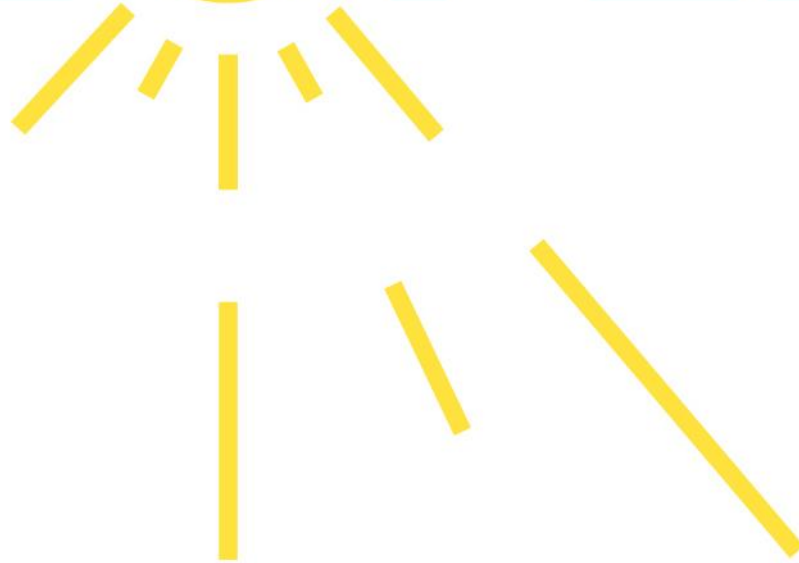


HAMILTON REOPENS



COVID-19 RECOVERY

A roadmap to our new reality

May 27, 2020



Hamilton

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HAMILTON REOPENS

Hamilton Reopens is the City of Hamilton's plan for the next phases in responding to the COVID-19 emergency. This document outlines the plan for a gradual, safe and measured reopening of municipal facilities and restart of City services and programs.

Our community will be forever changed as a result of the COVID-19 emergency and the impacts it has had on our families, our businesses, and our city.

Since COVID-19 began to spread in Hamilton in March 2020, the City has taken steps to prioritize the health and safety of residents and employees. We closed municipal facilities and cancelled programming and events. We found ways to deliver modified services to allow our operations to continue wherever possible. We also found new and different ways to continue delivering as many municipal services as possible.

The COVID-19 pandemic is not over. This virus will continue in our community for many months to come. As we begin to look ahead, Hamilton Reopens will serve as the roadmap to our new reality – one where COVID-19 is present in our community. It outlines the steps the City will take to keep our residents and employees safe and provides a plan for the safe reopening of facilities and the restart of services and programs.

Alignment with the Province of Ontario's Reopening Framework

Hamilton Reopens is meant to align generally with the Province's framework for [Reopening Ontario after COVID-19](#). The City of Hamilton's framework also uses a phased approach, enabling both the Province and the City to ensure there are appropriate measures in place to reopen safely and limit risks to public health.

The City of Hamilton will take guidance from the Province of Ontario as we move between phases. However, reopening in Hamilton will depend on the pandemic situation within our city, and may not align exactly with the Province's phases. We may choose to move through the phases of reopening at a different speed than the Province, based on the conditions in Hamilton and advice from our local Medical Officer of Health.

Updates to Hamilton Reopens

Hamilton Reopens will be updated regularly and will likely change as the COVID-19 emergency evolves, and as the Province of Ontario updates its Emergency Orders and makes announcements for reopening businesses, schools, child care and more. Hamilton Reopens is based on what we currently

know about the COVID-19 virus and its behaviour. This plan may change and evolve as more information becomes available.

For the latest updates on the COVID-19 emergency in Hamilton, and the most recent updates related to municipal facility closures, programming, events and any other City business, please check www.hamilton.ca/coronavirus or www.hamilton.ca/reopens

GUIDING PRINCIPLES

The City of Hamilton's plan for safely lifting the restrictions put in place to limit the spread of COVID-19, reopening municipal facilities and restarting the delivery of City services and programs will be guided by the Province of Ontario, the provincial Chief Medical Officer of Health, our local Medical Officer of Health and other public health officials.

Reopening Hamilton will be gradual, safe and measured. This framework is guided by the following principles:

Protection of Public Health

We will ensure the health of residents and City staff continues to be our highest priority. We will provide opportunities to maintain safe physical distance from others and follow good public health and occupational safety practices while reopening municipal facilities and restarting programs and services.

Service to the Vulnerable Sector

We will continue providing support and services to support the vulnerable sector in our community.

Maintenance of City Facilities and Assets

We will consider which facilities and assets require maintenance or other action to support City business and operations.

Community Priorities

We will consider the services that are most valued by the community.

Economic Recovery

We will prioritize those municipal services or activities that generate revenue for the City, or that contribute to the economic recovery of the City or the community.

Health, Well-Being and Productivity

We will consider the health, well-being and productivity of employees when determining the most suitable location for them to do their best work.

Legal or Regulatory Requirements

We will consider whether a municipal service or activity supports a legal or regulatory obligation of the City.

Resource Availability

We will consider the availability of resources such as staff, physical and financial resources, personal protective equipment and more.

HAMILTON REOPENS PHASES

The Hamilton Reopens plan includes three overarching phases, each aligning generally with the [Province of Ontario's Reopening Framework](#).

Through each phase, the health and safety of residents and City staff will be the primary focus, continuing to balance the needs of the community, City Council and municipal business.

Reopening Hamilton will be gradual, safe and measured.

The City will follow the lead of the Province of Ontario and take direction from the provincial Chief Medical Officer of Health, our local Medical Officer of Health and other public health officials. Advice from these professionals will determine the speed that we proceed through the phases of reopening and will help to determine if health and safety measures need to be adjusted at any time. No dates are referenced for any of the phases.

Everyday actions to protect the health of residents and City staff – like physical distancing, frequent hand washing and staying home if you are sick – will continue through each phase.

Phase One – The Early Stages

Phase One of Hamilton Reopens is focused on delivering the highest priority municipal services. During Phase One, City operations will look like:

- All municipal facilities and offices remain closed to the public
- Recreation programs and events remain cancelled
- Limited return to the workplace for staff delivering high-priority services
- Limited return to the workplace for staff working alone or in small groups outdoors
- Many staff continue to work from home
- Staff who were redeployed to support COVID-19 emergency response efforts will continue in their temporary positions
- Restrictions on the number of people gathering to follow Provincial Orders
- Some outdoor municipal amenities are open to the public
- Many City services are available online

Phase Two – Gradual Recovery

Phase Two of Hamilton Reopens is focused on safely expanding the municipal services available to residents and returning more staff to work. During Phase Two, City operations will look like:

- Some municipal facilities and offices reopen to the public with measures to enable physical distancing and health screening upon entry
- Most recreation programming and events remain cancelled
- Where required, staff will return to the workplace under enhanced health and safety guidelines with strict adherence to physical distancing, health screening upon entry, and restrictions on gatherings
- Many staff continue to work from home
- Staff who were redeployed to support COVID-19 emergency response efforts will continue in their temporary positions
- Restrictions on the number of people gathering to follow Provincial Orders
- Most outdoor municipal amenities are open to the public
- Many City services are available both online and in person with enhanced health and safety measures in place for staff and residents accessing services at municipal facilities

Phase Three – Our New Reality

Phase Three of Hamilton Reopens is our new reality. It is focused on continuing to deliver municipal services in a safe and responsible manner while the risk of COVID-19 infection remains in our community. Phase Three will be lengthy. It will continue until a COVID-19 vaccine or other treatments are available and are in widespread use. During Phase Three, City operations will look like:

- Most municipal facilities and offices reopen to the public with measures to enable physical distancing and health screening upon entry
- Most recreation programming and events will return under enhanced health and safety guidelines
- More staff may return to the workplace under enhanced health and safety guidelines
- Many staff continue to work from home
- Staff who were redeployed to support COVID-19 emergency response efforts may continue in their temporary positions
- Relaxed restrictions on the number of people gathering to follow the Provincial Orders
- Outdoor municipal amenities are open to the public
- Many City services are available both online and in person with health and safety measures in place for staff and residents accessing services at municipal facilities

If required, the City is prepared to implement more stringent public health measures or move backwards in the phased approach in order to keep residents and staff safe. Some elements may move between phases faster than others based on advice from public health officials and the situation in Hamilton.

