



**The Corporation of the City of St. Catharines
GENERAL COMMITTEE AGENDA
Regular, Wednesday, June 3, 2020
Electronic Participation**

This Meeting of Regular Council will be held through Electronic Participation in accordance with Bill 187, the Municipal Emergency Act, which was passed by the Province of Ontario on March 19, 2020.

This Meeting may be viewed online at www.stcatharines.ca/youtube

Public Comments: The public may submit comments regarding agenda matters to the Office of the City Clerk by contacting clerks@stcatharines.ca by Tuesday, June 2, 2020 before 3:00 PM. Comments submitted will be considered as public information and entered into public record.

His Worship Mayor Walter Sendzik takes the Chair and opens the meeting following Items Number 5, 8 and 14 on the Council Agenda

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1. Motion to Move Reports on Consent

2. Consent Reports

Following Consent Reports, Council will proceed to Council Agenda Item 6 (Public Meetings Pursuant to Planning Act).

- | | |
|-------|--|
| 3 - 7 | 2.1 Community, Recreation and Culture Services, Business Planning and Strategic Services
Lakeside Park Pavilion Naming |
| | 2.2 Community, Recreation and Culture Services, Programs and Cultural Services
St. Catharines Cultural Investment Program
<i>(Report removed from the agenda and incorporated into Item 3.1)</i> |
| 8 - 9 | 2.3 Financial Management Services, Director
Budget Standing Committee Report - Meeting of May 25, 2020
[Addenda] |

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2.4 Legal and Clerks Services, Office of the City Clerk
Council Correspondence

3. Discussion Reports

Following Discussion Reports, Council will proceed to Council Agenda Item 9 (Motion to Ratify Forthwith Recommendations).

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3.1 Office of the Chief Administrative Officer
COVID-19 Update - June 3, 2020
[Addenda]

4. In-Camera Session (General Committee)

Council will meet In-Camera for the following purposes:

- Report request from a councillor (In-Camera Pursuant to By-law 2015-170, as Amended, Section B20.3(c), A proposed or pending acquisition or disposition of land by the municipality or local board).

5. Adjournment

Following Adjournment, Council will proceed to Council Agenda Item 15 (Motion Arising from In-Camera Session).



Corporate Report City Council

Report from: Community, Recreation and Culture Services, Business Planning and Strategic Services

Report Date: May 4, 2020 **Meeting Date:** June 3, 2020

Report Number: CRCS-082-2020 **File:** 68.31.114

Subject: Lakeside Park Pavilion Naming

Strategic Pillar: 

Recommendation

That Council approve the naming of the pavilion at Lakeside Park as the Neil Peart Pavilion. FORTHWITH

Summary

This report provides an overview of Council's request to name the Lakeside Park pavilion, including comments received from the public and internal City departments.

Relationship to Strategic Plan

The recognition of community history and naming of facilities in accordance with community input is part of the Social Well-Being pillar's goal to build and support strong, inclusive neighbourhoods that provide high quality of life for residents of all ages.

Background

At its meeting of [January 27, 2020](#), Council directed staff to pursue the naming of the pavilion at Lakeside Park in accordance with the Council approved Naming Policy on Parks, Trails and Recreation Facilities, and with the inclusion of Neil Peart as a potential name for consideration:

“WHEREAS with the untimely passing of Neil Peart, drummer and lyricist for the band Rush, many people in the community and beyond the City have expressed interest in creating a lasting legacy for Neil in St. Catharines; and

WHEREAS Neil spent his formative years in Port Dalhousie, even working at the Midway in Lakeside Park in the summers, and attended elementary and high school in the City; and

WHEREAS Neil went on to become one of - if not the best – drummer in the world, and was a key part in the success of Rush. He is a member of the Order of Canada, and in 2013 was inducted with Geddy Lee and Alex Lifeson into the Rock and Roll Hall of Fame; and

WHEREAS one of Rush’s most popular songs was written about Lakeside Park, and its lyrics evoke a time and place that is etched in the memories of many people who have experienced Lakeside Park in the summer;

THEREFORE BE IT RESOLVED that Council direct City Staff to commence the public process of naming the Lakeside Pavilion and include Neil Peart as a potential name for consideration, including the ongoing Engage STC public consultation; and

BE IT FURTHER RESOLVED that staff consult with the Peart family and the band’s representatives regarding any naming, memorials, events and concerts in Neil’s honour or Lakeside Park; and

BE IT FURTHER RESOLVED that any further requests to honour Neil Peart in St. Catharines (including memorials, events and concerts) be included in a report to Council as part of the naming process upon completion of the public consultation.”

Report

Internal Review

Following the request to name the Lakeside Park pavilion, and after an initial review by staff, the Council approved process as outlined in Appendix 1 was initiated. The proposal was circulated to internal stakeholders, including the Heritage Committee, Museum staff, and Fire and Emergency Management Services. No concerns were expressed with respect to the naming.

The Heritage Committee advised that the [List of Significant Local Individuals](#) is a list maintained by Heritage Planning staff and the St. Catharines Heritage Advisory Committee (SCHAC). The SCHAC proposes local individuals for inclusion who are worthy of formal recognition by the City of St. Catharines due to their contributions to the city. Neil Peart of Rush is included in the List of Significant Local Individuals.

Call for Names

In accordance with the Council Approved Naming Policy on Parks, Trails, and Recreation Facilities, staff issued a call for names on February 25, 2020. Residents had until March 9, 2020 to submit names for the Lakeside Park pavilion.

Staff reviewed the list of submitted names in accordance with the Naming Policy on Parks, Trails, and Recreation Facilities and narrowed the list down to two finalists based on the most popular submissions, which were announced on April 17, 2020. Signs were posted for two weeks at the entrance to Lakeside Park and the staff issued a media release and social media campaign.

Review of Submitted Names

Residents were encouraged to submit names that reflect and acknowledge the area's history, heritage and environment.

The City's Naming Policy for Parks, Trails and Recreational Facilities prioritizes names in the following order:

1. Civic or historical significance.
2. Location or features.
3. Significant individuals, families, organizations and foundations.

In accordance with the policy, names were reviewed on a case by case basis in accordance with the following standards;

- Reflect the identity, values, and character of the area or neighbourhood served.
- Easily recognizable and understandable.
- Meaningful to the broader community.
- Consistent with any other applicable policies.

Names were not be considered that:

- Cause confusion due to duplication or sounding similar to existing City facility.
- Have inappropriate short forms, acronyms or modifications.

Over the course of the call for names, 220 individual submissions were received from the public. The above requirements meant that name suggestions with no direct connection to park were excluded from the short list. A significant portion of the suggested names reflected Neil Peart and / or Rush in some manner.

Most Popular Name

With a short list created, residents were asked to vote for their preferred pavilion name based on the name and a brief explanation of its significance.

Neil Peart Pavilion

The City received many suggestions for 'Neil Peart Pavilion' and variations of names which reflected the contributions of Neil Peart and Rush. 'Neil Peart Pavilion' was the most popular option.

Lakeside Park Pavilion

Throughout the submission of names there were a few respondents who felt that it would be best to name the pavilion in the way it is currently most commonly referred to. It was noted by many individuals that the name "Lakeside Park Pavilion" has a historical association with the park and with the community. Staff note that no name changes are proposed or recommended for Lakeside Park.

Signage was posted for two weeks at the park entrance and staff issued a media release and social media campaign. At the conclusion of the consultation on the two name choices, 746 individuals voted using the ENGAGESTC platform. The final results

showed that 606 individuals (81.25%) were in favour of the name “Neil Peart Pavilion” while 140 individuals (18.8%) were in favour of the name “Lakeside Park Pavilion.”

At its meeting of Thursday, February 13, 2020, the SCHAC endorsed the name Neil Peart Pavilion and offered assistance with the commemoration project as required.

Staff recommend that the naming of the pavilion, and significance of Neil Peart, is best communicated to the public with the use of interpretive signage. Prior to the naming, historical images of Lakeside Park were to be applied with a decorative / view control film to the gable windows (North, South, East and West). With the naming of the pavilion in honour of Neil Peart, staff will work with the both the Peart family and the Heritage Advisory Committee to finalize a design to reflect the memory of Neil Peart’s career.

Financial Implications

There are no financial implications as a result of approving this report.

The decorative / view control film for the pavilions gable windows was previously approved by Council through the Capital Budget process and is available for this project.

If Council directs the naming of Neil Peart Pavilion, interpretive signage would be required. Maps and literature would not be purposely reprinted; however, the name would be updated for any future printing.

Environmental Sustainability Implications

There are no environmental sustainability implications associated with this report.

Conclusion

Council requested to name the pavilion at Lakeside Park. In response to this Council request, comments were solicited from the public in accordance with Naming Policy on Parks, Trails, and Recreation Facilities. In response to public outreach, and internal review, the name Neil Peart Pavilion received support and reflects the history and culture of the area. Staff recommend that the Neil Peart Pavilion is a fitting name to complement the history of Lakeside Park’s willows in the breeze; Lakeside Park’s so many memories with laughing rides, midway lights and shining stars on summer nights.

Prepared by

Jessica Button, Project and Development Planner

Submitted by

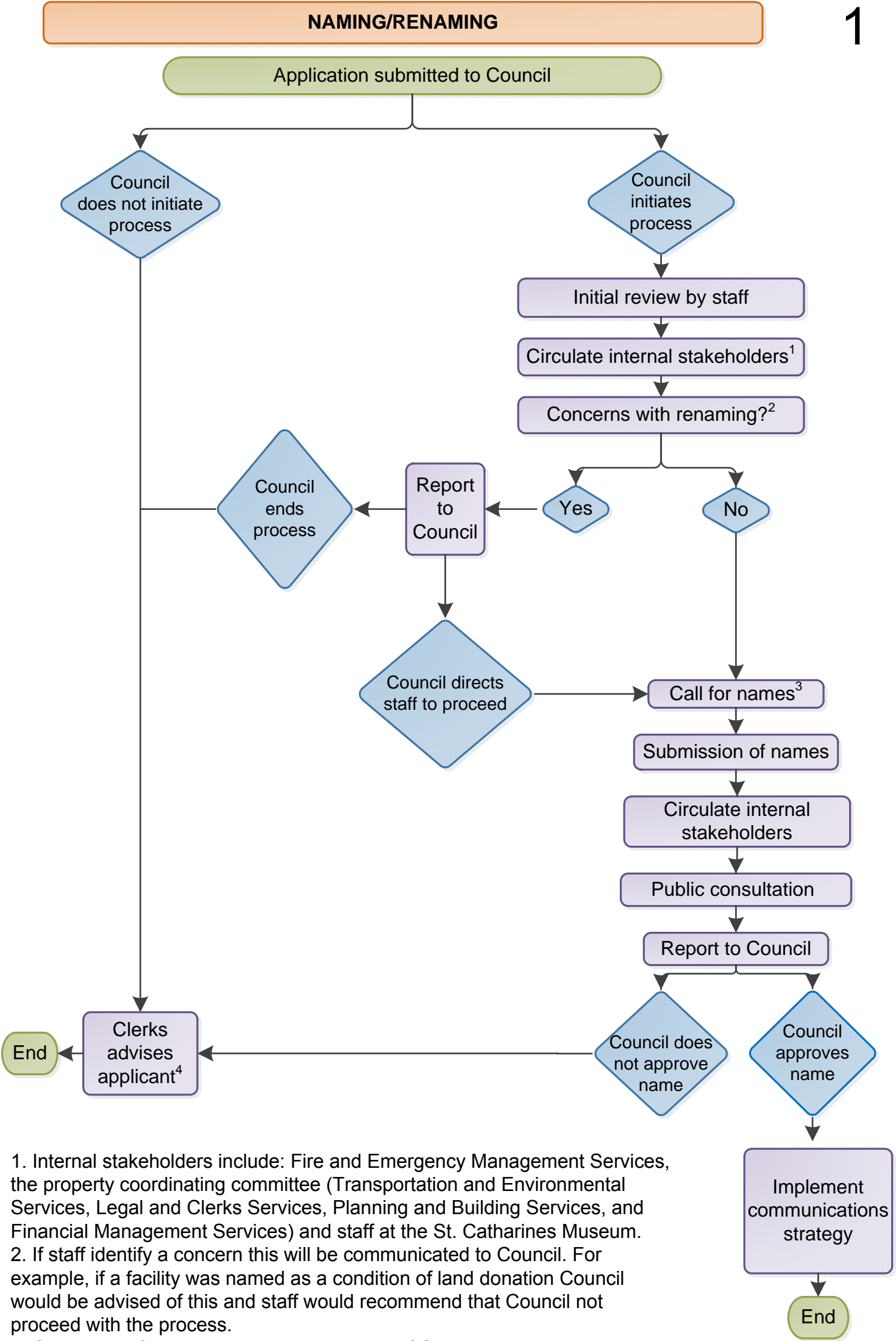
Eric Lamothe, Manager of Business Planning and Strategic Services

Approved by

Phil Cristi, Director, Community, Recreation and Culture Services

Appendices

1. Naming Process Map



1. Internal stakeholders include: Fire and Emergency Management Services, the property coordinating committee (Transportation and Environmental Services, Legal and Clerks Services, Planning and Building Services, and Financial Management Services) and staff at the St. Catharines Museum.

2. If staff identify a concern this will be communicated to Council. For example, if a facility was named as a condition of land donation Council would be advised of this and staff would recommend that Council not proceed with the process.

3. Opportunity for the public and committees of Council to submit alternative names. Submitted names will be included in the evaluation process and considered in the final report to Council.

4. If a name in recognition of an individual is not approved this name will be forwarded to the heritage advisory committee for consideration in adding the name to the List of Significant Individuals.



Corporate Report City Council

Report from: Financial Management Services, Director

Report Date: May 28, 2020 **Meeting Date:** June 3, 2020

Report Number: FMS-085-2020 **File:** 10.57.33

Subject: Budget Standing Committee Report - Meeting of May 25, 2020

Strategic Pillar:

Recommendation

That the minutes of the [May 25, 2020 Budget Standing Committee meeting](#) be received; and

That the following recommendations be approved FORTHWITH:

**9.1 Financial Management Services, Billing
MPAC 2020 Assessment Update Postponed
[Report FMS-B015-2020](#)**

That Report FMS-B015-2020, regarding MPAC 2020 Assessment Update Postponed, be received for information.

**10.1 Financial Management Services, Director
Multi-Year Budgeting and Multi-Year Financial Recovery Plan
[Report FMS-B016-2020](#)**

That staff develop a multi-year financial recovery plan as part of the City's overall recovery plan; and

That staff continue to review best practices regarding multi-year budgets and work towards the development of a multi-year budget policy post-COVID-19; and

That staff target 2023 as the base year budget of implementation of a multi-year, with the first multi-year budget to be completed with the 2024 to 2026 budgets.

**10.2 Municipal Works, Parks
Cul-de-Sac Grass Cutting Policy**
[Report MW-B017-2020](#)

That grass cutting be reinstated for cul-de-sacs greater than 400 square metres; and

That the City explore naturalization and environmentally sustainable solutions for cul-de-sacs, including input from the Green Advisory Committee, and report back to the BSC with options.

Report

The items noted in this report were discussed and approved by the Budget Standing Committee at its meeting of May 25, 2020, and are now being brought forward to City Council for Council's approval.

Prepared by

Evan McGinty
Council and Committee Coordinator

Submitted and Approved by

Kristine Douglas
Director, Financial Management Services / City Treasurer



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: May 25, 2020 **Meeting Date:** June 3, 2020

Report Number: LCS-084-2020 **File:** 10.12.1

Subject: Council Correspondence

Strategic Pillar:

Recommendation

That Council receive and file the items listed within the report; and

That Council receive and file additional correspondence distributed for the meeting held June 3, 2020, which is available upon request. FORTHWITH

Report

The Office of the City Clerk is submitting, for the approval of Council, correspondence received during the period of May 11, 2020 to May 25, 2020.

