testing and contact tracing to promote widespread tracking of cases.

As the province eases public health measures, these criteria will also serve as the framework for ongoing monitoring of progress and identifying when a change in direction is required. For example, the Chief Medical Officer of Health may also advise reapplying certain public health measures to manage the risk of recurring surges, outbreaks or future waves.

Phase 2: Restart — A Gradual, Staged Approach



The government will reopen Ontario businesses and public spaces gradually. This will be based on the advice of the Chief Medical Officer of Health, including the criteria and thresholds detailed above. Each stage will last for approximately two-to-four-week periods to allow for close monitoring of any impacts or potential resurgence of cases.

After each two-to-four-week period, the Chief Medical Officer of Health may advise to:

- Reapply or tighten certain public health measures in response to a surge in cases or outbreaks;
- Maintain status quo and continue close monitoring of impacts; or
- Progress to the next two-to-four-week stage.

As public health measures are lifted and as economic activity resumes, the public 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.

By taking this incremental approach, the government can ensure there are appropriate measures in place to reopen the province safely and limit any risks to people and public health. Each stage requires careful assessment and monitoring to know whether to adjust, tighten or loosen measures.

Supporting Children and Parents

The government is committed to keeping children across Ontario safe. In considering how to reopen Ontario's economy, the government recognizes the important needs of both parents and children in relation to public health decisions about when and how to open schools and child care centres. As with all other measures, the government will proceed slowly and in phases, based on the best advice from the Chief Medical Officer of Health. In reopening, the government will ensure the safety of children and educators by ensuring adherence to public health guidelines.

Reopening in Stages

Examples of the government's gradual approach to reopening Ontario include:

Stage 1

Initially, consider:



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



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



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

Stage 2

If the initial loosening of public health measures is successful, consider:



Opening more workplaces, based on risk assessments, which may include some service industries, and additional office and retail workplaces.



Opening more outdoor spaces and allowing some larger public gatherings.



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.

Stage 3

If the loosening of public health measures continues to be successful, consider:



Opening all workplaces 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, gradual assessment of public health measures will continue until the post-pandemic period when a vaccine or treatment for COVID-19 is available. This staged approach reflects Ontario's "new normal."

This framework allows the government to prioritize the needs of individuals and families across the province, while balancing economic and social benefits and keeping people safe. To help businesses and services restart, key factors the government will consider include the risk of spread of the virus and the ability to implement protective measures to keep workplaces safe.

In the coming days, the Ontario Jobs and Recovery Committee, as well as Members of Provincial Parliament (MPPs), will begin holding discussions with business associations, chambers of commerce, municipal leaders, the postsecondary sector, corporate leaders, small business owners, community and social service providers, Indigenous partners, Franco-Ontarians, entrepreneurs and others. This will enable Ontario to better understand the unique impacts of COVID-19 that each region and each sector is facing, as well as what they need to succeed as Ontario progresses through the stages of reopening toward the recovery phase.

Making Workplaces Safe

The health and safety of workers is the government's top concern. As public health measures are adjusted, ensuring workplaces are safe for employees and customers will be essential. All employers and workers will be required to follow directives and guidelines on COVID-19, including measures that may restrict certain activities.

In fact, many key sectors deemed essential have remained open during the COVID-19 outbreak, following strict guidance to help their employees stay safe. It is vital that they continue to do so. The government will rely on their expertise and, in many cases, global experience to serve as a model for how other businesses adjust their operations for a new environment. The government will help with a range of advice and support.

Safe workplaces must have a plan that promotes and adheres to strict hygiene and sanitation standards, and physical distancing to the extent possible. These are key factors to resume activities safely. The use of measures to limit risks include adjusting work practices and physical environments. This applies to workplaces that are allowed to reopen, as well as businesses deemed essential but that voluntarily chose to shut down, recognizing they may decide to resume operations before entering the first stage.