CRITICAL IMPACTS FROM COVID-19

Our community will be forever changed as a result of the COVID-19 virus. While the impacts have been felt across all areas of the City, some municipal work and parts of our community are feeling pressures far greater than others.

As we move ahead and look forward in our continued response to the COVID-19 emergency and plan for our new reality, these areas require extra consideration, attention and problem solving. There will be a significant change to the way the City delivers these particular services due to the profound impacts that will continue as we manage this pandemic in Hamilton.

Vulnerable Sector Support

Since COVID-19 started to spread in Hamilton, the City has continued providing support for those most vulnerable in our community. This has included partnering with local support organizations to open a temporary emergency homeless shelter, establishing an emergency isolation centre, redeploying staff in order to increase community outreach, securing hotel rooms for overflow of the shelter system, expediting social housing availability and placements, installing hygiene stations in the downtown area, and working with Hamilton Food Share to provide food and other essentials to those in need. The continuing delivery and resourcing of these services requires careful thought and attention as we plan for the reopening of our city.

Recreation

To prevent the spread of COVID-19, recreation facilities were closed and programs were cancelled in March 2020. As we look ahead to our new reality, the City must find creative ways to deliver this key service to our community. Evolving and reimagining programs in order to continue providing residents with opportunities for physical fitness, social connections, community building, mental wellness, and more, will be an important consideration as we plan the reopening strategy.

Long-term Care

The City of Hamilton runs two long-term care facilities. The threat of COVID-19 and its impact on the aging population is significant, especially in settings where many people live together. The focus on infection prevention and control will be critical in the delivery of safe care in these facilities for years to come. Looking ahead to our new reality, we must consider the resourcing and other impacts that COVID-19 will have on the long-term care homes under municipal management, and the others in our community.

Child Care

On March 19, the City partnered with our three licensed home child care agencies to offer emergency home child care to eligible health care and other essential frontline workers during the pandemic, free of charge. These child care agencies worked closely with Public Health to mitigate possible exposure

to COVID-19 and prioritized access for children of eligible essential workers who had no alternative child care arrangements. There are considerable capacity and financial concerns as we prepare for reopening centre-based licensed child care programs throughout the City that were closed under the Provincial Order. While requirements for reopening such as screening, personal protective equipment, enhanced cleaning, ratios for educators to children, and other details are still to be determined, it is anticipated that less than half of Hamilton's childcare spaces will be available once programs begin to gradually reopen. This will have a significant impact on those in Hamilton who rely on child care and poses a substantial challenge for those parents looking to return to work.

Public Health Services

Hundreds of staff working in Public Health Services have been redeployed to respond to the COVID-19 emergency in Hamilton. Whether operating the Public Health Services' COVID-19 hotline, supporting emergency response, or continuing to manage critical program delivery within Public Health Services, this group has experienced significant pressure as a result of the pandemic. Planning and resourcing for Public Health Services is essential as we plan for our continued response to the COVID-19 pandemic.

Transit

The delivery of public transit will be fundamentally changed by the COVID-19 pandemic. Many of the measures put in place to help keep customers and operators safe during the emergency, and to ensure physical distancing on buses, has dramatically decreased the capacity of our transit system. A reduced level of service and significantly lower ridership, combined with customers choosing different ways to move around our city without having to be close to others, means public transit has been changed – potentially forever. As we look to the future, our service plans and strategies for delivering public transit will need to be adjusted to the demands of customers and our community.

Mobility

The ways residents travel and move around our city have changed dramatically since the COVID-19 emergency began. With businesses closed and many people working from home, there has been a significant decline in traffic congestion, fewer people using public transit, a lower demand for parking, and less use of taxis and ride share programs. While the future of how residents will travel in our community as we progress toward our new reality remains uncertain, we anticipate that many people who may have previously chosen public transit or ride share programs may instead choose to walk or cycle if they have access to safe and connected infrastructure – or may use their private vehicles, which could have an impact on congestion. Needs for parking and curb-side space are also expected to change significantly during the recovery period, particularly as the need for more short-term pick-up and drop-off space for restaurants and other businesses continues. As we plan for future phases in the Hamilton Reopens strategy, we must consider mobility and plan for the impacts that potential new travel choices may have on the transportation network in Hamilton.

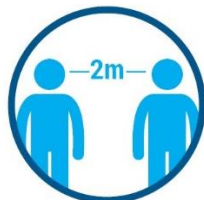
CITY SERVICES

Living in a world where COVID-19 is present in our community means that many City services must be accessed and delivered in new and different ways. As we continue to prioritize the health and safety of residents and employees, once our facilities reopen and programs restart, things will look a little different. Many services will be offered virtually to maintain physical distancing where possible. In prioritizing the health and safety of residents and employees, we're focused on the following six areas:



CLEANING

- ☑ We're doing extra cleaning and disinfecting in all our facilities, office spaces and other work environments.



PHYSICAL DISTANCING

- ☑ We're ensuring employees and residents can maintain two metres of physical distance from others, often by allowing employees to work from home.
- ☑ We're using signage, floor stickers and arrows to direct the flow of traffic.
- ☑ We're offering more opportunities to interact and access services virtually.



STOP THE SPREAD

- ☑ We're encouraging employees and residents to practice good hand hygiene by washing hands and using hand sanitizer, and cough or sneeze into their sleeves.
- ☑ We're discouraging employees from sharing desks, chairs, phones, keyboards or other equipment.



HEALTH SCREENING

- ☑ We're conducting active and passive health screening of all employees and visitors to municipal facilities.



PPE

- ☑ In places or situations where physical distancing can't be maintained, we're providing the appropriate personal protective equipment for employees.



COMMUNICATION

- ☑ We're providing residents and staff with [regular updates](#) and information about the COVID-19 situation in Hamilton.
- ☑ We're posting information about physical distancing, good hand hygiene and health screening.

Service Availability by Phase

The City of Hamilton delivers more than [70 services](#) to the community. During the COVID-19 emergency, some of these services have continued, and some have continued on a modified basis. Some services were postponed or cancelled due to resourcing or other health and safety related concerns. Each City service is categorized under one of the following categories:

PROCEEDING – NO CHANGE: City service is proceeding with no changes for residents or staff as a result of the COVID-19 emergency. Services under this category are proceeding as they did prior to the COVID-19 emergency.

PROCEEDING – NEW MODEL: City service is proceeding with no changes for residents, but the City is delivering the service in a different way as a result of the COVID-19 emergency. Services under this category are continuing, but staff may be working from home or doing their work in a different way, in accordance with enhanced health and safety guidelines.

MODIFIED: Delivery of this City service has been modified as a result of the COVID-19 emergency. The City is continuing to deliver some parts of this service, but residents may notice an impact.

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

Where restart of a City service is completely dependent on action from the Province of Ontario, this is noted as well.

The City has used a risk-based approach to guide the decisions on the safe reopening of municipal facilities and restart of City services and programs. Each service was assessed individually to determine the type of interaction required to deliver it, and potential modifications that could be made to make the service safer.