Resolutions

1. Town of Fort Erie – Support of the Medical Staff Association of Niagara Health and the Medical Academies of Lincoln, Niagara and Welland - Ministry of Health Billing Codes for the Provision of Virtual Care - COVID-19
2. Town of Fort Erie – COVID-19 - Personal Facial Masks
3. City of Kitchener – Universal Basic Income

Niagara Region

4. Regional Emergency Operations Centre – Weekly Update. Report CWCD 140-2020
5. Niagara Regional Housing – Quarterly Report – January 1 to March 31, 2020

Correspondence

6. Office of the Prime Minister – Response to Council Resolution – re. Emergency Relief for Municipalities Related to COVID-19
7. AMO Watchfile – May 21, 2020
8. Letter from Coalition for a Better St. Catharines – re. Former General Motors Lands

Reports Requested by Council

9. Outstanding Reports List – updated May 21, 2020

Prepared by

Evan McGinty
Council and Committee Coordinator

Submitted and Approved by

Bonnie Nistico-Dunk
City Clerk

Sub-Item 1



Community Services

Legislative Services

May 20, 2020

Sent via email: christine.elliott@pc.ola.org

The Honourable Christine Elliott, Minister of Health
 Ministry of Health
 5th Floor, 777 Bay Street
 Toronto, ON M7A 2J3

Honourable and Dear Madam:

Re: Support of the Medical Staff Association of Niagara Health and the Medical Academies of Lincoln, Niagara and Welland - Ministry of Health Billing Codes for the Provision of Virtual Care - COVID-19

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of May 19, 2020 passed the following resolution for your action:

Whereas the Medical Staff Association of Niagara Health and the Medical Academies of Lincoln, Niagara and Welland, have collectively requested municipal support by way of a letter dated May 11, 2020, and

Whereas the Ministry of Health has implemented billing codes for the provision of virtual care, and

Whereas these billing codes will not be paid to physicians in a timely manner, and

Whereas this will result in office closures and patients losing their physicians and becoming orphaned;

Now therefore be it resolved,

That: The Municipal Council of the Town of Fort Erie supports the letter dated May 11, 2020 from the Medical Staff Association of Niagara Health and the Medical Academies of Lincoln, Niagara and Welland, and further

That: The Municipal Council of the Town of Fort Erie hereby requests the Ministry of Health to ensure physicians are paid in a timely manner and that they are supported in a manner that does not result in offices being closed and patients being orphaned, and further

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Mailing Address:

The Corporation of the Town of Fort Erie
 1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterie.ca

The Honourable Christine Elliott, Minister of Health

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That: A copy of this resolution be circulated to The Honourable Doug Ford, Premier of Ontario, The Honourable Christine Elliott, Minister of Health, Wayne Gates, MPP-Niagara Falls, Sam Oosterhoff, MPP-Niagara West-Glanbrook, Jennifer Stevens, MPP-St. Catharines, Jeff Burch, MPP-Niagara Centre, The Regional Municipality of Niagara, and all Niagara Area Local Municipalities, for their support.

Thank you for your attention to this matter.

Yours very truly,



Carol Schofield, Dipl.M.A.

Manager, Legislative Services/Clerk

cschofield@forterie.ca

CS:dlk

Cc:

Sent via email:

The Honourable Doug Ford, Premier of Ontario premier@ontario.ca

Wayne Gates, MPP-Niagara Falls, Legislative Assembly of Ontario wgates-co@ndp.on.ca

Sam Oosterhoff, MPP-Niagara West-Glanbrook, Legislative Assembly of Ontario sam.oosterhoff@pc.ola.org

Jennifer Stevens, MPP-St. Catharines JStevens-CO@ndp.on.ca

Jeff Burch, MPP-Niagara Centre JBurch-QP@ndp.on.ca

The Regional Municipality of Niagara

Niagara Area Municipalities

Sub-Item 2



Community Services

Legislative Services

May 20, 2020

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON K1A 0A6
Justin.trudeau@parl.gc.ca

The Honourable Doug Ford,
Premier of Ontario
Room 281, Legislative Building, Queen's Park
Toronto, ON M7A 1A
premier@ontario.ca

Honourable and Dear Sirs:

Re: COVID-19 - Personal Facial Masks

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of May 19, 2020 passed the following resolution for your action:

Whereas the Federal and Provincial governments have been guided by advice from science and health professionals to date in dealing with the COVID-19 emergency and should continue to do so, and

Whereas Canadians have been asked to stay at home and maintain physical distance from others if they go out to help flatten the curve of COVID-19, and

Whereas the Federal and Provincial Governments are beginning to expand the scope of businesses allowed to operate, and locations where people may go as the economy is reopened, and

Whereas there will be more businesses opening up, more individuals returning to work, and more patronage in local area businesses that will assist in moving the economy forward in a positive direction, and

Whereas given that more people will be coming into closer contact with each other, there is a risk for the spread of the Novel Coronavirus to rise as a direct result, and

Whereas it would be wise to add to the government's plan to mitigate that risk by implementing a policy and directive with respect to the wearing of non-medical masks when physical distancing is not possible, and

Whereas local, national and global Public Health Officials agree that there are individuals who disclose or display no symptoms who may be carriers of the virus, those who have mild symptoms and are about to get sick, as well as those who are sick but don't know that they are infected with COVID-19, who could transmit the virus, and

.../2

Mailing Address:

The Corporation of the Town of Fort Erie
1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterie.ca

The Right Honourable Justin Trudeau, Prime Minister
The Honourable Doug Ford, Premier of Ontario

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Whereas Canada's Chief Public Health Officer, Doctor Theresa Tam, has recently issued new advice for Canadians to wear a non-medical face mask to help cut down the spread of the Novel Coronavirus to others by reducing the chance of respiratory droplets coming into contact with others or landing on surfaces, and

Whereas there remains some discord among health authorities as to the efficacy of wearing facial masks, but there seems to be clear agreement that in some circumstances a facial mask will assist in reducing the risk of the wearer spreading the virus, and

Whereas facial masks for personal use need not be medical grade but can be made out of readily available things in people's homes such as scarves, bandanas, sheets, denim and cotton shirts as examples, and

Whereas Canadians can help by taking this additional measure when there are situations where proper physical distancing from others is difficult;

Now therefore be it resolved,

That: The Council of the Town of Fort Erie hereby requests the Prime Minister of Canada and the Premier of Ontario to consider implementing policies regarding the wearing of masks when social distancing is not possible and within essential services such as grocery stores, pharmacies and the like, as society is reopened following the current emergency, and further

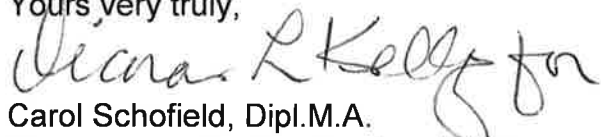
That: Any such policies remain in place until such time that it can be demonstrated that the curve of the virus spread has been flattened and the outbreak is contained, and further

That: The Federal and Provincial governments adopt an educational program providing instruction on how to make your own personal facial mask, proper use of a facial mask in the circumstances specified, and safe handling procedures of a facial mask, and further

That: A copy of this resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister, The Honourable Doug Ford, Premier of Ontario, Wayne Gates, MPP-Niagara Falls, The Regional Municipality of Niagara, and all Niagara Area Local Municipalities, for their support.

Thank you for your attention to this matter.

Yours very truly,



Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca

CS:dlk

Cc:

Sent via email:

Wayne Gates, MPP-Niagara Falls, Legislative Assembly of Ontario wgates-co@ndp.on.ca
The Regional Municipality of Niagara
Niagara Area Municipalities



JEFF BUNN

Manager, Council & Committee Services & Deputy City Clerk
Finance & Corporate Services Department
Kitchener City Hall, 2nd Floor
200 King Street West, P.O. Box 1118
Kitchener, ON N2G 4G7
Phone: 519.741.2200 x 7278 Fax: 519.741.2705
jeff.bunn@kitchener.ca
TTY: 519-741-2385

May 15, 2020

The Right Honourable Justin Trudeau, Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister Trudeau:

This is to advise that City Council, at a special electronic meeting held on May 11, 2020, passed the following resolution regarding universal basic income:

"WHEREAS The World Health Organization (WHO) on March 11, 2020 declared COVID-19 a pandemic, pointing to the growing number of cases of the coronavirus illness around the world and the sustained risk of further global spread; and,

WHEREAS in response to the COVID-19 pandemic, the Province of Ontario and the City of Kitchener have declared a state of emergency under the Emergency Management and Civil Protection Act; and,

WHEREAS the City of Kitchener has approved the Early Economic Support Plan, which provides financial and economic support measures to help reduce the financial strain on citizens and businesses during the COVID-19 pandemic; and,

WHEREAS Statistics Canada has reported that the unemployment rate has risen to 7.8 per cent, with 1,011,000 jobs lost in March 2020, and that the COVID-19 pandemic has impacted the employment of 3.1 million Canadians; and,

WHEREAS the Federal government has announced \$82 billion in relief funding for the COVID-19 Economic Response Plan, utilizing tax deferrals, subsidies, loans, and credits to support citizens, businesses, and industries; and,


WHEREAS according to a 2018 Parliamentary Budget Office report, a Canada-wide basic income of the type previously piloted in Ontario would have an annual net cost of \$44 billion; and,

WHEREAS a universal basic income would likely have many positive effects, including reducing poverty, reducing strain on health care and social assistance systems, supporting businesses and the economy, reducing crime, as well as reducing administrative complexity and creating efficiencies for those in need of financial and economic support measures;

THEREFORE BE IT RESOLVED that the Council of the City of Kitchener urges the Ontario Provincial government to pursue a partnership with the Federal government for the establishment of a universal basic income;

BE IT FINALLY RESOLVED that this resolution be forwarded to the Right Honourable Prime Minister of Canada; the Honourable Premier of Ontario; the Minister of Children, Community and Social Services; the Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario; the Local Members of Provincial Parliament; the Region of Waterloo; all Municipalities within the Province of Ontario; and, the Federation of Canadian Municipalities.”

Yours truly,



J. Bunn
Manager, Council & Committee Services/
Deputy City Clerk

- c. Honourable, Doug Ford, Premier
Honourable Amy Fee, M.P.P.
Honourable Belinda Karahalios, M.P.P.
Honourable Catherine Fife, M.P.P.
Honourable Laura Mae Lindo, M.P.P.
Honourable Mike Harris, M.P.P.
Honourable Todd Smith, Minister of Children, Community & Social Services
Honourable Steve Clark, Minister of Municipal Affairs and Housing
Monika Turner, Association of Municipalities of Ontario
Kris Fletcher, Regional Clerk, Region of Waterloo
Bill Karsten, Federation of Canadian Municipalities
Ashley Sage, Clerk, Township of North Dumfries
Danielle Manton, City Clerk, City of Cambridge
Dawn Mittelholtz, Director of Information and Legislative Services / Municipal Clerk, Township of Wilmot
Grace Kosch, Clerk, Township of Wellesley
Olga Smith, City Clerk, City of Waterloo
Val Hummel, Director of Corporate Services/Clerk, Township of Woolwich
All Ontario Municipalities

CWCD 140-2020

Subject: Regional Emergency Operations Centre – Weekly Update

Date: May 22, 2020

To: Regional Council

From: Ann-Marie Norio, Situation Unit Coordinator

The purpose of this report is to provide Council with a weekly update on the Regional Emergency Operations Centre (REOC), changes to the Region's service delivery, as well as report metrics associated with the Region's public outreach efforts in response to the ongoing COVID-19 pandemic.

This report is divided into eight sections:

- Weekly Summary of COVID-19 Cases in Niagara
- Costs Associated to Niagara's COVID-19 Measures
- Ontario's Emergency Management
- Emergency Management: Reopening the Province
- Updates from the Regional Emergency Operations Centre
- Status of Changes to Regional Service Delivery
- Status of Changes to Public Access for Regional Facilities and Areas
- Niagara Region's COVID-19 Call Centre and Online Metrics

Weekly Summary of COVID-19 Cases in Niagara

Provided below is a table summarizing daily cumulative totals of COVID-19 cases in Niagara. The current number of COVID-19 cases in Niagara can be viewed online at: <https://niagararegion.ca/health/covid-19/statistics.aspx>.

Table 1: Niagara's Cumulative COVID-19 Cases by Day-of-Week.

<i>As of noon</i>	Total Cases Confirmed	Total Recoveries	Total Deaths
Tuesday 2020-05-12	561	412	54
Wednesday 2020-05-13	563	416	55
Thursday 2020-05-14	575	421	55
Friday 2020-05-15	578	425	56
Saturday 2020-05-16	592	433	56
Sunday 2020-05-17	607	437	56
Monday 2020-05-18	612	442	58

Costs Associated to Niagara's COVID-19 Measures

CSD 35-2020 titled COVID-19 Financial Impact Update has been prepared and will be received for information at Council on May 21st. As a result, a detailed financial update has not been prepared for this REOC Weekly Update.

Ontario's Emergency Management

The Province continues to strengthen its COVID-19 response efforts. The table below describes some of the key Provincial Orders that have been recently announced. Efforts to reopen the Province, in accordance with the Provincial Framework, are included in Table 3.

Table 2: List of Current Key Provincial Orders.

Provincial Order / Action	Effective Date
The Premier enacted a Declaration of Emergency for Ontario. The Province will review and extend the Declaration as needed.	March 17, 2020
The Premier announced a Provincial Order to ban public events / social gatherings of no more than 5 people. This ban is effective everywhere, regardless of public or private realm. Exceptions to this Order include: private households with five people or more; operating child care centres that support frontline health care workers and first responders provided the number of persons at each centre does not exceed 50 people; and funerals with up to 10 people (i.e. family members, guests, workers) at one time.	March 28, 2020
Ontario's Chief Medical Officer of Health issued a statement strongly recommending individuals aged 70 and older to stay at home. This means only leaving home or seeing other people for essential reasons.	March 30, 2020
The Premier announced the closure of public access to all parks and recreational equipment. This ban includes: playgrounds; sports fields; and other forms of recreation (including golf courses), and does not include park paths, park trails, or walkways.	March 30, 2020
The Province released a condensed list of essential services.	April 3, 2020
The Province has prohibited recreational camping on Crown land.	April 9, 2020
The Province has issued an Emergency Order that, effective immediately, prevents any child care operator from charging parent fees where care is not being provided. The Order also means that parents cannot lose their child care space because they are not paying fees during this period.	April 10, 2020
The Province has extended its Declaration of Emergency for a further 28 days, until May 12, 2020.	April 14, 2020

Provincial Order / Action	Effective Date
<i>Bill 189: Coronavirus (COVID-19) Support and Protection Act</i> enacted by the Province to amend the <i>Education Act, 1990, Planning Act, 1990, Development Charges Act, 1997, Police Services Act, 1990</i> and the <i>Ministry of Training, Colleges and Universities Act, 1990</i> .	April 14, 2020
The Premier announced that schools will not be reopened on May 4, 2020.	April 14, 2020
The Province released the COVID-19 Action Plan: Long-Term Care Homes , adding new measures to prevent further outbreaks and deaths from COVID-19 in Ontario's long-term care homes.	April 15, 2020
The Province has extended the closure of Ontario's provincial parks and conservation reserves to May 31, 2020.	April 25, 2020
The Province announced that all publicly-funded schools will remain closed until at least May 31, 2020.	April 26, 2020
The Province has extended all emergency orders put in place under the <i>Emergency Management and Civil Protection Act</i> until May 19, 2020. This Emergency Order extension includes the closure of outdoor amenity areas, public places and bars and restaurants, and restrictions on social gatherings.	May 5, 2020
The Province has extended its Declaration of Emergency for a further 21 days, until June 2, 2020.	May 12, 2020
An emergency order has been adopted that allows the Province to issue a mandatory management order for a long-term care home struggling to deal with a COVID-19 outbreak.	May 13, 2020
On May 15, 2020, the Province announced an extension to all emergency orders put in place under the <i>Emergency Management and Civil Protection Act</i> until May 29, 2020. This Emergency Order extension includes the closure of outdoor amenity areas, public places and bars and restaurants, and restrictions on social gatherings.	May 19, 2020
The Province announced that publicly-funded schools will remain closed for the rest of this school year. The Province is planning for the reopening of schools for the 2020-2021 school year.	May 19, 2020

These orders will remain in place until May 29, 2020 when the Province will reassess for an extension or end the closures.

Declarations of State of Emergency in Ontario

As of May 18, 2020, there have been 247 municipalities and 71 First Nations Communities across Ontario that have declared a State of Emergency. This total includes Niagara's 13 municipalities that jointly declared State of Emergency on Friday, April 3, 2020.

Emergency Management: Reopening the Province

On April 27, 2020, the Province released [A Framework for Reopening our Province](#) (the Framework), which provides a three (3) stage "roadmap" to loosening emergency measures and reopening Ontario's economy.

Throughout the Framework stages, the Province requires continued protections for vulnerable populations and the continued practice of physical distancing, hand washing and respiratory hygiene. The Province has stated that this ongoing, gradual assessment of public health measures reflects Ontario's "new normal." Progress has been made with reopening the Province, as detailed in the table below.