The government, in partnership with Ontario's Health and Safety Associations and based on input from public health officials, will provide guidelines to employers on how to open safely and protect their employees and customers. Documents will be made available across many sectors, as well as training to provide guidance to workplaces entering the restart phase. This may include webinars and other distance learning tools. These resources will build on the guidelines provided to essential workplaces, which have enabled those businesses to adapt and remain open.

Ontario has added more workplace inspectors and specialists to ensure workers continue to be protected on the job during the pandemic, including adding close to 60 new frontline officials to support employers and workers in the field. The capacity of Ontario's Health and Safety Call Centre has also been doubled. Workers who are worried their workplaces are unsafe can phone 1-877-202-0008. Regular updates will also be provided on the number of workplace inspections and work orders taking place across the province.

Throughout the reopening phase, Ontario will continue the "Team Canada" approach to understand the measures and steps other jurisdictions are taking, to coordinate where possible, and reduce barriers to interprovincial business activities.

Protecting Vulnerable Populations

Nothing is more important than protecting the health and well-being of the people of Ontario, especially the province's most vulnerable populations. Seeing the impact of COVID-19 on seniors and vulnerable people has been heartbreaking.

As Ontario gradually loosens public health restrictions and economic activity resumes, the government will continue to use every resource available to support the province's long-term care homes to stop the spread of COVID-19, with a special focus on those long-term care homes experiencing outbreaks and in need of urgent support.

The [COVID-19 Action Plan for Protecting Long-Term Care Homes](#) is helping to stop and contain the spread of COVID-19 in the province's long-term care and retirement homes. The government has introduced more aggressive testing, screening and surveillance, deployed specialized teams from hospitals, public health and the home care sector, recruited additional frontline staff, and increased personal protective equipment.

Ontario is also implementing its [COVID-19 Action Plan for Vulnerable People](#) to better protect people living in high-risk settings including homes serving those with developmental disabilities, shelters for survivors of gender-based violence and human trafficking, and children's residential settings. This includes Indigenous residential settings for children and youth, shelters and other high-risk settings on- and off-reserve.

New measures have been put in place to enhance screening and testing, help reduce exposure to COVID-19, prevent the spread of the virus and increase infection control measures. This plan builds upon the initiatives that were put in place at the outset of the COVID-19 outbreak.

A Path to Recovery

Through each stage of *A Framework to Reopening our Province*, the government's number one priority will continue to be the health and well-being of the people of Ontario. But recovery from COVID-19 doesn't just mean stopping the spread — it also means setting up Ontario to help create jobs, prosperity and growth well into the future.

As we prepare to reopen Ontario's economy, it is more important than ever to follow public health advice. Everyday actions to reduce exposure and protect people's health, such as physical distancing, frequent hand washing and staying home when ill, continue to be crucial in Ontario's fight against COVID-19. We cannot afford to let up our efforts now and undo all of the progress we have made. Together, we are making a difference.

Ontario is resilient. With everyone doing their part and the heroic efforts of frontline health care workers, our efforts against COVID-19 are working. Now, the government is preparing for the weeks and months ahead, to responsibly lead Ontario's economy back to a strong position. The Ontario Spirit will continue to guide us through these challenging times.

The perseverance of the people of Ontario has always been our province's strength. With a clear framework to help guide the loosening of emergency measures, and with the continued support of the people of this province, Ontario stands ready to tackle the next chapter in the fight against COVID-19.

Additional resources

- [Learn more about the first phase of Ontario's Action Plan: Responding to COVID-19.](#)
- [Learn more about the COVID-19 Action Plan for Vulnerable People.](#)
- [Learn more about the COVID-19 Action Plan for Protecting Long-Term Care Homes.](#)
- [Visit Ontario's website to learn more about how the province continues to protect the people of Ontario from COVID-19.](#)
- [See how your organization can help fight COVID-19 through Ontario Together.](#)
- [Information and advice to help your business navigate the economy during COVID-19.](#)