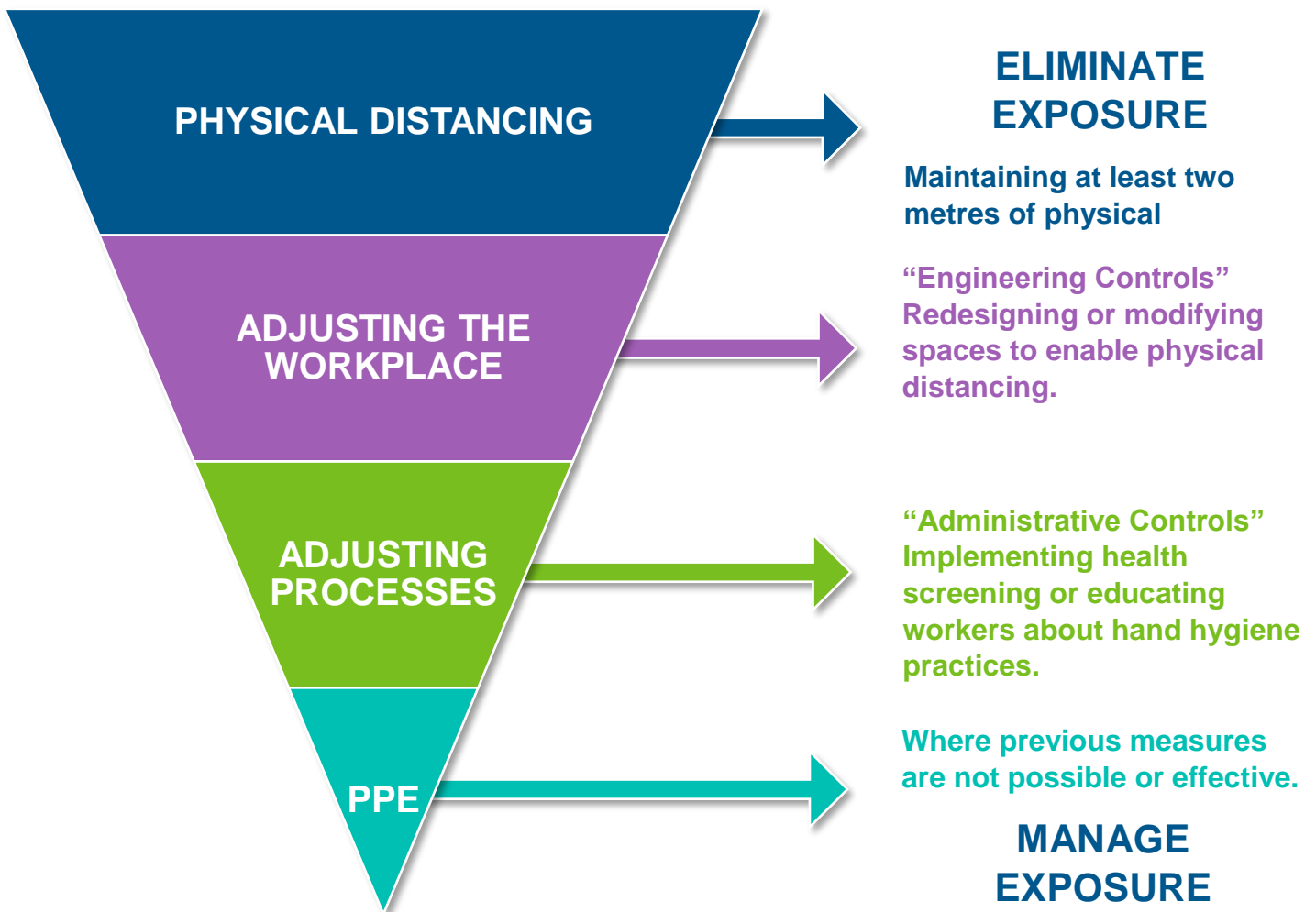
A complete list of City service availability is available in **Appendix A**.

SAFE WORKING ENVIRONMENTS

To ensure health and safety in municipal facilities and spaces as staff and residents begin to return and interact once again, the City has developed guidelines and requirements for providing safe working environments for employees and residents who may be visiting them.

Hierarchy of Controls

In developing these guidelines, the City has considered a hierarchy of controls, as recommended by the Medical Officer of Health. The elements closer to the top of the inverted triangle help with eliminating the spread of COVID-19. Those closer to the tip of the triangle are for managing exposure.



PHYSICAL DISTANCING	ADJUSTING THE WORKPLACE	ADJUSTING PROCESSES	PROVIDING PPE
ELIMINATE EXPOSURE		MANAGE EXPOSURE	
<ul style="list-style-type: none"> ☑ Working from home and using technology. ☑ Maintaining a physical distance of two metres from others. ☑ Restricting the number of employees onsite. ☑ Managing traffic flow and using floor markings. 	<ul style="list-style-type: none"> ☑ Rearranging desks. ☑ Spacing out work stations. ☑ Installing barriers or plexiglass between employees and/or residents. ☑ Ensuring proper and adequate ventilation meets industry guidelines and standards. 	<ul style="list-style-type: none"> ☑ Implementing health screening of all employees and visitors. ☑ Encouraging employees to practice good hand washing and hygiene techniques ☑ Encouraging individuals to practice hand hygiene directly after contact with high touch areas. ☑ Increasing cleaning and disinfecting. 	<ul style="list-style-type: none"> ☑ Providing personal protective equipment like masks or face coverings where required – should be used as a measure to manage exposure, after implementing physical distancing measures, and adjusting the workplace and processes.

WORK ENVIRONMENTS

Hamilton Reopens identifies 15 municipal workplaces or environments where staff work, some where residents may visit to conduct City business or access City services. These include:

1. Office Space
2. Meeting and Training Rooms
3. Lunchrooms and Kitchens
4. Washrooms, Change Rooms and Employee Gyms
5. Reception Areas, Customer Service Counters, Council Chambers and other Areas for the General Public
6. Mobile Workers in the Community
7. City Vehicles
8. Outdoor Workers
9. Garages, Maintenance Buildings and Yards
10. Laboratories
11. Waste Collections
12. Transit Operations
13. Arenas
14. Recreation Centres and Museums
15. Home Offices

The coming pages outline the enhanced health and safety controls that must be in place in each of these workplaces and summarize the protocols that will be in place in each environment going forward as a result of COVID-19.

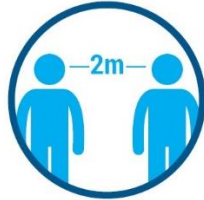
Office Space



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure employees clean and disinfect their own desk, chair, keyboard, mouse, phone and other equipment regularly
- ☑ Ensure high-touch areas like doors and door handles are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Rearrange workstation assignments, leave alternate desks empty, rotate days at work
- ☑ Stagger breaks, lunch hours, start and end times for employees.
- ☑ Where possible, require employees to stay within their own work location
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Discourage face-to-face interactions
- ☑ Minimize the use of elevators
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Limit visitors to essential business only

[Elevator and Stairwell Occupancy Capacity Protocol](#)
[Facility Modification Request Process](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Discourage employees from sharing desks, chairs phones, keyboards or other equipment

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – PPE is not normally required in office spaces.

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

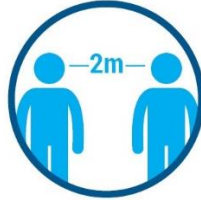
Meeting and Training Rooms



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Clean meeting and training rooms after each use
- ☑ Ensure high-touch areas like doors and door handles are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Remove extra chairs and specify seating arrangements to leave space between meeting attendees
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Discourage face-to-face interactions
- ☑ Limit visitors to essential business only
- ☑ Ensure attendees understand physical distancing requirements before arriving at the meeting.



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Place garbage cans at entrances and exits



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – PPE is not required in meeting and training rooms.



COMMUNICATION

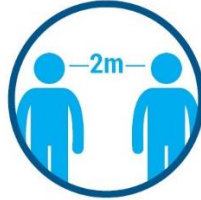
- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

Lunchrooms and Kitchens



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like doors, door handles, counter tops, fridge handles, microwave controls, and sink taps are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Discourage face-to-face interactions
- ☑ Remove, restrict or rearrange seating
- ☑ Limit users to those in the immediate work location (no visitors)
- ☑ Stagger breaks and lunch hours for employees.