Table 3: Provincial/Federal Direction and Stage 1 Reopening (Commencing May 14, 2020)

Provincial / Federal Action	Announcement / Effective Date
The Province has permitted re-opening community gardens subject to recommendations and instructions provided by local medical officers of health.	April 25, 2020
The Province has released A Framework for Reopening our Province . This framework outlines three (3) stages to loosen emergency measures and reopen Ontario's economy.	April 27, 2020
The Province has released workplace safety guidelines to protect workers, customers and the general public from COVID-19 as preparations are made for the gradual reopening of the provincial economy.	April 30, 2020

Provincial / Federal Action	Announcement / Effective Date
On May 6, 2020, the Province announced permissions for all retail stores with a street entrance to provide curbside pickup and delivery, and in-store payment and purchases at garden centres, nurseries, hardware stores and safety supply stores. This announcement also expanded essential construction projects. The updated list of essential workplaces can be found on the Government of Ontario website .	May 8, 2020
In follow-up to the announcement on April 25, 2020 extending the closure of conservation reserves and provincial parks, on May 9, 2020 the Province announced a phased re-opening of these areas commencing May 11, 2020, with a second phase re-opening on May 15, 2020. The list of conservation reserves re-opening in Niagara Region can be found on the Niagara Peninsula Conservation Authority website , and a list of provincial parks re-opening can be found using the interactive map tool on the Ontario Parks website .	May 11, 2020
Starting on June 1, 2020, Parks Canada and Environment and Climate Change Canada will offer limited visitor access and basic services at certain national parks, national wildlife areas, national historic sites, heritage canals, and marine conservation areas across the country. Information on services to be offered at the parks can be found on the Government of Canada website .	May 14, 2020
On May 14, 2020 the Province announced the retailers, seasonal businesses and health and community service providers who will be permitted to open or expand their services on May 19, 2020. Additional seasonal services and activities are permitted to open as early as May 16, 2020. A list of businesses permitted to reopen on either of these dates is available at this link . This announcement represents Stage 1 of A Framework for Reopening our Province .	May 14, 2020
The Province has amended the <i>Emergency Management and Civil Protection Act</i> to permit the reopening of certain outdoor recreational amenities, including off-leash dog areas, outdoor sports amenities, and picnic sites, and has permitted the reopening of public libraries for only curb side pick-up and delivery of library materials. Accordingly, the Provincial list of essential services has been updated.	May 19, 2020

Updates from the Regional Emergency Operations Centre

Reopening of Additional Businesses

On May 14, 2020, the Province announced the reopening of certain retailers, seasonal businesses and health and community service providers. As of May 16, 2020, additional seasonal services and activities will be able to reopen, including golf courses, marinas, private parks and campground (only to enable preparation for the season, not to allow camping at this time), and businesses that board animals. As of May 19, 2020, retail services that are not in shopping malls and have a street-front entrance may allow in-store shopping, animal services (i.e. grooming and training), indoor and outdoor household services, and construction may resume. This announcement will allow reactivation of the local building industry and construction activities in Niagara, and allows for the full resumption of residential construction and planned renovations beginning on Tuesday, May 29, 2020. Information and additional details on the reopening of these businesses can be found at [this link](#).

The reopening of these businesses requires compliance with public health measures and Ministry of Labour, Training and Skills Development [workplace safety guidelines](#), including promoting physical distancing, installing physical barriers, sanitizing surfaces and frequent handwashing. Specifically, the Construction Industry is to ensure that work is carried out with the Ministry of Labour's Guidelines of Construction Site Health and Safety during COVID-19. The Industry continues to support the enforcement role of the Ministry of Labour inspectors, and continues to support closing any jobsites that do not meet or exceed these requirements.

Niagara Region Webpage Resource: Reopening Your Business during COVID-19

The Region has created a [webpage](#) to assist all business owners throughout the Provincially staged plan to reopen Ontario. This page includes links to information on public health measures, business guidelines, recommendations for cleaning and disinfecting, and provincial and federal resources.

Redeployment of Staff

CL-C 21-2020 titled Business Continuity Planning and Staff Redeployment Update #2 has been prepared and will be received for information at Council on May 21st. As a result, a detailed update of staff redeployment has not been prepared for this REOC Weekly Update.

Status of Changes to Regional Service Delivery

Provided below is a list of changes to the Region's service delivery that have occurred to date. A current and comprehensive list of the Region's service delivery changes is available online at: <https://niagararegion.ca/service-disruptions/default.aspx>.

Table 4: List of Changes to Niagara Region's Service Delivery.

Service Type	Changes to Service Delivery	Effective Date
Niagara Specialized Transit (NST)	NST continues to operate primarily for dialysis patients, albeit with significantly reduced ridership.	March 23, 2020
Public Works Transportation Services	The Region's Public Works Department continues with operations and construction activities as these are deemed essential services.	March 23, 2020
Planning and Development Services	The Region's Planning and Development Services Department has been in consultation with the Local Planning departments and have determined that all/most municipalities are continuing to intake and process applications as "business as usual" within required timelines.	March 23, 2020
Long-Term Care Homes	Long-Term Care Homes are maintaining daily operations; however, are closed to public access indefinitely – with exception of people visiting residents who are end-of-life.	March 23, 2020
Tick Submissions	Tick submissions are temporarily suspended. Ticks can be placed in the refrigerator and saved for submission at a later date. They can be identified by using etick.ca as a quick identification resource. Tick submissions are for surveillance purposes only and not for diagnosis. If you have concerns, contact your health care provider.	March 23, 2020
Curbside Waste Collection	There is no curbside collection of large household item / bulk goods for single family homes and apartments with six units or less until May 30, 2020. Residents disposing of a large item(s) can visit a	March 25, 2020

Service Type	Changes to Service Delivery	Effective Date
	Niagara Region's site, and tip fees are being waived for these items. Battery collection originally scheduled for April 20-April 24 has been postponed until further notice.	
Niagara Region's Waste Diversion Programs	Some of the Region's waste diversion programs have been cancelled indefinitely. Cancellations include the collection of batteries, electronics, and textile from multi-residential properties. The sale of recycling (blue / grey) boxes and green bins has been suspended but some outlets will make arrangements if the public calls in advance.	March 25, 2020
Niagara Region's Childcare Facilities	Childcare facilities operated by the Region remain closed to its regular families / children; however, centres in Niagara Falls, St. Catharines Welland, and Fort Erie, along with a number of home childcare sites, are now providing free emergency childcare for healthcare staff, first responders and an expanded list of essential service workers. Those interested can register for this service online at: https://niagara.onehsn.com/ .	<u>Regular Childcare Centres</u> Closed indefinitely. <u>Emergency Childcare Centres</u> Opened April 1, 2020
Niagara Region's Water Wagon	The Region's Water Wagon services have been cancelled for the months of April and May.	April 3, 2020
Niagara Regional Transit (NRT)	NRT service delivery has further reduced operations to hourly service 7am – 9pm daily, Monday to Saturday. With rear-door boarding in place, no fares are being collected by any transit operators.	May 4, 2020
Leaf and Yard Waste Collection	The temporary curbside leaf and yard waste limits have been increased from three to five bags / cans for single-family homes and apartments with six units or less. Additional information on Regional leaf and yard waste collection services can be found here .	May 11, 2020

Status of Changes to Public Access for Regional Facilities and Areas

Provided below is a list of changes to Regional facilities and areas that the public can access which have occurred to date.

Table 5: List of Changes to Public Access for Niagara Region's Facilities and Areas.

Facility / Area	Changes to Public Access	Effective Date
All Regional Facilities	Closed to public access indefinitely.	March 23, 2020
Long-Term Care Facilities	Closed to public access indefinitely – with exception of people visiting residents who are end-of-life.	March 23, 2020
Landfills	<p><u>Walker Recycling Drop-Off Depot</u></p> <p>Until further notice, residents cannot drop-off items for recycling. These items are still being accepted in large open recycling containers for drop-off at Humberstone Landfill (Welland) and Bridge Street Drop-off Depot (Fort Erie) for recycling.</p> <p><u>Niagara Road 12 (Grimsby)</u></p> <p>The Grimsby Benevolent Fund Reusable Goods Depot is closed indefinitely. Residents are asked to hold onto reusable goods or bring the material to the Goodwill Reusable Goods Depot at Humberstone Landfill. Otherwise, this material will be landfilled.</p>	March 25, 2020
Niagara Parks	<p>Niagara Parks has closed all public-facing facilities, and outdoor recreational equipment and amenities. This includes: public washrooms; playgrounds; picnic areas; park shelters; and any other item that is high touch or encourages the gathering of people.</p> <p>Following direction of the Province, public areas, green spaces, and recreational trails will remain open for walk-through access only.</p>	March 31, 2020

Facility / Area	Changes to Public Access	Effective Date
Events Hosted by Niagara Region	The Region has cancelled or postponed all of its events until June 30, 2020. This decision does not apply to local municipalities. Residents are encouraged to contact the local municipality to determine the status of any upcoming municipally-led event.	April 3, 2020
Niagara Parks – Marine Facilities	In addition to the closures on March 31, 2020, Niagara Parks suspended operation of its Marina at Miller's Creek along the Niagara Parkway in Fort Erie for seasonal slip-holders.	April 17, 2020
School Board – Playgrounds and School Yards	School Boards have placed signage on / at playgrounds and school yards are closed to the public.	April 17, 2020
Niagara Falls Wastewater Treatment Plant	Niagara Falls Wastewater Treatment Plant has re-opened to the public on Sundays only for RV waste disposal.	April 19, 2020
Conservation Areas	The Niagara Peninsula Conservation Area (NPCA) is reopening several conservation areas and trails for passive use, in alignment with the Provincial announcement on May 9, 2020. A list of areas reopening can be found on the NPCA website . Reopened Ontario Parks areas in Niagara can be found here .	May 11, 2020
Regional Landfills & Drop-off Depot Sites	Niagara Region's landfill sites and drop-off depots will be operational as of May 13, 2020. However, residents are still encouraged to only use the sites if necessary. Longer than normal wait times are expected. Information on payment methods and other landfill and drop-off depots can be found on the Niagara Region website .	May 13, 2020
Leash-Free Dog Parks & Naturalization Sites	The Region's naturalization sites and leash-free dogs parks will be reopened as of May 19, 2020; residents should continue to keep a physical distance of two metres from others when using these sites.	May 19, 2020

Facility / Area	Changes to Public Access	Effective Date
Welland Provincial Offences Courts	All <i>Provincial Offences Act (POA) proceedings</i> scheduled from March 16, 2020 through to and including July 3, 2020, will be adjourned and rescheduled to a later date, except for judicial pre-trials which may be scheduled during this time by audio or video conference. A notice of the new court date will be issued to the parties.	May 19, 2020

Niagara Region's COVID-19 Call Centre and Online Metrics

The following reflects weekly call centre and online metrics gathered by the Region. The Region's call centre operates daily Monday to Friday from 9:15 a.m. to 8:30 p.m., and weekends from 9:15 a.m. to 4:15 p.m. Column descriptions for the call centre metric tables are as follows:

- Public Call Line: Public Health Nurses answering questions from the public regarding COVID-19 symptoms, health questions, and self-isolation dialogue.
- Duty Officer Call Line: Public Health Inspectors answering questions on cleaning / disinfecting of facilities and complaints regarding non-compliance with isolation / premises open / food safety.
- Physician Call Line: Public Health Nurses answering a very wide range of questions from physicians regarding COVID-19.
- Live Chat Requests: Public Health Nurses online answering COVID-19 questions from the public.
- Test Centre Referrals: Public Health Nurses conduct a phone assessment with an individual and, if necessary, refer them to an assessment centre for testing

Table 6: Niagara Region's Call Centre Metrics by Day-of-Week.

	Public Call Line	Duty Officer Call Line	Physician Call Line	Live Chat Requests	Test Centre Referrals
Tuesday 2020-05-12	208	33	41	50	98
Wednesday 2020-05-13	215	18	44	30	97
Thursday 2020-05-14	207	14	37	35	103
Friday 2020-05-15	225	30	25	34	108
Saturday 2020-05-16	78	13	9	6	57
Sunday 2020-05-17	79	10	5	10	57
Monday 2020-05-18	105	3	5	21	58
Weekly Totals	1,117	121	166	186	578

The online metrics table below shows the number of visits to the Region's website, as well as proportion of visits specifically relating to COVID-19 matters. The table also provides the total number of impressions that the Region's Twitter and Facebook social media accounts generated on a weekly basis. These impressions indicate the total number of instances where the Region's social media posts appeared on public user newsfeeds.

Table 7: Niagara Region's Online Metrics on a Week-to-Week Basis.

	Total Visits for Entire Website	Total Visits Specific to COVID-19	% of Visits Specific to COVID-19	Total Twitter Impressions	Total Facebook Impressions
Week of Mar. 2 – Mar. 8	41,616	6,591	16%	53,118 (17 total tweets)	73,191 (22 total posts)
Week of Mar. 9 – Mar. 15	130,196	85,103	65%	103,067 (23 total tweets)	336,193 (22 total posts)
Week of Mar. 16 – Mar. 22	180,688	150,440	83%	224,472 (72 total tweets)	380,216 (41 total posts)
Week of Mar. 23 – Mar. 29	201,832	155,490	77%	130,288 (18 total tweets)	293,070 (26 total posts)
Week of Mar. 30 – Apr. 5	264,871	217,573	82%	213,986 (53 total tweets)	367,934 (23 total posts)
Week of Apr. 6 – Apr. 12	210,419	133,286	63%	133,703 (24 total tweets)	307,696 (24 total posts)
Week of Apr. 13 – Apr. 19	172,047	108,372	63%	82,706 (16 total tweets)	129,499 (15 total posts)
Week of Apr. 20 – Apr. 26	163,568	110,646	68%	80,971 (27 total tweets)	166,766 (28 total posts)
Week of Apr. 27 – May 3	133,895	58,091	57%	75,840 (23 total tweets)	139,310 (22 total posts)
Week of May 4 – May 10	130,124	69,929	54%	86,537 (24 total tweets)	170,942 (30 total posts)
Week of May 11 – May 17	130,341	64,639	50%	102,160 (29 total tweets)	164,430 (24 total posts)
Week of May 18 – May 24	In progress.	In progress.	In progress.	In progress.	In progress.

Respectfully submitted and signed by

Ann-Marie Norio

Situation Unit Coordinator, Regional Emergency Operations Centre

cc.

Dr. Mustafa Hirji	Medical Officer of Health and Commissioner (Acting)
Ron Tripp	Regional Emergency Operations Centre Director and CAO (Acting)
Kevin Smith	Community Emergency Management Coordinator (CEMC)
Patricia Martel	Emergency Management Specialist, Alternate CEMC
Grant Durfey	Liaison Officer

Sub-Item 5



Mailing Address:
P.O. Box 344
Thorold ON L2V 3Z3

Street Address:
Campbell East
1815 Sir Isaac Brock Way
Thorold ON

Phone: 905-682-9201
Toll Free: 1-800-232-3292
(from Grimsby and beyond Niagara region only)

Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

May 15, 2020

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Ms. Norio,

At their May 15, 2020 meeting, the Niagara Regional Housing Board of Directors, passed the following motion as recommended in attached report NRH 7-2020:

That Niagara Regional Housing Quarterly Report January 1 to March 31, 2020 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Your assistance is requested in moving report NRH 7-2020 through proper channels to Regional Council.

Sincerely,

A handwritten signature in black ink, appearing to read "Walter Sendzik", with a long horizontal line extending to the right.

Councillor Walter Sendzik
Chair



Q1 (January 1 to March 31, 2020) to Board of Directors

Recommendation:

That Niagara Regional Housing Quarterly Report January 1 to March 31, 2020 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Submitted by:

A blue ink signature of Donna Woiceshyn, written in a cursive style.

Donna Woiceshyn
Chief Executive Officer

Approved by:

A black ink signature of Walter Sendzik, written in a cursive style.

Walter Sendzik
Chair

Directors:

Walter Sendzik, Chair
Regional Councillor
St. Catharines

Gary Zalepa, Treasurer
Regional Councillor
Niagara-on-the-Lake

Tom Insinna
Regional Councillor
Fort Erie

James Hyatt, Vice-Chair
Community Director
St. Catharines

Betty Ann Baker
Community Director
St. Catharines

Betty Lou Souter
Community Director
St. Catharines

Karen Blackley, Secretary
Community Director
Thorold

Barbara Butters
Regional Councillor
Port Colborne

Leanne Villella
Regional Councillor
Welland



Q1 (January 1 to March 31, 2020)

HIGHLIGHTS:

Application Activity

678 received & processed



Work Orders

2,575 issued



Capital Program

42 purchase orders issued

1 public tender closed

1 project ongoing



Rent Arrears

= \$71,135.25

or

5.46% of the monthly rent charges



Community Resources & Partnerships

offered supports to

327

new referrals



43

partners

Non-Profit Housing Programs

62% deemed HEALTHY



Rent Supplement / Housing Allowance

1,457 units



Niagara Renovates



- Inspections on hold due to COVID-19
- 8 homeowners approved for funding

Welcome Home Niagara

4 homeowners received assistance

1 was an NRH tenant



Housing First Project

13

Individuals / families housed



Appeals

= **11**

7 upheld
4 overturned



New Development

Hawkins/Dell

- Demolition complete
- Construction - spring 2020 but may be delayed due to COVID-19





Q1 (January 1 to March 31, 2020)

VISION

That the Niagara community will provide affordable, accessible and quality housing for all residents

MISSION

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. [Public Housing \(NRH Owned Units\)](#)
2. [Non-Profit Housing Programs](#)
3. [Rent Supplement Program](#)
4. [Affordable Housing Program](#)
5. [Service Manager Responsibilities](#)
6. [Housing Access Centre and Centralized Waiting List](#)



Definitions can be found in the attached Reference Sheet.

1. Public Housing (NRH Owned Units)

DAY-TO-DAY MAINTENANCE:

In Q1, **2,575 work orders** were issued, representing \$905,371.35. \$39,965.18 of this amount was charged back to tenants who were held responsible for damages.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of work orders issued	2,500	3,084	3,111	3,675	2,575

CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.

In Q1, 42 purchase orders were issued, 1 public tender closed and purchase orders issued \$1,569,627.

The Capital Program was responsible for one capital project and 41 purchase orders valued at \$1,569,627:

- one project - replacement of balconies and railings
- 41 RFPs and RFQs - various investigations, health and safety repairs, structural repairs and pavement retrofits

As of March 31, 2020, \$ 1,569,627 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (13.41%).