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Place garbage cans at entrances and exits
- ☑ Discourage employees from sharing food
- ☑ No communal dishes, cutlery, mugs and glasses



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.



PPE

- ☑ Provide personal protective equipment where required – PPE is not required in kitchens and lunchrooms.



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

[Environmental Cleaning for Workspaces](#)

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

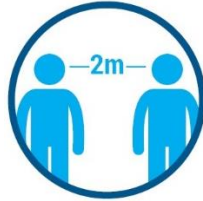
Washrooms, Change Rooms and Employee Gyms



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like doors, door handles, counter tops and sink taps are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Block off alternating stalls, sinks and lockers if applicable
- ☑ Limit users to those in the immediate work location (no visitors)
- ☑ Revise locker assignments to ensure appropriate spacing.
- ☑ Stagger start and end times for employees.



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Place garbage cans at entrances and exits

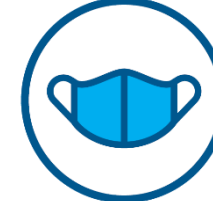


HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – PPE is not required in washrooms, change rooms and employee gyms.



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

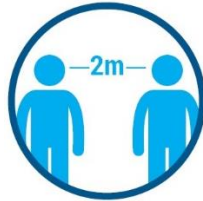
Reception Areas, Customer Service Counters, Council Chambers and other Areas for the General Public



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like doors, door handles, counter tops, shared touch screens and phones are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Install barriers to counters where the public has access
- ☑ Offer services online where possible to avoid face-to-face interactions

[Facility Modification Request Process](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Place garbage cans at entrances and exits
- ☑ Discourage employees from sharing desks, chairs phones, keyboards or other equipment

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – PPE is not required in reception areas, customer service counters, Council Chambers and other areas accessible by the general public.



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

Mobile Workers in the Community

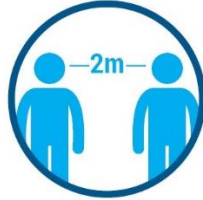


CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products

[Environmental Cleaning for Workspaces](#)

[Vehicle Cleaning Procedure](#)



PHYSICAL DISTANCING

- ☑ Encourage employees to maintain a physical distance of two metres from others
- ☑ Discourage face-to-face interactions



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Discourage employees from sharing equipment where possible

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Where possible when booking appointments in the community, provide visitor health screening information prior to visit

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19](#)

[Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks may be provided for employees who cannot maintain physical distancing or if requested by occupants of a workplace they are visiting

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly
- ☑ Provide staff with information about preventing the spread of COVID-19 to share with clients during meetings or site visits

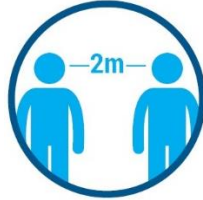
City Vehicles



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products

[Vehicle Cleaning Procedure](#)



PHYSICAL DISTANCING

- ☑ Encourage employees to maintain a physical distance of two metres from others
- ☑ Ensure no more than two employees travel in a vehicle together at one time.

[Two Person Vehicle Occupancy Procedure](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Discourage employees from sharing equipment where possible

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Where possible when booking appointments in the community, provide visitor health screening information prior to visit

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks are required in City vehicles with two or more occupants.

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Share information about physical distancing, good hand hygiene and self-assessment screening on circle-check documentation
- ☑ Share updates from senior management regularly

Outdoor Workers

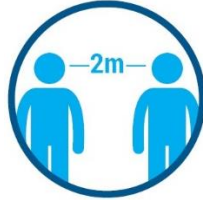


CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like doors, door handles, hand tools and other shared equipment are cleaned regularly

[Environmental Cleaning for Workspaces](#)

[Tools and Equipment Cleaning](#)



PHYSICAL DISTANCING

- ☑ Encourage employees to maintain a physical distance of two metres from others
- ☑ Discourage face-to-face interactions
- ☑ Stagger breaks, lunch hours, start and end times for employees.



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Discourage employees from sharing equipment where possible

[Supply Depot Ordering](#)

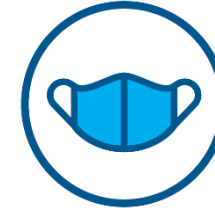


HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Where possible when booking appointments in the community, provide visitor health screening information prior to visit

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks may be provided for employees who cannot maintain physical distancing

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

Garages, Maintenance Buildings and Yards

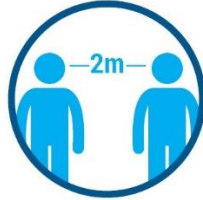


CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like doors, door handles, appliances, counter tops, tables, cabinets and other shared equipment is cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)

[Tools and Equipment Cleaning](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Rearrange workstation assignments, rotate days at work
- ☑ Where possible, require employees to stay within their own work location
- ☑ Discourage face-to-face interactions
- ☑ Stagger breaks, lunch hours, start and end times for employees.
- ☑ Limit visitors to essential business only

[Elevator and Stairwell Occupancy Capacity Protocol](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Discourage employees from sharing equipment where possible

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks may be provided for employees who cannot maintain physical distancing

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

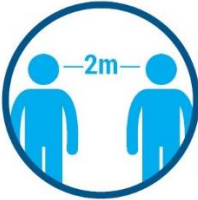
Laboratories



CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Follow usual laboratory cleaning procedures
- ☑ Ensure employees clean and disinfect work stations, lab carts, and other equipment regularly
- ☑ Ensure high-touch areas like doors and door handles are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Stagger breaks, lunch hours, start and end times for employees.
- ☑ Rearrange workstation assignments, leave alternating desks empty, rotate days at work
- ☑ Where possible, require employees to stay within their own work location
- ☑ Discourage face-to-face interactions
- ☑ Limit visitors to essential business only

[Elevator and Stairwell Occupancy Capacity Protocol](#)
[Facility Modification Request Process](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Place garbage cans at entrances and exits
- ☑ Discourage employees from sharing desks, chairs, phones, keyboards or other equipment

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19](#)

[Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – employees in laboratories should follow all usual procedures requiring PPE or use PPE if they must complete work within two metres of others.

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

Waste Collections



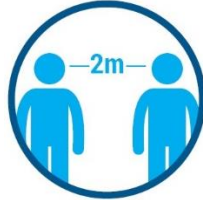
CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure employees clean and disinfect equipment regularly
- ☑ Ensure high-touch areas like doors and door handles are cleaned regularly

[Environmental Cleaning for Workspaces](#)

[Tools and Equipment Cleaning](#)

[Vehicle Cleaning Procedure](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Discourage face-to-face interactions
- ☑ Stagger breaks, lunch hours, start and end times for employees.

[Two Person Vehicle Occupancy Procedure](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Discourage employees from sharing equipment where possible

[Supply Depot Ordering](#)

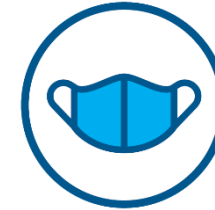


HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks may be provided for employees who cannot maintain physical distancing

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly

Transit Operations



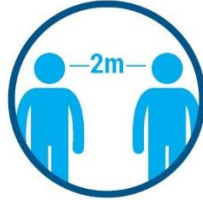
CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible.
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like the steering wheel, vehicle controls, grab bars and other hard surfaces are cleaned regularly.
- ☑ Conduct deep cleaning of the fleet daily.
- ☑ Conduct regular vehicle “fogging” treatments with anti-microbial treatments (Aegis)

[Environmental Cleaning for Workspaces](#)

[Tools and Equipment Cleaning](#)

[Vehicle Cleaning Procedure](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Discourage face-to-face interactions
- ☑ Provide protected space around the operator
- ☑ Restrict seating near the operator
- ☑ Restrict seating for customers
- ☑ Restrict the number of customers on board
- ☑ Encourage customers to use transit for essential trips only

[Facility Modification Request Process](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – surgical masks are available for operators to use.
- ☑ Encourage the public to follow Public Health guidance related to wearing face coverings when maintaining a two-metre distance isn't possible, such as on public transit

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share update from senior management regularly

Arenas

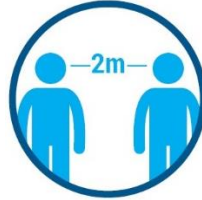


CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure high-touch areas like doors, door handles, and other shared equipment are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)

[Tools and Equipment Cleaning](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Rearrange workstation assignments, leave alternate desks empty, rotate days at work
- ☑ Stagger breaks, lunch hours, start and end times for employees.
- ☑ Where possible, require employees to stay within their own work location
- ☑ Install barriers to counters where the public has access, like reception and concession stands

[Elevator and Stairwell Occupancy Capacity Protocol](#)
[Facility Modification Request Process](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
- ☑ Provide alcohol-based hand sanitizer where soap/water is not available
- ☑ Educate employees about coughing or sneezing into their sleeves
- ☑ Stay home if you are sick
- ☑ Place garbage cans at entrances and exits
- ☑ Discourage employees from sharing desks, chairs phones, keyboards or other equipment

[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks may be provided for employees who cannot maintain physical distancing

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

[Selection and Use of Non-Medical Reusable Masks and Other Face Coverings](#)

[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
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- ☑ Share updates from senior management regularly

Recreation Centres and Museums

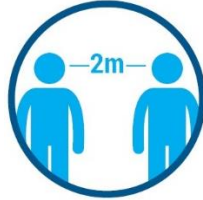


CLEANING

- ☑ Ensure cleaning and disinfectant products are accessible
- ☑ Train employees on the proper use of cleaning and disinfectant products
- ☑ Ensure employees clean and disinfect their own desk, chair, keyboard, mouse, phone and other equipment regularly
- ☑ Ensure high-touch areas like doors, door handles, shared equipment are cleaned regularly
- ☑ Inform employees about the schedule and frequency of third-party cleaners

[Environmental Cleaning for Workspaces](#)

[Tools and Equipment Cleaning](#)



PHYSICAL DISTANCING

- ☑ Ensure employees can maintain a physical distance of two metres from others
- ☑ Post signs indicating maximum number of people allowed in smaller spaces
- ☑ Use signage, floor stickers or arrows to direct the flow of traffic
- ☑ Rearrange workstations assignments, leave alternating desks empty, rotate days at work
- ☑ Stagger breaks, lunch hours, start and end times for employees.
- ☑ Where possible, require employees to stay within their own work location
- ☑ Install barriers to counters where the public has access, like reception and concession stands

[Elevator and Stairwell Occupancy Capacity Protocol](#)
[Facility Modification Request Process](#)



STOP THE SPREAD

- ☑ Encourage employees to practice good hand hygiene
- ☑ Provide soap at all sinks
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[Supply Depot Ordering](#)



HEALTH SCREENING

- ☑ Ensure all employees complete and pass the [health self-screening](#) before attending work.
- ☑ Post signage for visitor health screening and direct them to contact Public Health Services for more information.

[Employee COVID-19 Health Self-Screening Policy](#)

[Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)



PPE

- ☑ Provide personal protective equipment where required – non-medical reusable masks may be provided for employees who cannot maintain physical distancing

[Guidelines for use of Respirators and Masks](#)

[Guidelines for Personal Protective Equipment \(excluding masks\)](#)

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[Supply Depot Ordering](#)



COMMUNICATION

- ☑ Provide employees with regular updates and information about the COVID-19 situation
- ☑ Share all relevant Standard Operating Procedures, schedules for cleaning and disinfecting, and other key information
- ☑ Post information about physical distancing, good hand hygiene and health screening
- ☑ Share updates from senior management regularly
- ☑ Provide staff with information about preventing the spread of COVID-19 to share with clients during programming

Home Office

Employees working out of their home offices should follow public health recommendations for cleaning, physical distancing, and infection control. Telecommuting employees have additional considerations when working from home and are responsible for reviewing and addressing any health and safety concerns in their location and should follow City issued guidelines to creating comfortable and ergonomic work spaces in their homes.

The following resources are available to support Telecommuting Employees:

- [Telecommuting Procedure](#)
- [Telecommuting in Emergencies Procedure](#)
- [Telecommuting Guideline and FAQ](#)
- [Telecommuting Safety Checklist](#)
- [How to Adjust to Working from Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [How to Stay Productive and Motivated at Home](#)

APPENDIX

Appendix A: Service Availability by Phase

PROCEEDING – NO CHANGE: City service is proceeding with no changes for residents or staff as a result of the COVID-19 emergency. Services under this category are proceeding as they did prior to the COVID-19 emergency.

PROCEEDING – NEW MODEL: City service is proceeding with no changes for residents, but the City is delivering the service in a different way as a result of the COVID-19 emergency. Services under this category are continuing, but staff may be working from home or doing their work in a different way in accordance with enhanced health and safety guidelines.

MODIFIED: Delivery of this City service has been modified as a result of the COVID-19 emergency. The City is continuing to deliver some parts of this service, but residents may notice an impact.

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

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
PUBLIC WORKS				
Corporate Security Office	PROCEEDING – NEW MODEL	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Security administration staff working from home. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Security administration staff working from home. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Security administration staff working from home.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> Security administration staff working from home. Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Energy Initiatives	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Facilities Management	<p>MODIFIED</p> <ul style="list-style-type: none"> Essential maintenance and construction projects only. 	<p>MODIFIED</p> <ul style="list-style-type: none"> General maintenance and repair services are cancelled. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Fleet Services Management	<p>MODIFIED</p> <ul style="list-style-type: none"> Essential vehicles repairs and maintenance only. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
		<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Engineering Services	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Essential construction projects only. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public counter reopens. Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Cemeteries	<p>MODIFIED</p> <ul style="list-style-type: none"> Public access by appointment only. Funeral services limited to immediate family of no more than 10 people. Some cemetery grave side services not available. General gardening and spring cleanup is suspended. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public access by appointment only. Gatherings for funeral services limited as per Provincial Orders. Some cemetery grave side services are not available. Pre-planning services online only. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public access by appointment only. Gatherings for funeral services limited as per Provincial Orders. Pre-planning services online only. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> • Pre-planning services online only. 			
Forestry	<p>MODIFIED</p> <ul style="list-style-type: none"> • Tree maintenance prioritized to address public safety hazards only. • Community planting events and free tree giveaways suspended. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Tree maintenance prioritized to address public safety hazards only. • Community planting events and free tree giveaways suspended. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines. • Community planting events and free tree giveaways if seasonal timing allows and trees are available. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines.
Horticultural Programs	<p>MODIFIED</p> <ul style="list-style-type: none"> • Gage Park Green House closed to the public. Bookings for future events suspended. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Gage Park Green House closed to the public. Bookings for future events suspended. • Annual traffic island planting program restarts with 70% planting target. • Reduced garden bed maintenance and grass 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Gage Park Green House closed to the public. Bookings for future events suspended. • Maintenance on reduced traffic islands, garden beds and grass cutting. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Gage Park Green House reopen. • Some staff working from home. • Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
		cutting in larger City parks and at City owned facilities.		
HSR	<p>MODIFIED</p> <ul style="list-style-type: none"> Fare collection suspended. Customers enter and exit through the rear doors. Counter service closed. Operating on an enhanced Saturday level of service. No change to weekend service. Essential trips only. Masks available to bus operators. Public encouraged to follow Public Health guidance related to wearing face coverings when maintaining a two-metre distance isn't possible, such as on public transit 	<p>MODIFIED</p> <ul style="list-style-type: none"> Fare collection resumes. Customers enter through the front door. Some counter service open. Operating on an enhanced Saturday level of service. No change to weekend service. Masks available to bus operators. Public encouraged to follow Public Health guidance related to wearing face coverings when maintaining a two-metre distance isn't possible, such as on public transit 	<p>MODIFIED</p> <ul style="list-style-type: none"> Service level adjustments dictated by the increase in ridership. All counter service open. Transit available for non-essential travel. Masks available to bus operators. Public encouraged to follow Public Health guidance related to wearing face coverings when maintaining a two-metre distance isn't possible, such as on public transit Maximum number of people on buses eased in alignment with public health guidelines 	<p>MODIFIED</p> <ul style="list-style-type: none"> Service level adjustments dictated by the increase in ridership. Transit available for all travel. Masks available to bus operators. Public encouraged to follow Public Health guidance related to wearing face coverings when maintaining a two-metre distance isn't possible, such as on public transit Maximum number of people on buses eased in alignment with public health guidelines