TENANT MOVE OUTS:

Move Outs By Reason

Health	3	NRH Transfer	14
Long Term Care Facility	12	Moved to Coop or Non-Profit	2
Deceased	12	Bought a House	1
Private Rental	4	Left Without Notice	1
Voluntarily Left Under Notice	1	Other/None Given	10
Eviction – Tribunal	2	Cease to Qualify	0
		TOTAL	62

In Q1, there were **62 move outs**. Two involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – Arrears (one), Disturbances N5 (one). One of the evictions was enforced by the Sheriff.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of move outs	51	86	57	71	62



Q1 (January 1 to March 31, 2020)

ARREARS:

NRH Housing Operations actively works to reduce rent arrears but saw an increase in 2020-Q1 due to COVID-19 and tenant job loss while they await provincial benefits.

	Mar 31, 2019	Jun 30, 2019	Sept 30, 2019	Dec 31, 2019	Mar 31, 2020
Rent charges for the month	\$1,203,317.00	\$1,257,090.00	\$1,267,460.00	\$1,286,793.00	\$1,302,721.00
Accumulated rent arrears	\$35,736.89	\$34,004.39	\$35,549.21	\$36,134.21	\$71,135.25
Arrears %	2.97%	2.71%	2.80%	2.81%	5.46%

INSURANCE:

In Q1, there were four property damage claims awaiting final costs with payout pending.

COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q1, we had partnerships with **43 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- NRH began working with local partners to bring the Ontario Seniors Dental Care Program to eligible low-income seniors in NRH communities. Quest Health Centres, Centre De Sante and Bridges Health Centre facilitated presentations and applications for the program, which will provide dental benefits to seniors who do not have access through other government programs such as Ontario Disability Support Program (ODSP), Ontario Works (OW) or Non-Insured Health Benefits (NIHB).

Also during Q1, NRH Community Programs Coordinators (CPCs) offered support to **327 new referrals of tenants in need of assistance**. Of those new referrals, **59% were considered medium-high need**, (e.g. child safety concerns, eviction, social issues, cognitive concerns). In particular, there was an increase in the number of tenants needing help with supports and referrals to other agencies.

2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for **60 Non-Profit Housing Programs (non-profit and co-operative)**. Operational Reviews are conducted to determine the overall health of each.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
Healthy	40	40	40	39	37
Routine Monitoring	18	17	17	18	21
Intensive Monitoring	0	1	1	1	0
Pre-PID (Project in Difficulty)	1	1	1	1	1
PID (Project in Difficulty)	1	1	1	1	1
TOTAL	60	60	60	60	60

NRH Housing Programs staff continue to work with Housing Providers as they move toward End of Operating Agreements (EOA) / End of Mortgage (EOM).

3. Rent Supplement Program

In Q1, there were **1,457 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short-term program that provides a set allowance to help applicants on the wait list.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
Fort Erie	26	32	32	30	32
Grimsby	34	26	24	22	18
Lincoln (Beamsville)	11	11	11	13	14
Niagara Falls	235	239	240	239	237
Niagara-on-the-Lake	4	5	5	5	5
Pelham	20	19	19	19	17
Port Colborne	67	62	65	64	67
St. Catharines	741	780	773	778	798
Thorold	57	61	56	57	61
Welland	209	203	200	198	192
West Lincoln	15	15	15	16	16
TOTAL	1,419	1,453	1,440	1,441	1,457

Variance in the Rent Supplement program are a reflection of fluctuation between agreements ending and new agreements taken up with landlords.



Q1 (January 1 to March 31, 2020)

An **In-Situ Rent Supplement Program** has been developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.

In Q1, NRH initiated new agreements with **nine new landlords**.

4. Affordable Housing Program

NIAGARA RENOVATES PROGRAM:

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for new applicants for the 2020-2021 funding cycle have been placed on hold due to COVID-19. Inspections of completed work are being verified by homeowner photographs and formal inspections will take place as soon as possible and will include all areas inside and outside of the home to ensure compliance with program guidelines. Issues will be identified and a detailed Inspection Report provided to the homeowner.

NRH received \$545,920 through the Ontario Priorities Housing Initiative (OPHI) for all three streams of the program (Homeowner, Secondary Suite and Multi-Unit).

Eight homeowners have been approved for funding at this time and NRH is working toward re-opening these programs as we become more proficient at working under the COVID-19 rules.

HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

NRH received \$200,000 through the Ontario Priorities Housing Initiative (OPHI) program in September 2019 to be committed by March 2020.

In Q1, **four homeowners** received assistance through Welcome Home Niagara. **One of these was an NRH tenant.**

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of homeowners assisted	0	4	6	7	4



Q1 (January 1 to March 31, 2020)

HOUSING FIRST PROGRAM:

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q1, **13 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 451 individuals/families.

	2019- Q1	2019- Q2	2019- Q3	2019- Q4	2020- Q1
# of individuals/families housed	10	23	15	16	13
# of Housing First units (at quarter end)	189	198	197	202	199

17 of these Housing First units were created with NRH's new development at 527 Carlton Street in St. Catharines.

RENTAL HOUSING (NEW DEVELOPMENT):

NRH New Development

Hawkins Street/Dell Avenue, Niagara Falls		
Ontario Priorities Housing Initiative (OPHI)	\$3,000,000	20
Regional Development Charges / NRH Reserves	\$17,090,000	53
TOTAL	\$20,090,000	73

Hawkins Street/Dell Avenue

- Demolition of 12 houses complete
- Updated Topographical Survey complete
- Pre-qualification Tender of General Contractors closed on February 20 – 16 submitted proposals, seven were pre-qualified, six are predicted to tender
- Class B Cost Report was completed and issued on March 2
- Development Committee Meeting held on March 12
- Drawings and specifications completed on March 16
- Permit Application submitted on March 24
- Site Plan Agreement approved then registered by the City of Niagara Falls on March 30
- Investigating receipt of building permit prior to April 4
- Construction Tender Package issued on March 16 and will close on April 21
- Nine addendums issued thus far
- Tender Committee Meeting to be determined and pending review, construction contract recommendation to the NRH board
- Construction scheduled to start in late May or early June but may be delayed due to COVID-19 and provincial restrictions

Q1 (January 1 to March 31, 2020)

NRH 7-2020
20-190-2.4.
May 15, 2020
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AFFORDABLE HOUSING UNIT #'S BY MUNICIPALITY:

Fort Erie		Grimsby		Lincoln (Beamsville)		Niagara Falls	
NRH Owned	116	NRH Owned	55	NRH Owned	61	NRH Owned	884
Housing Providers	389	Housing Providers	0	Housing Providers	41	Housing Providers	828
Rent Supplement	31	Rent Supplement	22	Rent Supplement	12	Rent Supplement	239
New Development	0	New Development	0	New Development	0	New Development	140
NOTL		Pelham		Port Colborne		St. Catharines	
NRH Owned	40	NRH Owned	0	NRH Owned	88	NRH Owned	1,017
Housing Providers	0	Housing Providers	0	Housing Providers	139	Housing Providers	1,666
Rent Supplement	5	Rent Supplement	19	Rent Supplement	64	Rent Supplement	775
New Development	0	New Development	0	New Development	35	New Development	346
Thorold		Welland		West Lincoln (Smithville)		Region-wide	
NRH Owned	29	NRH Owned	394	NRH Owned	0	NRH Owned	2,684
Housing Providers	85	Housing Providers	425	Housing Providers	86	Housing Providers	3,659
Rent Supplement	57	Rent Supplement	194	Rent Supplement	15	Rent Supplement	1,433
New Development	46	New Development	167	New Development	0	New Development	734

* There are no affordable housing units in Wainfleet

December 31, 2019

5. Service Manager Responsibilities

APPEALS:

In Q1, **11 appeals** were heard (one more than in 2019-Q1). Three appeals had to be postponed in March due to COVID-19 restrictions.

- Four related to ongoing RGI eligibility for failure to provide information (one with illegal occupants) – one UPHELD, three OVERTURNED (two with conditions)
- Two related to review of rent charge – both UPHELD
- Five for Urgent Status decisions made by Housing Access – four UPHELD, one OVERTURNED

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of appeals	10	12	10	11	11

INVESTMENTS:

See Appendix A – Investment Report

6. Housing Access Centre & Centralized Waiting List

APPLICATION ACTIVITY:

# of Applications Received & Processed	678	# of Eligible Applications	656
# of Special Provincial Priority Status Applications	85	# of Ineligible Applications	22
# of Urgent Status Applications	103	# of Cancelled Applications	216
# of Homeless Status Applications	150	# of Applicants Housed	119

In Q1, **216 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

Q1 (January 1 to March 31, 2020)

CENTRALIZED WAITING LIST:

		2019- Q1	2019- Q2	2019- Q3	2019- Q4	2020- Q1
		# of households				
A	Rent-Geared-to-Income (RGI) waiting list:					
	Niagara resident RGI waiting list	4,715	4,926	5,012	5,154	5,322
	Applicants from outside of Niagara	793	849	897	977	1,045
	TOTAL RGI waiting list:	5,508	5,775	5,909	6,131	6,367
	Housing Allowance: a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	704	742	747	742	739
A1	RGI waiting list demographics:					
	Seniors	2,257	2,344	2,362	2,455	2,514
	Adults no dependents	1,805	1,881	1,922	1,979	2,041
	Adults with dependents	1,446	1,550	1,625	1,697	1,812
A2	RGI list further segmented (#'s included in A & A1):					
	SPP – Special Provincial Priority (Ministry Priority): helps victims of violence separate permanently from their abuser	128	148	165	148	146
	URG – Urgent (Local Priority): for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	117	109	130	142	152
	HML – Homeless (Local Priority): provides increased opportunity for placement to homeless households	971	1,012	1,007	1,075	1145
	SUP – Supportive/Transitional: provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	15	11	12	16	23
B	In addition, NRH manages:					
	Overhoused: households who are living in subsidized accommodation with more bedrooms than they are eligible for	180	176	181	174	176
	Transfer: households who are currently living in subsidized accommodation and have requested a transfer to another provider	564	573	603	613	635
	TOTAL RGI households on waiting list managed by NRH:	6,252	6,524	6,693	6,918	7,178
C	NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):					
	Market: applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	667	723	752	784	810
	TOTAL households on waiting list managed by NRH:	6,919	7,274	7,445	7,702	7,988
	TOTAL individuals on waiting list managed by NRH:	11,884	12,577	13,059	13,587	14,197

Note: the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

Q1 (January 1 to March 31, 2020)

NRH 7-2020
20-190-2.4.
May 15, 2020
Page **11** of **11**

ESTIMATED WAIT TIMES:

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	Y E A R S							
Fort Erie	-	10	3	10	2	2	5	-
Grimsby	-	5	-	-	-	-	-	-
Lincoln	-	4	-	9	10	9	-	-
Niagara Falls	5	6	-	17	8	3	11	15
Niagara-on-the-Lake	-	5.5	-	-	-	-	-	-
Pelham	-	10	-	-	-	-	-	-
Port Colborne	-	5	-	11	4	4	3	-
St. Catharines	-	6.5	9	13	3.5	4	10	11
Thorold	-	9	-	11	6	10	-	-
Welland	-	5.5	6	15	7	2.5	7	6
West Lincoln	-	4.5	-	-	7	5	-	-

- no units of this size available in this community

January 2019

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing

Sub-Item 6

From: Prime Minister/Premier Ministre <PM@pm.gc.ca>
Sent: Wednesday, May 20, 2020 11:42 AM
To: McGinty, Evan <emcginty@stcatharines.ca>
Cc: William Morneau <fin.dcu-ucm.fin@canada.ca>
Subject: Office of the Prime Minister / Cabinet du Premier ministre

Dear Ms. Nistico-Dunk:

On behalf of Prime Minister Justin Trudeau, I would like to acknowledge receipt of your correspondence of May 11, 2020.

Thank you for taking the time to write to the Prime Minister. You may be assured that your comments, offered on behalf of St. Catharines City Council, have been carefully reviewed. As you may know, the matter you raise falls within the portfolio of the Honourable William Morneau, Minister of Finance. I have therefore taken the liberty of forwarding your email to Minister Morneau so that he may be made aware of your correspondence.

Once again, thank you for taking the time to write.

A. Opalick
 Executive Correspondence Officer
 for the Prime Minister's Office
 Agent de correspondance
 de la haute direction
 pour le Cabinet du Premier ministre

From: McGinty, Evan
Sent: Monday, May 11, 2020 12:09 PM
To: 'pm@pm.gc.ca' <pm@pm.gc.ca>
Cc: 'Vance.Badawey@parl.gc.ca' <Vance.Badawey@parl.gc.ca>; 'Chris.Bittle@parl.gc.ca' <Chris.Bittle@parl.gc.ca>; 'Dean.Allison@parl.gc.ca' <Dean.Allison@parl.gc.ca>
Subject: Resolution from the City of St. Catharines - COVID-19 Emergency Relief for Municipalities

Honourable and Dear Sir,

Please see the attached resolution from St. Catharines City Council regarding emergency relief for municipalities related to COVID-19.

Regards,
 Evan McGinty

Council and Committee Coordinator
 Email: emcginty@stcatharines.ca
 Phone: 905.688.5601 x1524 TTY: 905.688.4TTY (4889)
 Mail: PO Box 3012, 50 Church Street, St. Catharines, ON L2R 7C2

Sub-Item 7



May 21, 2020

In This Issue

- COVID-19 resources.
- 2020-2022 AMO Board of Directors - Call for Nominations.
- Apply for an AMO Federal Gas Tax Award!
- BEACON: A digital mental health therapy program for members.
- Regional Relief and Recovery Fund now accepting applications.
- Extension to Natural Gas extension applications.
- Virtual AMO 2020 Conference.
- AMO Annual Conference Exhibit Hall.
- Deliver services efficiently with digital solutions.
- AMO's social media webinar series available through Municipal Education.
- RETScreen Workshop: You don't want to miss it!
- Use FCM funding for your Road & Sidewalk Assessment.
- Municipal Group Buying Program: COVID-19 updates and PPE.
- Career with Transit Windsor.

COVID-19 Resources

AMO's [COVID-19 Resources page](#) is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to covid19@amo.on.ca.

AMO Matters

Please be advised that in accordance with AMO's governing by-law, the Secretary-Treasurer is requesting nominations to the 2020 - 2022 AMO Board of Directors. A [completed nomination form and supporting material](#) must be received no later than 12:00 noon, Monday, June 22, 2020.

Has your community financed an innovative, exciting, or impactful infrastructure project with the federal Gas Tax Fund? [Apply for an AMO Federal Gas Tax Award](#) to celebrate your municipality's efforts!

On May 14, AMO hosted a [webinar](#) with our latest partner, [BEACON](#), to showcase an innovative approach to support the mental health of your employees and their dependents through the [BEACON platform](#).

Provincial Matters

The Regional Relief and Recovery Fund (RRRF) is accepting applications from small & medium enterprises (SMEs) that have been affected by COVID-19 and are unable to access the government's existing relief measures. More information available on [FedDev Ontario's website](#).

The OEB has extended the deadline to August 4, 2020, for project proponents to file their project information (60 days longer than original deadline). Any questions should be emailed to IndustryRelations@oeb.ca with the subject "Potential Projects to Expand Access to Natural Gas Distribution."

Eye on Events

Going virtual for AMO's Annual Conference still means that you have access to the things that matter the most: relevant and transferable information, Ministers' Forum and delegations, the AMO AGM, networking and much, much more. The AMO AGM and Board Elections for 2020-2022 will be held and registered delegates can vote. Visit the AMO [website](#) for details and [register](#) here today.

Even though this year's Conference is going virtual, delegates will be able to interact with exhibitors in new and innovative ways that ensures access to resources that will play an important role in your communities the days, weeks and months ahead. We will be sharing this exciting information with you shortly.

eSolutionsGroup, AMO's [barrier-free website builder partner](#), offers a range of tools that help municipalities maintain business operations during the current crisis, the recovery, and beyond. These include electronic payments, procurement and contact tracing. [Register for the webinar](#) on May 28 at noon to learn more.

To help you communicate the right message during COVID-19, we are offering AMO's popular Social Media webinar series for a nominal fee through AMO's Municipal Education Portal. [Register now](#).

LAS

Never before has RETScreen Training been this affordable. Sign up for a 1-day online workshop on June 1 and learn how to use RETScreen to analyze energy projects. Only \$240 AND eligible for 50% IESO training incentive. Space is limited to 20 participants - act now and [register today!](#)

FCM relaunched its popular [Municipal Asset Management Program](#), funding 80-90% of project cost - up to \$50,000. LAS' [Road & Sidewalk Assessment](#) is a perfect fit for this funding. [Contact us](#) to learn how this program will help improve your surface assets and optimize budget dollars.

Our [Municipal Group Buying Program](#) COVID-19 update page has information on securing PPE for your community, as well as notices from other vendors relevant to our members. Be sure to check back regularly for updates.

Careers

Executive Director, Transit Windsor. An online application is available and must be completed and submitted by no later than the posting period noted. To apply for this position, click APPLY NOW. If you require assistance to apply online, please contact recruitment@citywindsor.ca or call (519) 255-6515. Deadline to apply: Friday, May 29, 2020 at 4:30 p.m.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow @AMOPolicy on Twitter!