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> • Maximum 10 people on a 40ft. bus; 15 people on a 60ft. bus. • One wheelchair/scooter per bus. Customers using wheelchairs/scooters are to travel with a companion to facilitate rear door loading. • DARTS providing bus-stop to bus-stop service for HSR customers using wheelchairs, scooters and CNIB card holders as requested. • Entire fleet treated with anti-bacterial agent; daily enhanced cleaning protocols in place 	<ul style="list-style-type: none"> • Maximum 10 people on a 40ft. bus; 15 people on a 60ft. bus. • Wheelchair/scooter users enter and exit through the rear door. One per bus. Customers to travel with a companion to facilitate rear door loading. • DARTS providing bus-stop to bus-stop service for HSR customers using wheelchairs, scooters and CNIB card holders as requested. 	<ul style="list-style-type: none"> • Wheelchair/scooter users enter and exit through the rear door. One per bus. Customers to travel with a companion to facilitate rear door loading. • DARTS providing bus-stop to bus-stop service for HSR customers using wheelchairs, scooters and CNIB card holders as requested. 	
Parks and Open Space Access	MODIFIED <ul style="list-style-type: none"> • Closure of all park structures and sports fields, dog parks, 	MODIFIED <ul style="list-style-type: none"> • Closure of all park structures and sports fields, escarpment stairs, 	MODIFIED <ul style="list-style-type: none"> • Park structures, spray pads and escarpment stairs reopen. Park 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> • All park amenities open.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<p>escarpment stairs, skate parks, park washrooms, water fountains, and beaches</p> <ul style="list-style-type: none"> • Closure of Albion Falls and its parking lots and viewing platforms • All non-essential work suspended – no litter collection or grass cutting • Essential construction projects only. • Community and pollinator gardens closed. • Community clean up programs cancelled. 	<p>skate parks, park washrooms, water fountains and beaches</p> <ul style="list-style-type: none"> • Closure of Albion Falls and its parking lots and viewing platforms • Spray pads closed. • Park maintenance, grass cutting and other essential work resumes. • Dog parks, tennis courts, boat launches reopen. • Community and pollinator gardens reopen. • Community clean up programs restart. 	<p>washrooms reopen (seasonal). Water fountains remain closed.</p> <ul style="list-style-type: none"> • Albion Falls reopen. • Beaches reopen. • Limited use of sports fields (no large tournaments). 	<ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines.
<p>Stormwater Management</p>	<p>MODIFIED</p> <ul style="list-style-type: none"> • Essential stormwater operations and maintenance only. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Waste Management	<p>MODIFIED</p> <ul style="list-style-type: none"> Leaf and yard waste collection moved to bi-weekly schedule. ReStore facility closed. Downtown litter collection suspended. No customer service visits or home deliveries. Community engagement events suspended. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Leaf and yard waste collection returns to regular weekly schedule. ReStore facility closed. Downtown litter collection focused in high traffic areas only. No customer service visits or home deliveries. Community engagement events suspended. 	<p>MODIFIED</p> <ul style="list-style-type: none"> ReStore facility closed. Downtown litter collection resumes. Diversion containers delivered to municipal recreation facilities if required. No customer service visits or home deliveries. Community engagement events suspended. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> ReStore facility reopen. Diversion containers delivered to municipal recreation facilities if required. Customer service visits and home deliveries resume. Community engagement events resume.
Wastewater Collection and Treatment	<p>MODIFIED</p> <ul style="list-style-type: none"> Community and school engagement events suspended. Counter service closed. Delivery of essential services related to wastewater collection 	<p>MODIFIED</p> <ul style="list-style-type: none"> Community and school engagement events suspended. Counter service closed. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Community and school engagement events suspended. Counter service reopens. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Community engagement events resume. School outreach events as per Provincial guidance.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	treatment, enforcement and construction.			
Water Supply and Distribution	<p>MODIFIED</p> <ul style="list-style-type: none"> Community and school engagement events suspended. Counter service closed. Delivery of essential services related to drinking water treatment, distribution and construction. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Community and school engagement events suspended. Counter service closed. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Community and school engagement events suspended. Counter service reopens. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Community engagement events resume. School outreach events as per Provincial guidance.
Roadway Maintenance	<p>MODIFIED</p> <ul style="list-style-type: none"> Routine non-emergency road and sidewalk work suspended. Delivery of essential services related to roadway maintenance, environmental and accident emergency response 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Transportation Operations	<p>MODIFIED</p> <ul style="list-style-type: none"> Traffic counting and some analysis and investigations suspended. Installation of traffic calming infrastructure, two-way conversions and red-light camera installations suspended. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Traffic counting and some analysis and investigations suspended. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
<p>HEALTHY & SAFE COMMUNITIES</p>				
Child Care System Management	<p>MODIFIED</p> <ul style="list-style-type: none"> Supporting the opening of emergency child care services for health care and other front-line workers. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Essential work in management of Service Provider Funding Agreements and plan for re-opening of child care system. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Expanded services in management of Service Provider Funding Agreements including subsidy and eligibility placement. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Full services in management of Service Provider Funding Agreements and subsidy eligibility including performance, planning and evaluation. Some staff working from home.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
				<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Community Engagement	CANCELLED	MODIFIED <ul style="list-style-type: none"> Exploring and testing new and innovative way to engage with community. 	MODIFIED <ul style="list-style-type: none"> Explore and test new and innovative way to engage with community. 	MODIFIED <ul style="list-style-type: none"> Engage with community in new and innovative ways.
Directly Operated Child Care Program (Red Hill Family Centre)	CANCELLED	CANCELLED	MODIFIED <ul style="list-style-type: none"> Reopening based on provincial direction, public health guidelines and availability of redeployed staff. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Early Years System Management	MODIFIED <ul style="list-style-type: none"> Essential work in management of Service Provider Funding Agreements. 	MODIFIED <ul style="list-style-type: none"> Essential work management of Service Provider Funding Agreements and plan for re-opening of early years system. 	MODIFIED <ul style="list-style-type: none"> Expanded services in management of Service Provider Funding Agreements and system management. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Full services in management of Service Provider Funding Agreements including performance, planning and evaluation. Some staff working from home.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
				<ul style="list-style-type: none"> • Operations continuing under enhanced health and safety guidelines
Life Skills and Case Management	<p>MODIFIED</p> <ul style="list-style-type: none"> • Essential services and virtual interactions with clients. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Essential services and virtual interactions with clients. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Expanded services and virtual interactions with clients. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full services considering new ways to safely interaction with clients. • Some staff working from home. • Operations continuing under enhanced health and safety guidelines
Public Health Foundational Standards	<p>MODIFIED</p> <ul style="list-style-type: none"> • Services are operational with a focus on COVID-19 response. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Services are operational with a focus on COVID-19 response. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Services are operational with a focus on COVID-19 response. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full service to be delivered contingent on resource pressure from COVID-19 response. • Some staff working from home. • Operations continuing under enhanced health and safety guidelines