AMO Contacts

AMO Watch File Tel: 416.971.9856

Conferences/Events

Policy and Funding Programs

LAS Local Authority Services

MEPCO Municipal Employer Pension Centre of Ontario

ONE Investment

Media Inquiries Tel: 416.729.5425

Municipal Wire, Career/Employment and Council Resolution Distributions

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Sub-Item 8



May 19, 2020

To: St. Catharines City Council and Mayor Sendzik

From: Coalition for a Better St. Catharines (The Coalition)

At the urging of the more than 2,000 St. Catharines citizens who signed the petition demanding the city clean up the GM site and make it safe, on January 27 Council passed a motion with several action items aimed at achieving this goal. A key demand by the community was to employ legislation or bylaws that would force the owner to take action or, if there was no action, the City would undertake cleanup unilaterally and recover costs from the owner. The motion passed by Council in response to the petition recognized this priority:

Immediately hire an external legal firm to advise Council and staff on the bylaws and provincial legislation, as well as legal precedents and case law, that would allow for cleanup and demolition of a privately-owned industrial site by the city and the mechanisms available of recouping costs from the current landowner through liens and other tools to ensure taxpayers are protected.

With this in mind, the City, on the advice of its solicitors, selected and hired Toronto-based Gowling WLG to advise them on these matters. (Contract and terms of reference have not been made public). To pay for this legal advice, in the original motion the City allocated \$40,000, representing 1/3 of the monies allocated by Council to finance all the tasks identified in the motion.

This component of the GM site cleanup action plan was not a casual afterthought. Yet in the May 7 public report on progress toward achieving the goals of the motion, the City reported:

*External legal support has been retained. Council received an in-camera update by the City Solicitor on Monday, March 9, 2020 and passed the following motion:
That Council receive the advice given In-Camera by the City Solicitor; and that staff proceed as directed during the In-Camera session.*

The Coalition objects to the fact that this important briefing was held in-camera. We further object to the fact that no summary of the briefing or the options discussed was disclosed to the public. Besides betraying contempt for government transparency and citizen engagement, these actions contravene the intent of Ontario's Municipal Act as described by the Ontario Ombudsman.

*The guiding principle has always been that municipal councils must meet in public, except in certain specific circumstances. The spirit of the law can be summed up in six words: **When in doubt, open the meeting.***

The Coalition's request to the Mayor for a summary of the Gowling brief was denied and met with this response from Mayor Sendzik:

"We (Council) have an obligation to follow the advice of the City's Solicitor in matters that pertain to protecting the legal interests of the City. Under the Municipal Act, Council is defined as a Board of Directors with obligations to protect the interests of the corporation - **and this obligation extends to ensuring that legal advice that could be used in a future case is not released publicly to an extent that it could jeopardize the City's position.** To be clear - Councillors are elected to represent their constituents. In our democracy, they are charged with making decisions with the best available information and under the Municipal Act this also means making decisions without public input in some matters (including legal) that are designed to protect the interests of the City. "

In light of the Mayor's claim that the Council is obligated to follow the advice of the City's Solicitor, we request that the Mayor identify the legislation that establishes this mandate. While municipalities are legally required to ensure their meetings are open to the public, there is provision in the *Municipal Act 2001* for certain forums to be private **at the discretion of Council.**

Meetings open to public

239 (1) Except as provided in this section, all meetings shall be open to the public. 2001, c. 25, s. 239 (1).

Exceptions

(2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;

These exceptions are **discretionary**, meaning that Council had the option to discuss these subjects in public in the interest of transparency. In fact, the use of this exception has been challenged in both the Court of appeals and the Supreme Court and defined in a way that opposes the Mayor's rationale for withholding information about the Gowling briefing.

Ontario's highest court adopted a restrictive reading of the closed meeting exceptions in its decision in *RSJ Holdings and The Corporation of the City of London 2005 ("RSJ Holdings")*, which was subsequently endorsed by the Supreme Court of Canada.

In *RSJ Holdings*, the City of London, Ontario, debated the adoption of an interim control by-law concerning lands owned by RSJ Holdings in a meeting that was closed to the public. Despite the basic principle contained in the *Municipal Act 2001* that all meetings shall be open to the public, the City of London sought to justify its decision to close the meeting by using the “litigation exception”. The City argued that because litigation would follow from its decision to adopt the interim control by-law over the land owned by RSJ Holdings, it was therefore authorized to close the meeting to the public.

In rejecting the City of London's reasoning, the Ontario Court of Appeal found that it had improperly relied on the litigation exception to close the meeting. **The true subject matter of the meeting was the interim control by-law, not litigation. The Court of Appeal further reasoned that the fact that there might be litigation arising from the adoption of the interim control by-law did not make the "subject matter under consideration" potential litigation.**

The Supreme Court of Canada also answered this question in its decision in the 2007 case, *London (City) v. RSJ Holdings Inc.* The judges noted **“the public’s demand for more accountable municipal government” and stated that open meetings are essential to “robust democratic legitimacy” of local administrations.** They also observed that section 239 of the *Municipal Act, 2001* “was intended to increase public confidence in the integrity of local government by ensuring the open and transparent exercise of municipal power.”

Specifically, the Ombudsman states that an exception to a public meeting cannot be made if the discussion concerns **speculation that litigation may arise in future, or where there is no evidence of any current or future legal proceedings**

In the case of the City’s decision to receive the Gowling brief at an in-camera meeting, the “litigation exception” **does not apply because Gowling was providing advice that only speculated on possible litigation. At that time the City was not in litigation nor was potential litigation in progress.**

We disagree with the mayor’s understanding of the *Municipal Act*. We ask Council to consider the legal opinions we have provided on the application of the *Municipal Act* and make the Gowling brief and the council discussion of March 9 public.

The aforementioned decisions by the courts shows that the Gowling meeting should never have been held in-camera. The city has a duty to its citizens to govern openly and not to exclude the public from important discussions. In this case the importance of this briefing to the sorely overdue cleanup of GM Lands cannot be overstated. The community deserves to know what options were discussed and what recommendations were made.

The decision in *RSJ Holdings* serves to remind Council that any plan to exclude the public from a meeting must be carefully considered. Municipalities should heed this example and only conduct closed 'in camera' meetings when it is appropriate.

Council should reconsider its decision and disclose the content of the Gowling briefing. Failing that we will ask the Ombudsman to determine whether the Mayor and Council were following the open meeting rules. I am sure we are all interested in using the Municipal Act correctly in order to ensure that all citizens of St. Catharines have consistent and equal access to accountable, transparent government.

Respectfully,

A handwritten signature in dark ink, reading "Dennis Van Meer". The signature is fluid and cursive, with the first name "Dennis" being larger and more prominent than the last name "Van Meer".

Dennis Van Meer
per The Coalition for a Better St. Catharines

City Council Outstanding Reports List

Sub-Item 9

Reports by Strategic Pillar

Cultural 1 **Economic** 1
Environmental 2 **Social** 3

Reports Related to Strategic Plan 7

Reports Unrelated to Strategic Plan 19

Updated: May 21, 2020

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
Cultural	2019-44	2-Dec-19	Porter	That staff be directed to gather the appeal processes for all grant programs and report back to Council	CRCS	Q2 2020	From BSC minutes of October 28, 2019
Economic	2020-01	13-Jan-20	Kushner	Multi-year budgeting	FMS	Q2 2020	Report going to May 25 BSC
Environmental	2019-20	24-Jun-19	Mayor Sendzik	Corporate waste reduction strategy including best practices for municipal waste diversion and organics at city facilities, parks, beaches, public spaces and events at City facilities, including an implementation strategy and budget for 2020.	EFES / MW	Q1 2020	Report going to Environmental Sustainability Committee prior to going to Council
Environmental	2019-39	4-Nov-19	Townsend	Single-use plastic bag ban	EFES / LCS / EDTS	Q4 2020	
Social	2019-03	11-Feb-19	Porter	Policy and funding methods for how the City could support requests for assistance for affordable housing endeavors in the future	PBS	April	To be incorporated in CIP Review Process
Social	2019-49	16-Dec-19	Mayor Sendzik	That the needle pick-up team be a pilot project that includes tracking of the number of needles picked up, the cost of cleaning up spaces that have been subjected to abuse by people using needles and other drugs; and other issues around homelessness and addictions found in city parks and that the findings be reported back to Council by November 2020; and That data be used to secure future funding from Regional, provincial and federal governments to deal with this epidemic	MW		Requested return November 2020
Social	2020-02	13-Jan-20	Townsend	E-Scooter report with results of consultation with stakeholder groups and risk management analysis	EDTS / EFES / MW		Follow up report. Initial report (EDTS/CRCS-006-2020) approved January 13, 2020
None	2019-12	15-Apr-19	Porter	Review of Citizen Appointments to Boards and Committees Policy	LCS	Q2 2020	Once current appointment process is completed
None	2019-22	15-Jul-19	Townsend	Amend sign by-law to permit digital signage on City-owned properties and buildings, including the appropriateness and ability to include third-party advertising as part of digital signage on City-owned properties.	PBS / COMMS	Q2 2020	Appeal Information Report - Application for Sign By-law Variance; 142 St. Paul Street; Owner: 2400795 Ontario Inc. was deferred 8-12-19 until ORL #2019-22 is presented to Council. Requested return Q4 2019
None	2019-23	15-Jul-19	Littleton	Opportunities and strategies for the City to support neighbourhood associations and neighbourhood-based community groups, including best practices and information gathered from the forum	CRCS	Q2 2020	Staff report will come forward following the neighbourhood association forum
None	2019-26	12-Aug-19	Siscoe	Renaming of parkette at 91 York Street	CRCS	Q4 2020	
None	2019-29	09-Sep-19	Littleton	Report back on the existing street naming process with ways to include more public engagement, perhaps similar to the park naming process	PBS	Q2 2020	
None	2019-31	09-Sep-19	Garcia	Creation of a new rental category for use of vacant and unused City properties by Community-based Volunteer Groups (not to be used for commercial purpose)	FMS / CRCS	Q1 2020	Rental fees to be waived in total for volunteer groups. Groups still need proper insurance and to help with maintenance
None	2019-33	09-Sep-19	Townsend	Naloxone training for City staff and City Councillors, including availability of Naloxone kits in the trunks of City vehicles and Councillors' vehicles.	CSS		Was brought to Feb 10, 2020 meeting. Referred to staff by Coun. Littleton for additional information
None	2019-34	23-Sep-19	Mayor Sendzik	That additional staffing be considered for RZone in the 2021 budget deliberations and come back to Council with a report in Q3 2020	CRCS	Q3 2020	Return requested for Q3 2020
None	2019-40	2-Dec-19		That staff report back to Council with a schedule for Deputy Mayors	LCS	Q3 2020	
None	2019-41	2-Dec-19	Littleton	That staff report back regarding the Conversion of Grantham South to a one-way street heading north from Queenston Street to Eastchester Avenue	EFES	Q3 2020	

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
None	2019-43	2-Dec-19	Kushner / Phillips	That staff utilize the EngageSTC portal to gather public feedback and report back end of Q1 2020 regarding a national ban on handguns and the joining with other municipalities that are advocating for a national ban on handguns.			Return requested for Q1 2020
None	2019-45	16-Dec-19	Porter	That staff be directed to consult with the public and report back to Council in Q2 with recommendations for how to use the telephone town hall money	FMS		Report going to BSC Public Engagement Task Force prior to going to Council. Return requested for Q2 2020
None	2019-46	16-Dec-19	Porter	That staff report back after completion of the WE Day event, including how many staff hours were spent			
None	2019-47	16-Dec-19	Miller / Mayor Sendzik	That the request for funds to be used to record in-camera meetings be referred to 2020 for a report including the upgrading of screening services for all meetings (open and closed sessions).	LCS		
None	2019-48	16-Dec-19	Dodge	That the request to add cutting of cul-de-sacs and boulevards be referred to staff for a report.	MW		Report went to BSC March 11. Report went to Council May 20 as part of BSC Cover Report. Council requested a policy be created for cutting cul-de-sacs. Report going to May 25 BSC meeting
None	2020-03	15-Jul-19	Porter	Living Wage Employer Implementation Plan, including financial impacts to the City.	CSS		Follow up report. Initial report (CAO-144-2019) approved July 15, 2019
None	2020-04	27-Jan-20	Mayor Sendzik	Public process of naming the Lakeside Pavilion and include Neil Peart as a potential name for consideration, including the ongoing Engage STC public consultation;	CRCS		Report going to Council for June 3 meeting
None	2020-05	24-Feb-20	Littleton	Family Care and Accommodation Policy			Develop a family care and accommodation policy (including but not limited to barrier-free access to childcare, transportation, dependent care) to improve equitable access and reduce systemic barriers to public participation in all city-initiated public meetings, citizen advisory committees and statutory meetings. Report to go to BSC prior to Council
None	2020-07	24-Feb-20	Porter	Revised Graffiti Program: Consult with the community, the relevant cultural committees and downtown stakeholder groups to modernize the graffiti program and by-law by 2021.			



Corporate Report City Council

Report from: Office of the Chief Administrative Officer

Report Date: June 1, 2020 **Meeting Date:** June 3, 2020

Report Number: CAO-083-2020 **File:** 10.4.19

Subject: COVID-19 Update – June 3, 2020

Strategic Pillar:



Recommendation

That Council approve the following recommendations (1 – 16):

1. The endorsement of the City of St. Catharines Framework for Recovery, as shown in Appendix 1;
2. That staff explore temporary street closures to support business and economic recovery efforts;
3. That payment for on-street parking, off-street surface parking and garages including monthly permits resume on July 1, 2020;
4. That the 2020 Water and Wastewater rate increase be deferred from July 1, 2020, to August 1, 2020;
5. The reduction in the 2020 SCCIP funding of \$92,314, due to the impact of COVID-19 and its impact on the funding sources for SCCIP;
6. The expediting of funding to Sustaining Fund clients in the second round of SCCIP allocations;
7. The use of the unallocated 2019 year-end surplus of \$1,478,830 to mitigate the forecasted 2020 year-end deficit;
8. That additional dividends received from Alectra in 2020 in the amount of \$500,000 be used to mitigate the 2020 year-end forecasted tax levy deficit;
9. The use of the uncommitted balance of the Tax Stabilization Reserve to mitigate the forecasted 2020 year-end deficit;
10. The use of the Building Code Reserve to offset the 2020 net deficit of the City's Building Services Division of PBS;
11. The increase of the debt funded portion of 2020 capital projects with tax levy support reduced to 5% from 10% as a mitigation measure due to COVID-19 pandemic;
12. The increase to the 2020 capital budget debenture funding in the amount of \$876,000;
13. The funding of a portion of the 2020 road resurfacing program with debentures in the amount of \$1,022,000;

14. That the Civic Project Fund reserve be used to fund any remaining unfunded portion of the forecasted 2020 year-end tax levy deficit;
15. Additional support in 2020 to the Meridian Centre management company in the amount of \$605,000, paid in six equal payments, with the first payment made June 25, 2020, and the next five payments made on the 15th of the month thereafter; and
16. That the Deputy Chief Administrative Officer be delegated the authority to have the City Treasurer reduce the payments to ASM Global for the operations of the Meridian Centre for months two through six, based on significant improvement to its year-end forecast; and

That the City Solicitor be directed to prepare the necessary by-laws. FORTHWITH

Summary

The purpose of this report is to provide Council with ongoing updates on the City's Municipal Emergency Control Group's (MECG) planning activities to address the rapidly evolving global COVID-19 pandemic from a strategic and proactive approach. The report illustrates the MECG's ongoing commitment to their four objectives.

The report provides an update on the process of the Recovery Planning Team and an overview of the impact of the implementation of the next stage of recovery by the Province of Ontario.

Relationship to Strategic Plan

City staff is responding to the COVID-19 pandemic as it has affected the economic, social, environmental and cultural sustainability of the city. City staff have prioritized their objectives to heavily focus on recovery efforts of COVID-19 to mitigate the impact on the community and support the sustainably pillars through new and innovative ways.

Background

On March 12, 2020, the City of St. Catharines partially activated its Emergency Operations Centre (EOC), to support the work of the Municipal Emergency Control Group (MECG) in their response to COVID-19 pandemic and the provision of essential services.

The City has designated a Recovery Planning Team to lead the corporation through the recovery stage of the COVID-19 pandemic. The Recovery Planning team is cross-functional and comprised of over 20 staff who are focused on developing and executing a plan to gradually return the City to regular operations. The primary focus of this report is on recovery.

This is the fifth update from the MEGC regarding COVID-19. Details regarding preparedness, response and future planning can be found in the following previous reports to Council:

- [Report CAO-063-2020](#)
- [Report CAO-070-2020](#)
- [Report CAO-072-2020](#)
- [Report CAO-077-2020](#)

On April 27, 2020, a Recovery Planning Team was designated and began meeting regularly with the mandate of developing and implementing a plan to gradually return the City to regular service and operating levels.

Report

The COVID-19 pandemic continues to pose a serious threat to the community as well as the City's ability to provide all levels of service in the same manner as previously delivered. Although the levels of cases of COVID-19 continue to decrease locally, the threat remains serious and the City must ensure we remain vigilant throughout the recovery. We must ensure we are able to continue to provide essential services and prepare to bring additional services online.

The MECG continues to respond to the pandemic with prepared reactions and has been diligently planning for potential future developments. The MECG continues to be dedicated to the safety of staff and the community, while ensuring essential services continue to be delivered without interruption and focusing on business continuity.

Four Objectives of MECG

MECG's planning and decisions are guided by their amended four key objectives:

1. To focus on recovery while continuing to provide essential services.
2. To ensure the health, safety and security of the public and staff during the pandemic and through the recovery process.
3. To continue to be able to support Niagara Health, Public Health, Niagara Region and our other partners.
4. To ensure the organization remains in a financially stable condition during this pandemic.

Recovery Considerations

At the May 20, 2020 Council meeting, staff indicated that the City's recovery process involves three guiding principles. When planning the reintroduction of City services, staff will consider the following:

1. SAFETY: Can we deliver the service safely and maintain that safety?
2. FEASIBILITY: What resources are necessary to deliver it safely, and is it fiscally responsible to expend that investment?
3. COMMUNITY: How does this investment fit in the overall picture of the recovery for our community? Will it service a broad section of the community? Is it available through other partners?

The City's Framework for Recovery Framework

The Recovery Planning team has developed a comprehensive framework for recovery that includes short-term and long-term considerations as the City and the Province move further in their respective recovery plans (Appendix 1).

The framework, which identifies guiding principles and goals, and attaches specific deliverables to them, has been designed to assist individual departments to develop specific recovery strategies for their business areas.

The framework lists over 50 deliverables that have been organized by internal (deliverables that impact the City and its staff) and external (deliverables that impact the community), and prioritized by how quickly they can be actioned (short-term being immediate and aligning with Stage 1 or 2, medium-term for Stage 3 and long-term being into 2021 and aligning with Stage 4).

It is being recommended by staff that the deliverables identified in the framework are implemented to place the City in a stronger position than it was prior to COVID-19. Not only will these deliverables assist with recovery, but they will assist with proactively preparing the City for future emergencies. While the intent of the framework is to execute or implement all of the deliverables, additional factors – including the availability of resources and financial impact – need to be considered as well. The framework is flexible. If the scope or trajectory of the pandemic changes, the Recovery Planning Team will be able to adjust, add, or remove deliverables as required.

Implementation Strategy

Department staff, with the assistance of the City's Framework for Recovery and the Recovery Planning Team, have identified facilities and services that can be brought online based on direction from the Province.

In order to effectively balance these considerations, staff have worked with Financial Management Services (FMS) to build a model that evaluates the possibility of opening individual facilities and provides detail to the City's Framework for Recovery. The model considers staffing, safety and the financial impact of opening a facility versus keeping it closed. This model, in conjunction with the recovery framework, is assisting departments in making logical and informed decisions regarding facilities that consider the overall impact to staff and residents.

The outcome of the model provides recommendations for which stage of recovery a facility or service can safely and responsibly resume activity, along with identifying the financial impact of that recommendation and any considerations that need to be taken into account. Additionally, individual departments are in the process of completing external recovery plans where applicable. Economic Development and Tourism Services (EDTS), and Community, Recreation and Culture Services (CRCS) have completed plans that outline the specific steps being taken to guide and support the residents and the community towards recovery through each stage of the recovery process.

Economic Development and Tourism Services (EDTS)

Staff in EDTS have developed a long-term economic recovery strategy for St. Catharines in the aftermath of the COVID-19 crisis. The document is intended to inform and direct efforts to support the transition of business, employees and other community organizations and assets into a post-pandemic recovery phase. The plan includes partners and agencies that Economic Development and Tourism Services will work with in its implementation. To ensure that there is alignment with the upper levels of government, the plan is colour-coded to coordinate departmental efforts with a staged reopening based on directives from the Federal and Provincial Governments. A copy of this plan can be found in Appendix 2.

Temporary Street Closures for Expanded Business

As the stress of revenue losses and mounting costs continue to take a toll on the ongoing development of downtown, EDTS has identified the possibility of downtown street closures as one way to assist businesses as they begin to reopen to the public.

Street closures in the downtown could entail full or partial closures of a street (or streets) that are in proximity to an area concentrated with restaurants and retail activity, and could be limited to specific time periods, such as weekends, to mitigate the disruption to normal traffic activity. Public spaces, such as City parking lots and parks, could also be activated for the same purposes, and offer the option of participation to businesses that are not in proximity to streets that have been closed.

In consultation with other departments, staff have identified the following factors that would be required to take into consideration when exploring the possibility of downtown road closures:

- Transit routing.
- Emergency service access (Coordinated through Fire Services, NRPS and Niagara EMS).
- Access to utilities.
- Loading / unloading access for businesses.
- Access to designated curbside pickup areas.
- Waste collection.
- Access for business owners (i.e. shop access, private parking).
- Access for businesses with planned renovation work.
- Access to privately-owned parking lots.

Staff intend to continue to evaluate the possibility for temporary street closures and the impact they would have on residents and business owners and consider options for implementation.

Community, Recreation and Culture Services (CRCS)

St. Catharines Cultural Investment Program (SCCIP)

The 2020 SCCIP program provides for the disbursement of \$400,000.00 of funding in accordance with the Council approved 2020 Operating Budget. While staff is aware of the need to support the arts and culture community, significant changes to the City's finances have impacted the available resources to fund SCCIP in 2020.

Due to the COVID-19 pandemic, there have been significant shortfalls in the revenue streams that fund the annual SCCIP program. The table below illustrates a summary of the current state of the sources of revenue for SCCIP.

	2020 Approved Funding	2020 YTD Funding
PAC Ticket Surcharge	\$75,000	\$427
Special Event Parking Surcharge	\$8,500	\$6,759
Arts Awards - Mayor's Fundraising	\$17,500	\$1,500
Civic Project Fund	\$295,000	\$295,000
Tax Levy Support	\$4,000	\$4,000
TOTAL:	\$400,000	\$307,686

The variance between the 2020 SCCIP project funding and the year-to-date funding consists of the shortfall in projected revenues from the PAC ticket surcharge, the special event parking surcharge and the fundraising from the Arts Awards.

With the cancellation of events, performances and production seasons, it is unlikely that these sources of revenue will recover enough to impact the SCCIP project funding positively for the balance of 2020.

Therefore, staff recommends that Council direct staff to adjust the 2020 SCCIP project funding to \$307,686 and to expedite funding to Sustaining Fund clients in the second round of SCCIP allocations. A background on SCCIP can be found in Appendix 3. A reduced SCCIP project funding for 2020 will result in fewer approved applications for smaller project based activities but will continue to support the Sustaining Program group of SCCIP clients.

SCCIP Allocation	2019 Actuals	Clients Served in 2019	2020 Funding	Applications Received for 2020	2020 Adjusted
Round 1 Culture Days	\$13,987.00	23	\$15,000.00	20	\$10,000.00
Round 2 Sustaining	\$292,000.00	12	\$291,905.00	11	\$288,000.00
Round 3 Culture Builds	\$35,600.00	12	\$93,095.00	TBD	\$9,686.00
Total	\$341,587.00	47	\$400,000.00	TBD	\$307,686.00

The City's Response to Recovery

On May 14, 2020, the Province announced the ability for certain businesses and community service providers to open and/or restart effective Tuesday, May 19, 2020, which also marks entering Phase 2, Stage 1 of the Provincial recovery plan. Private parks, campgrounds, marinas, golf courses and businesses that board animals may allow boarders to visit, care for, or ride their animals beginning Saturday, May 16, 2020.

In response to the Province Initiating Phase 2, Stage 1: Restart of the Provincial recovery plan, the City has made service level changes to the following facilities and services:

Open with Social Distancing Guidelines Still In Effect:

- All parks, including passive parks and active parks
- Victoria Lawn Cemetery
- Burgoyne Woods Dog Park
- City Owned Tennis Courts
- St. Catharines Skate Park

See Appendix 1 for a detailed list of future recommended openings as the Province transitions through the three stage re-opening framework.

Key Service Decisions

Staff have also made the difficult decision to delay the opening of several popular services due to health and safety concerns and financial considerations:

Carousel

Staff have identified a number of concerns regarding the safe operation of the carousel given increased health and safety, and social distancing protocols. Included within those concerns are the ability for staff to properly clean and disinfect the carousel while correctly preserving its physical characteristics (paint, etc.) and staff's ability to enforce social distancing within the enclosed environment. As a result, the City will not open the Carousel for the 2020 season.

Garden City Golf Course

While the Province is allowing for golf courses to reopen, staff have identified a number of concerns with respect to opening the Garden City Golf Course. Primarily, the current complement of staff is not sufficient to adequately maintain the course, clubhouse and washroom facilities given the additional health and safety considerations that need to be taken into account. Additionally, staff is concerned that reopening the golf course will place a significant burden on the 2020 budget, which has already been impacted due to COVID-19. While the course would see an increase in revenues if it were to open in July, these revenues do not exceed the increased expense associated with club house staff and facility cleaning. As a result, the City will not open the Garden City Golf Course for the 2020 season. The cost to open the Golf Course is estimated to be \$381,597 with the clubhouse closed.

Outdoor Pools

Staff have identified several health and safety concerns associated with reopening pools, including the ability to enforce strict social distancing guidelines and the uncertainty regarding the spread of COVID-19 in water.

Given these reasons, staff have made the decision to delay the reopening of these services until Stage 4 of the City's recovery framework, which will allow for their opening in 2021. The cost to open outdoor pools for 2020 is estimated to be \$492,811.

Outside Boards and Commissions

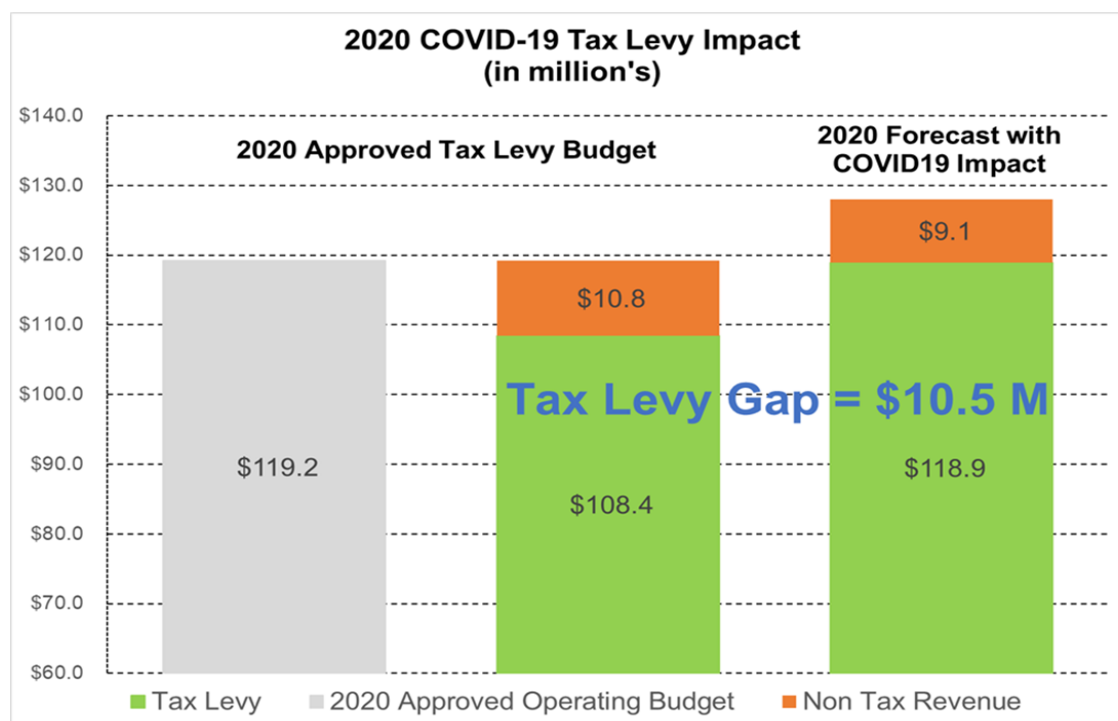
Board and Commissions related to the City have also developed individual responses to recovery. The details of these plans can be found in Appendix 4.

Financial Strategy for Recovery

Tax Levy Impact – Forecasted to 2020 Yearend

Over the past couple of weeks, the Province has reduced restrictions on certain businesses and services, with new announcements occurring regularly. The City is following the Province's three guiding principles in its recovery planning. As the recovery plan moves forward there is a need to recall workforce members who have been reduced to provide services to the citizens of St. Catharines. As this is a significant change, the City's Senior Leadership team (SLT) and the finance team determined a financial impact forecast to the end of 2020 is now appropriate. This will serve to ensure that Council is fully informed when making its decisions regarding our projects and priorities. Below is a chart that shows the estimated impact on the tax levy to end of 2020 to be \$10.5 million.

Chart 1 – Tax Levy Impact Forecasted to End of 2020



SLT has focused its efforts to contain costs partially through workforce reductions and hiring deferrals, which reduces the tax levy forecasted deficit by \$3.3 million. In addition, cost containment related to utility costs were the result of facility closures, which are estimated to be \$568,000. Also, other cost containment totaling \$94,000 related to staff not attending conferences and training, office supply reduction and postage decrease.

Estimated Tax Levy Impact for 2020 (shortfall)	\$10.5 million
Cost Containment Implementation	\$3.9 million
Funding Shortfall	\$6.6 million

Cost containment implementation details:

• Workforce Reductions	\$3.25 million
• Utility cost reductions	\$568,000
• Other costs (conferences, training, office supplies & postage)	\$94,000
TOTAL Cost Containment	\$3.9 million

Therefore, other mitigation options need to be utilized to eliminate the forecasted 2020 year-end deficit. The following are the mitigation options being recommended by SLT at this time.

• 2019 unallocated year end surplus	\$1.48 million
• Additional dividend from Alectra	\$500,000
• Usage of uncommitted balance of Tax Stabilization Reserve	\$313,000
• Usage of Building Reserve to offset Building revenue shortfall	\$508,000
• Reduction of 2020 road resurfacing program	\$884,000
• Reduction of the tax levy support for 2020 capital	\$876,000
• Debt Funding portion of the 2020 road resurfacing budget	\$1.02 million
• Usage of the Civic Project Fund	\$1.03 million
TOTAL Potential Mitigation	\$6.6 million

This pandemic has attacked our financial resiliency and sustainability. Shown in the Chart 1 above COVID-19 has created a large negative impact for the City in 2020, currently estimated at \$10.5 million. This significant deficit has been partially addressed through cost containment of \$3.9 million. There are other mitigation options available through delaying infrastructure work, depleting our reserves and issuance of additional debt. None of these mitigation options are ideal for a City that has an infrastructure deficit of approximately \$406 million.

BSC, Council and staff have worked diligently over the past several years to build reserves and to create new ones, such as the Tax Stabilization Reserve, to improve the City's financial resiliency and sustainability. This attention on improving the City's finances is helping the City to weather the impacts of COVID-19 in 2020. Despite the financial setbacks to the City by the pandemic, investing in recovery initiatives is vital to our community. The mitigation efforts necessary will decrease our financial resiliency and sustainability. Operating support from Federal and Provincial governments can provide significant support; however, there is no quick fix for the City to rebound.

Operating funding support to the City in 2020 is what is most needed from the Federal and Provincial governments.

Shown in the mitigation options are two items which require the usage of additional debt funding. Staff have reviewed the City's debt position and currently we remain within the guidance of ten percent of City expenditures (8.73% for 2020). Increasing the City's 2020 debt funding by \$1.896 million as indicated can be accommodated within the City's existing debt management strategy. Therefore, as a mitigation measure to address the 2020 year-end forecasted deficit, staff recommends decreasing the tax support for applicable capital projects to five percent from ten percent and to fund a portion of the City's 2020 road resurfacing program with debt. This would result in additional debt funding in 2020 of \$1.896 million. Interest rates have declined three times so far in 2020 and borrowing rates are at a record low, which means the cost of borrowing is less than even one year ago.

The challenges to remain within the debt guidance will occur in future years as the City's expenditures decline, which will result with the implementation of the 2021 budget guidance of a zero percent tax rate increase. With revenues sources being flat or declining in 2021, the only way to obtain the desired budget guidance is with the reduction of expenditures. Since City expenditures are the amount on which the ten percent debt guidance is calculated, when they decline so does the amount of debt charges the City is able to take on. Therefore, staff will be looking to BSC and Council for support with the 2021 and future capital budgets to create flexibility with the debt funding portion of these budgets, with the increase of the percentage from the current ten percent to a higher percentage, but to no more than fifteen percent of city expenditures.

Outside of staff managing the impacts of COVID-19, staff continues with their regular annual budget processes. The departmental submissions for the 2021 Capital budget and Four Year Forecast have been received. Staff is refining these budgets to incorporate the effect of COVID-19, to work within the 2021 budget guidance of a zero percent tax rate increase and to continue to address critical and priority infrastructure needs. This creates a great deal of balancing to ensure that all three of these objectives are addressed. Therefore, as indicated above, additional debt funding will likely be necessary to achieve these objectives.