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Hamilton Fire Department	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with cancellation or changes to non-emergency community programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with cancellation or changes to non-emergency community programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with cancellation or changes to non-emergency community programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with changes to non-emergency community programs.
Healthy Environments	<p>MODIFIED</p> <ul style="list-style-type: none"> Prioritized inspections and investigations to ensure safe food and water, and to reduce illness and injury. 	<p>MODIFIED</p> <p>Prioritized inspections and investigations to ensure safe food and water, and to reduce illness and injury.</p>	<p>MODIFIED</p> <ul style="list-style-type: none"> Prioritized inspections and investigations to ensure safe food and water, and to reduce illness and injury. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Full service to be delivered contingent on resource pressure from COVID response. Some staff working from home. Operations continuing under enhanced health and safety guidelines
Chronic Disease and Injury Prevention	<p>MODIFIED</p> <ul style="list-style-type: none"> Emergency dental services available and phone counselling for prioritized clients. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Emergency dental services available, phone counselling for prioritized clients and complaint-based tobacco enforcement. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Increased dental services, phone counselling and in person services to be available to clients, tobacco cessation and 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Full service to be delivered contingent on resource pressure from COVID response.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
			enforcement, priority food strategy work, increased distribution of harm reduction supplies.	<ul style="list-style-type: none"> • Some staff working from home. • Operations continuing under enhanced health and safety guidelines
Infectious Diseases	<p>MODIFIED</p> <ul style="list-style-type: none"> • Management of communicable diseases, prioritized inspections, vaccine management and delivery. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Management of communicable diseases, prioritized inspections, vaccine management and delivery, resumption of street health clinics. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Management of communicable diseases, prioritized inspections, vaccine management, street health, sexual health and immunization clinics to open. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full service to be delivered contingent on resource pressure from COVID response. • Some staff working from home. • Operations continuing under enhanced health and safety guidelines
Healthy Families	<p>MODIFIED</p> <ul style="list-style-type: none"> • Prioritized service for high-risk clients by telephone and virtual visits. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Prioritized service for high-risk clients by telephone and virtual visits. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Increased service for clients to be delivered by telephone, virtual or in person where safe to do so, school liaison work to resume. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full service to be delivered contingent on resource pressure from COVID response. • Some staff working from home.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
				<ul style="list-style-type: none"> • Operations continuing under enhanced health and safety guidelines
Housing Service System Management	<p>MODIFIED</p> <ul style="list-style-type: none"> • Creation of temporary emergency shelters. • No public counter service with restricted visitor access. • No one-on-one interviews or site visits to residential care facilities or social housing. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Operation of temporary emergency shelters. • No public counter service with restricted visitor access. • No one-on-one interviews or site visits to residential care facilities or social housing. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Expanded housing services available. • No one-on-one interviews or site visits to residential care facilities or social housing. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full suite of housing services available with new ways in system to support housing stability. • Some staff working from home. • Operations continuing under enhanced health and safety guidelines
Housing Supports	<p>MODIFIED</p> <ul style="list-style-type: none"> • Essential work within Access to Housing, Rent Supplement, Housing Allowances and Residential Care 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Expanded work within Access to Housing, Rent Supplement, Housing Allowances and 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full suite of housing funding supports available. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Full suite of housing funding supports available.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	Facility Subsidy programs.	Residential Care Facility Subsidy programs.	<ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines 	<ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines
Long-Term Care	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued service for residents in long-term care homes with cancellation or changes to services for non-residents. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued service for residents in long-term care homes with cancellation or changes to services for non-residents. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued service for residents in long-term care homes with cancellation or changes to services for non-residents. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued service for residents in long-term care homes with cancellation or changes to services for non-residents.
Ontario Works (OW)	<p>MODIFIED</p> <ul style="list-style-type: none"> Processing of Ontario Works applications and caseworker support for clients by phone or online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Processing of Ontario Works applications and caseworker support for clients by phone or online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Processing of Ontario Works applications by phone or online with priority caseworker support in person by appointment. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines
Special Services - Special Supports Low Income Program	<p>MODIFIED</p> <ul style="list-style-type: none"> Administration of provincial financial supports for COVID-19 by phone or online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Administration of special supports by phone or online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Administration of special supports by phone or online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Administration of special supports by phone or online.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Hamilton Paramedic Service	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with cancellation or changes to non-emergency community programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with cancellation or changes to non-emergency community programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with cancellation or changes to non-emergency community programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to emergencies with changes to non-emergency community programs.
Recreation Facilities and Services	<p>CANCELLED</p>	<p>MODIFIED</p> <ul style="list-style-type: none"> Reopening of some outdoor recreation facilities and programs. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Reopening of more outdoor recreation facilities and programs and some arenas / halls. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Gradual reopening of gyms, arenas, halls, pools and fields.
CityHousing Hamilton	<p>MODIFIED</p> <ul style="list-style-type: none"> Virtual tenant engagement and limited on-site staff services within maintenance, finance and operations. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Virtual tenant engagement, alternate procedures for renting units and limited on-site staff for emergency maintenance, pest control requests, finance, and operations. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public services in place with limited access to reception, routine maintenance and pest control requests; alternate procedures for renting units, finance and operations. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public services in place, staff support tenants virtually and with in-person appointments Some staff working from home. Operations continuing under enhanced health and safety guidelines.
PLANNING & ECONOMIC DEVELOPMENT				

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Building Inspections	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to inspection requests with limited interior inspections. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Continued response to inspection requests with some interior inspections. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Building Permits and Zoning By-Law Review	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Permit applications can be submitted online along with zoning verification requests. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Permit applications can be submitted online along with zoning verification requests. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Permit applications can be submitted and picked up at City Hall first floor counter. Consultations with staff must be conducted virtually. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public counter open. Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Business Development	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public counter open. Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Real Property Management	<p>PROCEEDING – NEW MODEL</p>	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Staff working from home. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Staff working from home. 	<p>PROCEEDING – NEW MODEL</p>

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> Staff working from home. Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Urban Renewal	<p>MODIFIED</p> <ul style="list-style-type: none"> No client meetings available. 	<p>MODIFIED</p> <ul style="list-style-type: none"> No client meetings available. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Client meetings available where critical to maintain business operations, under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Development Approvals	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Development applications can be submitted by courier or through CityShare. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Development applications can be submitted by courier or through CityShare. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Development applications can be submitted by courier or through CityShare. Development applications can be submitted and picked up at City Hall first floor counter. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public counter open. Some staff working from home. Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
			<ul style="list-style-type: none"> • Consultations with staff must be conducted virtually. 	
Growth Management	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. • Development applications can be submitted by courier or through CityShare. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. • Development applications can be submitted by courier or through CityShare. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. • Development applications can be submitted by courier or through CityShare. • Development applications can be submitted and picked up at City Hall first floor counter. • Consultations with staff must be conducted virtually. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Public counter open. • Some staff working from home • Operations continuing under enhanced health and safety guidelines.
Animal Services	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. • No adoptions and no animal intakes. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. • No adoptions and no animal intakes. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Public counter reopens. • Resume animal adoptions virtually along with animal intake. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Resume animal adoptions and intake. • Some staff working from home