Parking Budget

As businesses reopen and movement increases around the city, especially in the downtown area, there is a need for parking enforcement to support the turnover of vehicles. Therefore, staff recommends resuming charging for on-street and off-street parking, City garages and monthly parking permits, effective July 1, 2020. In review of other Niagara municipalities, of those with parking operations, the majority are expecting to resume charging for parking effective July 1, 2020, with one municipality already charging for meters (it has kept its surface lots closed). One Niagara municipality will begin charging August 31, 2020. In the review of comparator municipalities, there are four charging by July 1, 2020, one which resumed on April 6, 2020; one planning for June 1, 2020; and one charging only for surface lots and not for meters. There are four municipalities that have not estimated the return of charging for parking.

As of the end of May 2020, the estimated year-end position for parking services is an unfavourable \$665,000. Cost containment with enforcement and staffing reductions reduce this unfavourable year-end position by \$126,000 to \$539,000. This forecast is based on returning to paid parking for on-street parking, off street parking, garages and monthly permits effective July 1, 2020. The uncommitted Parking reserve balance at end of 2019 was \$741,000. This means that the available amount in the parking reserve is sufficient to cover the 2020 forecasted deficit.

The challenge will arise as we look forward to 2021 and 2022. For 2020 the parking services budget was a net expenditure budget of \$511,000. It is anticipated that the 2021 parking services budget will be at least that; and with the forecasted 2020 deficit utilizing over 70% of the parking reserve balance, it is estimated at least 40% of the 2021 parking services budget will need to be covered by the tax levy budget due to the depleted parking reserve, unless an alternative funding source is identified. This will put further pressure on the 2021 tax levy budget, which has guidance of no or minimal tax rate increase for 2021.

Water and Wastewater Budget

At the Regional Council meeting of May 22, 2020, a motion to reconsider the Region's 2020 water and wastewater budget was not approved. With Regional costs representing over 61% of the City's water and wastewater budget, it is critical that the city proceed with its 2020 water and wastewater rate increases and to mitigate the impact on the City's water and wastewater reserve balance as much as possible. The balance of the water and wastewater reserve at the end of 2020 is estimated to be \$4.56 million.

In 2020, the water and wastewater budget required \$527,000 of support from the water and wastewater reserve. It is anticipated that the 2021 budget will require at least this much support and most likely more to ensure that there is no or minimal rate increase to align with the 2021 budget guidance provided by the BSC. To balance the impact for all ratepayers, it is staff's recommendation to defer the 2020 rate increase for one more month until August 1, 2020. As stated above, moving forward with the 2020 water and wastewater rate increase is necessary to offset the impact of the Regional increases and minimize impact on the reserve so that it is available for future years when the need is expected to be greater. Staff is also recommending that resumption of charging penalty and interest on overdue water accounts resume effective July 1, 2020. The charging of penalty and interest is the only and best method to ensure timely payment of water and wastewater accounts.

As of May 29, 2020, the year-end deficit for the water and wastewater budget is estimated to be \$187,000. At this time, this deficit can be mitigated with the workforce reductions, service level changes and operational costs reductions that have been undertaken by the City. These cost containment efforts are estimated to be \$235,000, which is adequate to cover the forecasted deficit of \$187,000.

Meridian Centre

The Meridian Centre has been significantly impacted by the COVID-19 pandemic. Provincial regulations on large public gathering remain in effect with an unknown return date. This has a significant impact on all revenue streams for the facility. Details are in the attached memo from ASM Global in Appendix 5. Similar to the City, and as per the attached memo, ASM Global has taken a balanced approach to cost mitigation and business continuity with the reduction of operating costs and workforce reductions while continuing to maintain the facility and communicate with clients. As discussed in the memo from ASM Global, management has been creative with the redeployment of full-time staff to areas of most need, such as preventative maintenance and repairs for safety, security and sanitation, and also outdoor maintenance such as landscaping. Also, due to restrictions and workforce reductions, regular season-ending maintenance tasks have been delayed and will need to be completed over the summer months.

With regards to the Niagara IceDogs and ice rentals, it is unknown at this time when the 2020/2021 OHL season will begin. If the season resumes and ice is reinstalled there is the potential for ice rentals, but it is dependent on provincial regulations being lifted to allow youth and adult leagues to resume. Ice rental would provide some revenues for the facility. Overall, all of the current restrictions and uncertainty of what functions will be permitted by the Province, and when, creates a significant amount of unpredictability for the latter half of 2020 for the operations of the Meridian Centre.

Using ASM Global Scenario 2, with no events until 2021, the forecasted net year-end position for the Meridian Centre is \$1.27 million, which is \$605,000 over the 2020 approved budget amount of \$666,000. Additional funding is required in order for the facility cover its required monthly operating expenses. Therefore, staff recommends that Council approve additional 2020 funding for the facility in the amount of \$605,000 to support the facility's operational needs. The payments would be made on a monthly basis, with the first payment made June 25, 2020 and on the 15th of the month for the next five months.

As discussed in Appendix 5, to assist with operational cost impacts, SMG Canada ULC is in the process of submitting an application to the Federal government under the Canadian Emergency Wage Subsidy (CEWS). Receiving this subsidy would allow the return to work of employees impacted by reductions and improve the facility's cash flow position. ASM Global meets monthly with Senior Staff to review its operations and financial performance. Should SMG Canada ULC be successful with its CEWS application, or should other significant changes to its 2020 year-end forecast be identified such that the need for additional operating funds is reduced, this would be shared with Senior Staff and the Deputy CAO may direct the Treasurer to reduce any of the payments for months two through six.

FirstOntario Performing Arts Centre (PAC)

The FirstOntario PAC management has revised its business continuity plan and 2020 budget forecast due to the impact of COVID-19, limiting expenses where possible, while embracing innovation in design and delivery. At this point in time, with cost containment

measures utilized, the PAC is forecasting a 2020 year-end favourable variance of \$11,000. This variance includes full payment of Brock University's revenue for the use of the centre in 2020. The PAC is operating with a focus for the remainder of 2020 to be on-line and virtual programming. The PAC will use time and resources available to advance internal services and projects relating to the transition of services from the City to the Municipal Service Board, including conversion of the PAC's payroll system, financial systems development and Human Resources planning, as well as other business projects such as IATSE negotiations, capital planning, and revenue development strategies (grant research, fund development planning).

Financial Implications

At this time, the 2020 year-end tax levy deficit is forecasted to be \$10.5 million. This includes the estimated impact of the City's boards and commission. At this time, both the Library and the FirstOntario Performing Arts Centre are estimating a small surplus for their 2020 budgets. The St. Catharines Transit Commission is estimating a 2020 year-end deficit of approximately \$3.0 million, which has been included in the 2020 year-end tax levy deficit of \$10.5 million. With the City being the main funder of Transit operations, it is necessary for the City to assist Transit cover this forecasted deficit for 2020. To date there have been no funding announcements made by the Federal or Provincial governments to support transit operations in the Province and across the country.

With the COVID-19 pandemic impacting the City's financial resiliency and sustainability it was necessary for cost containment measures. These measures have already significantly reduced the tax levy impact by \$3.9 million. There are additional mitigations through delaying infrastructure work, depleting our reserves and issuance of additional debt of \$6.6 million. None of these are ideal options, but they are necessary. Financially, COVID-19 has set the City back significantly. Both from a resiliency perspective, the ability to manage a second wave of the pandemic and from a sustainability perspective. The long-term financial strategies with capital contributions for infrastructure and building of reserves are being reduced or depleted to manage COVID-19 impacts on City finances.

Like all municipalities, the City has limited revenue sources. Property tax revenues represent the majority of City's revenues. Assistance from the Federal and Provincial governments would greatly help the City to manage the financial impacts of COVID-19 and to minimize the burden to the taxpayer.

The financial impacts on the parking services and water/wastewater budgets is discussed above with 2020 year-end forecasts of \$539,000 deficit and \$48,000 surplus respectively.

Given the uncertainties surrounding COVID-19, this financial forecast will continue to change. Updates to Council will be provided as they become available.

Conclusion

As the COVID-19 pandemic continues to evolve, the MCEG will continue to implement measured responses that keep the well-being of the community top of mind.

Specifically, the Recovery Planning Team is working swiftly to ensure that as the Province begins to announce changes in social-distancing protocol and lift restrictions, the City is well-positioned to react accordingly.

The MCEG will continue to work with the Province, the Niagara Region and staff to continue to deliver essential services to residents and place the City in a strong position for recovery.

For the latest information on the City's response to COVID-19, please visit www.stcatharines.ca/COVID19 and the City's social media platforms.

Prepared and Submitted by

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Approved by

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Appendices

- Appendix 1 – St. Catharines Framework for Recovery
- Appendix 2 – Economic Development and Tourism Services Recovery Plan
- Appendix 3 – SCCIP Background
- Appendix 4 – Boards and Commissions – Recovery Updates
- Appendix 5 – Memo: Meridian Centre – Venue Update

[STC FRAMEWORK FOR RECOVERY]



OUR PATH FORWARD FROM COVID-19

OUR PATH FORWARD

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OUR PATH FORWARD

STC FRAMEWORK FOR RECOVERY: OUR PATH FORWARD

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

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

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

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

ALIGNMENT WITH THE PROVINCE OF ONTARIO'S REOPENING FRAMEWORK

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

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

UPDATES TO THE STC FRAMEWORK FOR RECOVERY

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

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

OUR PATH FORWARD

GUIDING PRINCIPLES

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

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



Health and Wellness

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



Organizational

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

Economic

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

OUR PATH FORWARD

RECOVERY STAGES

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

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

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

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

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

OUR PATH FORWARD



Stage 1

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

During Stage 1:

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

Stage 1

Initially, consider:



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



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



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

Illustration from the Ontario Framework for Reopening.

OUR PATH FORWARD



Stage 2

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

During Stage 2:

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

Stage 2

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



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



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



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

Illustration from the Ontario Framework for Reopening.

OUR PATH FORWARD



Stage 3

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

During Stage 3:

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

Stage 3

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



Opening all workplaces responsibly.



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



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

Illustration from the Ontario Framework for Reopening.

OUR PATH FORWARD



Stage 4

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

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



STC FRAMEWORK FOR RECOVERY

OUR PATH FORWARD

RECOVERY TEAM ROLE

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

RECOVERY TEAM BREAKDOWN



Health and Well-Being

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



Organizational

Focused on the operations necessary to provide services to citizens.

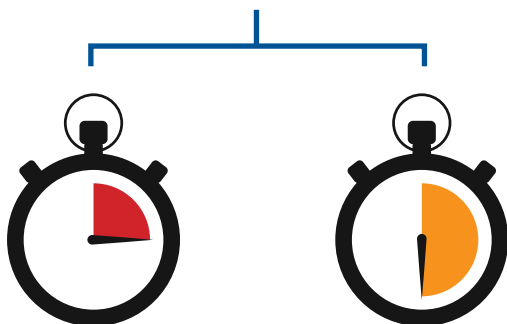


Economic

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

IMPLEMENTATION STAGING KEY

Short-Term



Stage 1

Stage 2

Medium-Term



Stage 3

Long-Term



Stage 4

EXTERNAL PATH FORWARD



HOW DO WE IMPROVE THE SAFETY OF OUR FACILITIES?

Implement measures in facilities that promote safe and sanitary environments



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



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



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

Direct residents to available resources that support mental and physical health



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



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

EXTERNAL PATH FORWARD



HOW DO WE CONTINUE TO DELIVER SERVICES SAFELY TO RESIDENTS?

Identify and implement delivery methods that adhere to social distancing guidelines



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



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

HOW DO WE SUPPORT OUR RESIDENTS FINANCIALLY?

Provide financial assistance and relief to residents



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

EXTERNAL PATH FORWARD



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

Develop communication and education tools targeted towards residents



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

HOW DO WE SUPPORT OUR ECONOMY?

Develop initiatives to support the restarting of economic activity



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



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

INTERNAL PATH FORWARD



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

Implement tools promoting the health and safety of our staff



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



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



HOW DO WE ENGAGE OUR STAFF AND COMPILE THEIR FEEDBACK?

Develop an engagement plan for staff



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

INTERNAL PATH FORWARD



HOW DO WE ENABLE FLEXIBLE WORK ARRANGEMENTS FOR OUR STAFF?

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



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



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



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



HOW DO WE EDUCATE OUR STAFF REGARDING COVID-19?

Develop communication and education tools targeted towards staff



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

INTERNAL PATH FORWARD



HOW DO WE PROTECT THE MENTAL HEALTH OF OUR STAFF?

Identify and create resources for staff to reduce stress and anxiety



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



HOW DO WE SUPPORT THE FAMILIES OF OUR STAFF?

Create a support structure for staff and their families



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

INTERNAL PATH FORWARD



HOW DO WE ENSURE FINANCIAL STABILITY FOR THE CITY?

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



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



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



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

OUR PATH FORWARD

STC FRAMEWORK FOR RECOVERY: CITY SERVICES

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

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

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

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

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

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

LEVELS OF SERVICE

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

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

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

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

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

Please see the attached spreadsheet for a full breakdown of City services, their levels of service, and a timeline for reintroduction.

OUR PATH FORWARD

STC FRAMEWORK FOR RECOVERY: FACILITIES

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

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

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

Please see the attached spreadsheet for a full breakdown of timelines and tentative dates for reopening of City facilities.

City Facility Re-Opening Plan

City Facility or Area	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021	Financial Impact of Recommendation
360 Niagara St		Open at this stage (Potential date: July 1, 2020)			\$89,000
6-8 Academy St		Open at this stage (Potential date: July 1, 2020)			\$59,000
Carousel	Closed	Closed	Closed	Open	\$0
Cemetery		Open at this stage (Potential date: July 1, 2020)			\$1,063,000
City Hall		Open at this stage (Potential date: July 1, 2020)			\$383,000
Dunlop Drive Older Adults Centre			Open at this stage (Potential date: Oct 1, 2020)		\$42,000
Port Dalhousie Older Adults Centre			Open at this stage (Potential date: Oct 1, 2020)		\$31,000
West St. Catharines Older Adults Centre			Open at this stage (Potential date: Oct 1, 2020)		\$40,000
Event/Market Operations	Already Open				\$131,000
Garden City Arena Operations			Open at this stage (Potential date: Sept 1, 2020)		\$589,000
Seymour Hannah Complex			Open at this stage (Potential date: Sept 1, 2020)		\$1,105,000
Bill Burgoyne Arena			Open at this stage (Potential date: Sept 1, 2020)		\$209,000
Kiwanis Aquatic Centre			Open at this stage (Potential date: Sept 1, 2020)		\$836,000
Morningstar Mill	Closed	Closed	Closed	Open	\$0
Municipal Golf Course	Closed	Closed	Closed	Open	\$0
Port Weller Centre			Open at this stage (Potential date: Sept 1, 2020)		\$62,000
Russell Ave Community Centre			Open at this stage (Potential date: Sept 1, 2020)		\$109,000
Harriett Tubman Programs	Closed	Closed	Closed	Open	\$0

City Facility or Area	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021	Financial Impact of Recommendation
Port Dalhousie Pool	Closed	Closed	Closed	Open	\$0
Lion Dunc Schooley Pool	Closed	Closed	Closed	Open	\$0
Lincoln Pool	Closed	Closed	Closed	Open	\$0
320 Geneva St	Closed	Closed	Closed	Open	\$0
Pearson Park Splashpad		Open at this stage (Potential date: July 1, 2020)			\$100,000
Catherine St Splashpad		Open at this stage (Potential date: July 1, 2020)			\$108,000
West Park Splashpad		Open at this stage (Potential date: July 1, 2020)			\$86,000
Port Weller Splashpad		Open at this stage (Potential date: July 1, 2020)			\$88,000
Sports Fields for sport user groups		Open at this stage (Potential date: July 1, 2020)			\$1,392,000
Kiwanis Field			Open at this stage (Potential date: Sept 1, 2020)		\$79,000
Museum, Gift Shop and Welland Canals Centre			Open at this stage (Potential date: Sept 1, 2020)		\$554,000
Enterprise Centre			Open at this stage (Potential date: Sept 1, 2020)		\$1,000
Beaches		Open at this stage (Potential date: July 1, 2020)			\$218,000
Parks General (Passive)	Already Open as Passive Park	Open at this stage (Potential date: July 1, 2020)			\$517,000
Happy Ralph's	Already Open as Passive Park	Open Washrooms No Animals			\$57,000

City Services Re-Opening Plan

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	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
Office of the CAO	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Corporate Communications	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Office of the Mayor	PROCEEDING – NEW MODEL All staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Majority of staff return to office. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Legal and Clerks Service					
Legal Services Division	MODIFIED Most staff working from home. No prosecution services at this time. Operations continued under enhanced health and safety guidelines.	MODIFIED Most staff working from home. Limited prosecution services at this time. Operations continued under enhanced health and safety guidelines.	MODIFIED Some staff working from home. Limited prosecution services at this time. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home. Prosecution services resume if courts open. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Clerks Services Division	MODIFIED Public counter closed. Operations continued under enhanced health and safety guidelines.	MODIFIED Public counter closed. Operations continued under enhanced health and safety guidelines.	MODIFIED Public counter open. Operations continued under enhanced health and safety guidelines.	MODIFIED Public counter open. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to work. All clerks and legal services resume to pre-COVID state.
Licenses	Most staff working from home. Business licenses, and FOI requests temporarily suspended.	Most staff working from home. Business licenses, lottery licensing and FOI requests being processed in altered format.	Some staff working from home. Business licenses, lottery licensing and FOI requests being processed in altered format.	Some staff working from home. Business licenses, lottery licensing and FOI requests being processed in altered format.	
Burial Permits	Burial permits continue in altered format.	Burial permits continue in altered format.	Burial permits continue in altered format.	Burial permits continue in altered format.	
Marriage	CANCELLED Marriage licenses and ceremonies temporarily suspended.	MODIFIED Marriage licensing resume with modifications to service. Marriage ceremonies temporarily suspended.	MODIFIED Marriage licensing continue with modifications to service. Ability to hold ceremonies will be determined by provincial announcements.	MODIFIED Marriage licensing continue with modifications to service. Ability to hold ceremonies will be determined by provincial announcements.	PROCEEDING - NEW MODEL Marriage licenses and ceremonies can return to pre-COVID state.