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
			<ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Business Licensing	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Focus shifted to enforcing COVID-19 regulations. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Focus shifted to regular inspections and enforcing COVID-19 regulations. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter open at 77 James St. Suite 250 only. Other counters closed. Resuming normal duties and continuing to enforce COVID-19 regulations. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public counter open. Some office staff working from home. Operations continuing under enhanced health and safety guidelines.
By-law Enforcement	<p>MODIFIED</p> <ul style="list-style-type: none"> Focus shifted to enforcing COVID-19 regulations 	<p>MODIFIED</p> <ul style="list-style-type: none"> Focus shifted to enforcing COVID-19 regulations. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Resuming regular inspections and continuing to enforce COVID-19 regulations. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Land Use Planning	<p>MODIFIED</p> <ul style="list-style-type: none"> No community meetings or stakeholder engagement activities. 	<p>MODIFIED</p> <ul style="list-style-type: none"> No community meetings or stakeholder engagement activities. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Some community meetings. Limited opportunities for client meetings where critical to maintaining business operations. Virtual and electronic stakeholder engagement activities. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Cultural Development	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. No film permits issued. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. No film permits issued. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Public counter closed. Film permits can be submitted and picked up at City Hall first floor counter. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Public counter reopens. Film permits available. Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Heritage Resource Management	<p>CANCELLED</p> <ul style="list-style-type: none"> Facilities closed Programs cancelled 	<p>CANCELLED</p> <ul style="list-style-type: none"> Facilities closed Programs cancelled 	<p>MODIFIED</p> <ul style="list-style-type: none"> Facilities reopen. Modified program delivery. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Facilities reopen. Modified program delivery.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
				<ul style="list-style-type: none"> Limited groups and tours. Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Tourism Development	MODIFIED <ul style="list-style-type: none"> Visitor centre closed. No new event bookings. 	MODIFIED <ul style="list-style-type: none"> Visitor centre closed. No new event bookings. 	MODIFIED <ul style="list-style-type: none"> Visitor centre closed. Some event bookings. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Visitor centre open. Event bookings resume. Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Parking Operations and Enforcement	MODIFIED <ul style="list-style-type: none"> Public counter closed. No enforcement of meters/lots and other non-safety related parking regulations. 	MODIFIED <ul style="list-style-type: none"> Public counter closed. Modified enforcement of meters/lots and other parking regulations. Monthly permit renewals by phone or mail. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Public counter reopens. Regular enforcement resumes. In-person reviews of parking violations resume. 	PROCEEDING – NEW MODEL <ul style="list-style-type: none"> Public counter reopens. Regular enforcement resumes. In-person reviews of parking violations resume.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> No in person permit renewals or reviews of parking violations. Limited maintenance and collections. 	<ul style="list-style-type: none"> E-mail and phone review of parking violations. Maintenance and collections resume. 	<ul style="list-style-type: none"> Parking reviews resume. Some office staff working from home. Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Parking reviews resume. Some office staff working from home. Operations continuing under enhanced health and safety guidelines.
School Crossing Guards	CANCELLED	CANCELLED	CANCELLED	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Dependent on decisions from the Province of Ontario related to reopening of schools. Operations continuing under enhanced health and safety guidelines.
Transportation Planning	<p>MODIFIED</p> <ul style="list-style-type: none"> No public engagement events. 	<p>MODIFIED</p> <ul style="list-style-type: none"> No public engagement events. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Some public engagement events, virtual engagement. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some public engagement events, virtual engagement. Some staff working from home

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
				<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
CORPORATE SERVICES				
Election Services	Not applicable.	Not applicable.	Not applicable.	Not applicable.
Corporate Radio System	PROCEEDING – NO CHANGE	PROCEEDING – NO CHANGE	PROCEEDING – NO CHANGE	PROCEEDING – NO CHANGE
Information Management	<p>MODIFIED</p> <ul style="list-style-type: none"> Delay to birth and death registrations, and freedom of information requests – services still proceeding. 	<p>MODIFIED</p> <ul style="list-style-type: none"> Delay to birth and death registrations, and freedom of information requests – services still proceeding. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
City Council, Council Relations and Legislative Services	<p>MODIFIED</p> <ul style="list-style-type: none"> Council/Committee of the Whole meetings proceeding virtually. Cancellation of all Standing Committee, sub-committee, advisory committee and 	<p>MODIFIED</p> <ul style="list-style-type: none"> Council/Committee of the Whole meetings proceeding virtually. Cancellation of all Standing Committee, sub-committee, advisory committee and municipal tribunal meetings. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Council/Committee of the Whole meetings held in Council Chambers, the public may attend as per gathering limits set by Province. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Elected Officials remain available – some working from home. Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<p>municipal tribunal meetings.</p> <ul style="list-style-type: none"> • Elected Officials remain available – some working from home. 	<ul style="list-style-type: none"> • Reception for Councillors office operating under limited hours. • Elected Officials remain available – some working from home. 	<ul style="list-style-type: none"> • Standing committees, sub-committees, advisory committee and municipal tribunals resume. • Reception for Councillors office operating full time. • Elected Officials remain available – some working from home. • Operations continuing under enhanced health and safety guidelines. 	
<p>Printing and Distribution Services</p>	<p>MODIFIED</p> <ul style="list-style-type: none"> • Reduced frequency of services. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Operations continuing under enhanced health and safety guidelines.
<p>Citizen and Customer Service</p>	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. Some services available online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. Some services available online. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • Public counter closed. Some services available online. Commissioning 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Public counters reopen. • All Municipal Service Centres reopen.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> • Municipal Service Centres closed to the public. • Civil marriage ceremonies, commissioning services and issuance of marriage licences are suspended. 	<ul style="list-style-type: none"> • Municipal Service Centres closed to the public. • Civil marriage ceremonies, commissioning services and issuance of marriage licences are suspended. 	<p>services are available by appointment.</p> <ul style="list-style-type: none"> • Some Municipal Service Centres reopen. • Civil marriage ceremonies by appointment and subject to gathering limit set by Province. • Marriage licensing application forms completed online. Licences issued by appointment only 	<ul style="list-style-type: none"> • Some staff working from home • Operations continuing under enhanced health and safety guidelines.
<p>Provincial Offences Administration</p>	<p>MODIFIED</p> <ul style="list-style-type: none"> • POA counters closed. • Limited POA services due to closure of Provincial courts. • POA administration accepting filing of certificates and other charges by enforcement agencies. 	<p>MODIFIED</p> <ul style="list-style-type: none"> • POA counters closed. • Limited POA services due to closure of Provincial courts. • POA administration accepting filing of certificates and other charges by enforcement agencies. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • POA counters reopen. • All court and administrative functions are fully operational (when directed by the Ministry of the Attorney General) • Anticipated virtual early resolutions. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> • Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> No POA early resolutions. 	<ul style="list-style-type: none"> No POA early resolutions. 	<ul style="list-style-type: none"> Anticipated hybrid trial model. Operations continuing under enhanced health and safety guidelines. 	
Financial Management	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines.
Information Technology	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines.
Legal Services	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Risk Management	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Most staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines.
CITY MANAGER'S OFFICE				
Audit Services	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home. Operations continuing under enhanced health and safety guidelines.
Digital Transformation & Smart City	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Organizational Oversight	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Operations continuing under enhanced health and safety guidelines.
Human Resources	<p>MODIFIED:</p> <ul style="list-style-type: none"> Hiring for essential services and critical support continue virtually. Non-essential hiring deferred. All staff working from home 	<p>MODIFIED:</p> <ul style="list-style-type: none"> Hiring for essential services and critical support continue virtually. Non-essential hiring deferred. All staff working from home 	<p>MODIFIED:</p> <ul style="list-style-type: none"> Hiring for essential services and critical support continue virtually. Non-essential hiring deferred. Some staff working from home 	<p>MODIFIED:</p> <ul style="list-style-type: none"> Hiring for all positions will continue virtually. Some staff working from home.
City Enrichment Fund	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines.

CITY SERVICES	Initial Response to COVID-19	Phase One The Early Stages	Phase Two Gradual Recovery	Phase Three Our New Reality
Strategic Communications	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines.
Strategic Partnerships & Revenue Generation	<p>PROCEEDING – NO CHANGE</p> <ul style="list-style-type: none"> Staff previously working from home 	<p>PROCEEDING – NO CHANGE</p> <ul style="list-style-type: none"> Staff previously working from home 	<p>PROCEEDING – NO CHANGE</p> <ul style="list-style-type: none"> Staff previously working from home 	<p>PROCEEDING – NO CHANGE</p> <ul style="list-style-type: none"> Staff previously working from home
Strategy and Performance Excellence	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> All staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines. 	<p>PROCEEDING – NEW MODEL</p> <ul style="list-style-type: none"> Some staff working from home Operations continuing under enhanced health and safety guidelines.