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
Council Division	MODIFIED Council meetings transition to virtual.	MODIFIED Council meetings continue virtually.	MODIFIED Council meetings continue virtually.	PROCEEDING – NEW MODEL Council meetings to return to in-person meetings in council chambers with social distancing and some additional modifications in place.	PROCEEDING – NEW MODEL Council meetings return to in-person meetings in council chambers.
Community, Recreation and Cultural Services					
Administration Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Business Planning and Strategic Services Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Programs and Cultural Services Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Some programming and engagement offered online	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Some programming and engagement offered online	PROCEEDING – NEW MODEL Some staff working from home on rotation. Programming modified under enhanced health and safety guidelines	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Return to full staff complement if feasible.
Planning and Building Services					
Planning, Committee of Adjustment	PROCEEDING – NEW MODEL Most staff working from home. Rotation in the office. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Some staff may continue to work from home on rotation.
Administration	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Some staff may continue to work from home on rotation.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Some staff may continue to work from home on rotation.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Some staff may continue to work from home on rotation.
Building, By-law Enforcement, Development Engineering, and Zoning Examination	MODIFIED Reduction in inspection services. Inspections of occupied residents suspended. Most staff working from home on rotation. Remaining services continued under enhanced health and safety guidelines.	MODIFIED Resumption of all services, with enhanced health and safety guidelines except inspections of occupied buildings (pending corporate/Regional response). Most staff working from home on rotation. Increase in By-law Enforcement to enforce/monitor Provincial Orders.	PROCEEDING – NEW MODEL Resumption of all services with enhanced health and safety guidelines. Some staff working from home on rotation. Increase in By-law Enforcement to enforce/monitor Provincial Orders.	PROCEEDING – NEW MODEL Resumption of all services with enhanced health and safety guidelines. Some staff working from home on rotation. Increase in By-law Enforcement to enforce/monitor Provincial Orders.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Some staff will continue to work from home on rotation.

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
	Economic Development and Tourism Services				
Economic Development Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Government Relations Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Tourism Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Small Business Enterprise Centre	PROCEEDING – NEW MODEL All staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Protective barrier/vestibule installed. All staff have the ability to return to designated work areas. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
	Corporate Support Services				
Citizens First Division	PROCEEDING – NEW MODEL Public Counter Closed. Public phone inquiry line remains open and staffed for business hours. Municipal Service Centres closed to the public. Some staff working from home on rotation. Workforce reductions completed Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Public Counter Closed. Public phone inquiry line remains open and staffed for business hours. Municipal Service Centres closed to the public. Some staff working from home on rotation. Workforce reductions completed Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Public Counter Open with protective barriers, social distancing, floor markings and signage. Public phone inquiry line remains open and staffed for business hours. Municipal Service Centres open with enhanced screening and limited occupancy. Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Workforce call backs TBD, measure service level impact.	PROCEEDING – NEW MODEL Public Counter Open with protective barriers, social distancing, floor markings and signage. Public phone inquiry line remains open and staffed for business hours. Municipal Service Centres open with enhanced screening and limited occupancy. Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Workforce call backs TBD, measure service level impact.	PROCEEDING – NEW MODEL Return to pre-COVID customer service expectations. Workforce recalled.
Information Technology Division	PROCEEDING – NEW MODEL Most staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Service levels sustained.	PROCEEDING – NEW MODEL Most staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Service levels sustained.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Service levels sustained.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Service levels sustained.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
Human Resources Division	<p>MODIFIED</p> <p>Hiring for essential services and critical support completed virtually. Non-essential hiring deferred.</p> <p>All staff working from home with the ability to visit work sites as needed.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>MODIFIED</p> <p>Hiring for essential services and critical support continue virtually. Non-essential hiring deferred.</p> <p>All staff working from home with the ability to visit work sites as needed.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>MODIFIED</p> <p>Hiring for essential services can be completed in person. Non-essential hiring deferred.</p> <p>Some staff working from home with the ability to visit work sites as needed.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>MODIFIED</p> <p>Hiring can be completed in person. Non-essential hiring deferred.</p> <p>Some staff working from home with the ability to visit work sites as needed.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Hiring practices resume to pre-COVID standards.</p> <p>All staff can return to their designated work areas.</p>
Fire Services					
Administration Division	<p>PROCEEDING – NEW MODEL</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NEW MODEL</p> <p>All staff have the ability to return to designated work areas.</p>
Fire Prevention Division	<p>MODIFIED</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p> <p>Legislated inspections and investigations prioritized.</p> <p>Public education continue in altered format.</p>	<p>MODIFIED</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p> <p>Legislated inspections and investigations prioritized.</p> <p>Public education continue in altered format.</p>	<p>MODIFIED</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p> <p>Legislated inspections and investigations prioritized.</p> <p>Public education continue in altered format.</p>	<p>MODIFIED</p> <p>Some staff working from home on rotation.</p> <p>Operations continued under enhanced health and safety guidelines.</p> <p>Legislated inspections and investigations prioritized.</p> <p>Public education continue in altered format.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Return to pre-COVID public education and prevention activities.</p>
Communication Division	<p>PROCEEDING – NO CHANGE</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NO CHANGE</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NO CHANGE</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NO CHANGE</p> <p>Operations continued under enhanced health and safety guidelines.</p>	<p>PROCEEDING – NO CHANGE</p> <p>Return to pre-COVID emergency communications</p>
Suppression Division	<p>PROCEEDING – NO CHANGE</p> <p>Continued response to emergencies with additional Health and Safety procedures to ensure the safety of staff</p>	<p>PROCEEDING – NO CHANGE</p> <p>Continued response to emergencies with additional Health and Safety procedures to ensure the safety of staff</p>	<p>PROCEEDING – NO CHANGE</p> <p>Continued response to emergencies with additional Health and Safety procedures to ensure the safety of staff</p>	<p>PROCEEDING – NO CHANGE</p> <p>Continued response to emergencies with additional Health and Safety procedures to ensure the safety of staff</p>	<p>PROCEEDING – NO CHANGE</p> <p>Continued response to emergencies with additional Health and Safety procedures to ensure the safety of staff</p>
Training Division	<p>PROCEEDING – NEW MODEL</p> <p>Training activities continued in altered format.</p> <p>Additional health and safety considerations put in place.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Training activities continued in altered format.</p> <p>Additional health and safety considerations put in place.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Training activities continued in altered format.</p> <p>Additional health and safety considerations put in place.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Training activities continued in altered format.</p> <p>Additional health and safety considerations put in place.</p>	<p>PROCEEDING – NEW MODEL</p> <p>Training activities resume to pre-COVID standards.</p>

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
	Financial Management Services				
Budget and Corporate Asset Management Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Administrative Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Some staff working from home. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL Some staff working from home. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Revenue Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Parking Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Accounting and Payroll Division	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Procurement	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Most staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Realty and Insurance Services Division	MODIFIED Reduction in services provided. Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	MODIFIED Resume reduced services provided. Most staff working from home. Operations continued under enhanced health and safety guidelines. Workforce reductions completed.	PROCEEDING – NEW MODEL Resume reduced services with processes and schedules in place. Some staff working from home. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL Resume reduced services with processes and schedules in place. Some staff working from home. Operations continued under enhanced health and safety guidelines. Staff will be called back when needed.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
	Engineering, Facilities and Environmental Services				
Administration Division	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Environmental Services Division	MODIFIED Reduction in services provided including Environmental Outreach, sampling and FLAP inspections. Some staff working from home and/or on rotation. Operations continued under enhanced health and safety guidelines. Non-essential activities suspended or deferred	MODIFIED Reduction in services continued Some staff working from home and/or on rotation. Operations continued under enhanced health and safety guidelines. Non-essential activities suspended or deferred	MODIFIED Reduction in services continued Some staff working from home and/or on rotation. Operations continued under enhanced health and safety guidelines. Non-essential activities suspended or deferred	PROCEEDING – NEW MODEL Some staff working from home and/or on rotation. Operations continued under enhanced health and safety guidelines. Phased restart of non-essential activities and projects	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Facilities and Energy - Maintenance, Repair and Construction	MODIFIED Construction was suspended and design continued. Maintenance and repairs continued only on essential facilities. Operations continued under enhanced health and safety guidelines. Enhanced cleaning occurring at any occupied City facility.	PROCEEDING – NEW MODEL Full project services resumed. Maintenance and repairs continued on all facilities. Operations continued under enhanced health and safety guidelines. Enhanced cleaning occurring and implementing precautionary measures for return of staff.	PROCEEDING – NEW MODEL Projects continued. Maintenance and repairs continued on all facilities. Operations continued under enhanced health and safety guidelines. Enhanced cleaning occurring and implementing precautionary measures for return of staff.	PROCEEDING – NEW MODEL Projects continued. Maintenance and repairs continued. Operations continued under enhanced health and safety guidelines. Enhanced cleaning occurring at any occupied City facility.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Facilities and Energy - Arena and Pool Operations	MODIFIED Recreational Facilities closed and systems shut down. Workforce reduction completed.	MODIFIED Recreational facilities remained closed. Precautionary measure being implemented for reopening of facilities.	MODIFIED Incremental reopening of recreational facilities. Incremental return of staffing compliment. Operations under enhanced health and safety guidelines. Enhanced cleaning occurring at any occupied City facility.	PROCEEDING – NEW MODEL Incremental reopening of recreational facilities. Operations continued under enhanced health and safety guidelines. Enhanced cleaning occurring at any occupied City facility.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Geomatics Division	PROCEEDING – NEW MODEL Survey Crew completing on-site surveys. Some staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Survey Crew completing on-site surveys. Some staff working from home. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Survey Crew completing on-site surveys. Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Survey Crew completing on-site surveys. Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Transportation Division	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas. Operations return to pre-COVID state.

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
Engineering and Construction Division	MODIFIED Non-essential and Non-critical construction was suspended. Full design and study services continued. Program and Budget development continued. Asset management continued. Staff working from home.	MODIFIED Construction to all Municipal Infrastructure Resumed. Full design and study services continued. Program and Budget development continued. Asset management continued. Staff working from home.	MODIFIED Construction to all Municipal Infrastructure Continues. Full design and study services continued. Program and Budget development continued. Asset management continued. Some staff working from home on rotation.	MODIFIED Construction to all Municipal Infrastructure continues. Full design and study services continued. Program and Budget development continued. Asset management continued. Some staff working from home on rotation.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Municipal Works					
Administration Division	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Some staff working from home on rotation. Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL All staff have the ability to return to designated work areas.
Supervisors Division	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines. MW Supervisors will assist with By-Law Enforcement of the Emergency Orders.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines. MW Supervisors continue to assist with By-Law Enforcement of the Emergency Orders.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines. MW Supervisors continue to assist with By-Law Enforcement of the Emergency Orders.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines. MW Supervisors continue to assist with By-Law Enforcement of the Emergency Orders.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Operations Planning Division	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Equipment Maintenance Division	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations continued under enhanced health and safety guidelines.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Parks, Cemeteries, Forestry, Horticulture Division	MODIFIED Closure of all park structures, sports fields, dog parks, skate parks, park washrooms and beaches. Workforce reductions implemented.	MODIFIED Open all parks, sports fields, dog parks, skate parks with signage and encouraged social distancing. Amenities at parks to remain closed. Park washrooms and beaches remain closed. Reduced Workforce.	MODIFIED All parks, sports fields, dog parks, skate parks with signage and encouraged social distancing. Amenities at parks to open or closed based on provincial guidance. Select public washrooms to open with additional health and safety guidelines.	PROCEEDING – NEW MODEL All parks, sports fields, dog parks, skate parks with signage and encouraged social distancing. Amenities at parks to open or closed based on provincial guidance. Public washrooms to open with additional health and safety guidelines.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Cemeteries	MODIFIED Cemeteries open for cemetery business and for walk through only. Subject to the Bereavement Authority of Ontario.	MODIFIED Cemeteries open for cemetery business and for walk through only. Subject to the Bereavement Authority of Ontario.	MODIFIED Cemeteries open for cemetery business which will be guided by provincial limits on amount of people for gatherings. Subject to the Bereavement Authority of Ontario.	MODIFIED Cemeteries open for cemetery business which will be guided by provincial limits on amount of people for gatherings. Subject to the Bereavement Authority of Ontario.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.

City Services	Initial Response to COVID-19	Stage 1 Current	Stage 2 Assumption July - Aug	Stage 3 Assumption September - Dec	Stage 4 Assumption 2021
Forestry	MODIFIED Reduction in forestry services provided. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in forestry services provided. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in forestry services provided. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in forestry services provided. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Horticulture	MODIFIED Reduction in horticulture services provided. Workforce reductions implemented. No annual planting program for 2020. Minimum maintenance to existing planting beds. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in horticulture services provided. Workforce reductions implemented. No annual planting program for 2020. Minimum maintenance to existing planting beds. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in horticulture services provided. Workforce reductions implemented. No annual planting program for 2020. Minimum maintenance to existing planting beds. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in horticulture services provided. Workforce reductions implemented. No annual planting program for 2020. Minimum maintenance to existing planting beds. Enhanced health and safety guidelines implemented.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Road Operations	MODIFIED Reduction in road operations services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in road operations services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in road operations services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in road operations services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.
Utility Operations	MODIFIED Reduction in utility services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in utility services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in utility services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	MODIFIED Reduction in utility services provided to minimum maintenance and safety related issued. Workforce reductions implemented. Enhanced health and safety guidelines implemented.	PROCEEDING – NEW MODEL Operations return to pre-COVID state.

PANDEMIC RECOVERY STRATEGY

Economic Development and Tourism Services



MAY 2020



St. Catharines

INTRODUCTION

A New Economic Reality

The global COVID-19 pandemic has had a profound impact on the economic engines of our community. With businesses closed, events cancelled, and the movement of people and goods significantly slowed, the pandemic has widened social and economic divisions, further deepening the consequences of inequality.

The St. Catharines Economic Development and Tourism Services department has begun the process of recovery planning by identifying key initiatives, actions, and outcomes as the city prepares for a period of adjustment and explores areas of this new normalcy. By redefining how to utilize corporate expertise, existing assets, capacities, partnerships, strengths and resources, change can be directed in a way that will ensure the economy is more resilient and adaptive to future challenges.

Although the COVID-19 crisis has undoubtedly shifted the direction of the department's activities identified in the 2017-2022 Economic Development Strategy, this new recovery strategy seeks to build on that vision in a new comprehensive context. As described in its preamble, the strategy remains a living, breathing document that may require periodic refinements to reflect unforeseen challenges, whether global, national, regional or local. The wealth, well-being and success of the community has always depended on residents, community partners, schools and businesses working together.

Sincerely,



Brian York

Director of Economic Development & Government Relations



St. Catharines has had an essential resilience dating back to its incorporation in 1876.

Together we will continue this tradition of adaptation, innovation and perseverance for the next 144 years.

OBJECTIVE

Long-Term Economic Recovery

The objective of this document is to develop a long-term economic recovery strategy for St. Catharines in the aftermath of the COVID-19 crisis that will inform and direct efforts to support the transition of business, employees, and other community organizations and assets into a post-pandemic recovery phase.

Staff will work with a number of partners and agencies to implement key outcomes, initiatives and actions. To ensure that there is alignment with the upper levels of government, the plan is colour-coded to coordinate departmental efforts with a staged reopening based on directives from the Federal and Provincial Governments.

Implementation Staging Key



1ST STAGE OF REOPENING

- select businesses open
- some outdoor spaces open
- essential gatherings only



2ND STAGE OF REOPENING

- more business open
- more public spaces opening
- some gatherings allowed



3RD STAGE OF REOPENING

- all workplaces open responsibly
- less restrictions on public gatherings



4TH STAGE OF REOPENING

- low to no risk of transmission
- all gatherings allowed

Glossary:

CBC: Community Benefit Charge
CIP: Community Improvement Plan
CRCS: Community, Recreation and Culture Services
DC: Development Charge
DMS: Digital Main Street
DTA: St. Catharines Downtown Association
EFES: Engineering, Facilities and Environmental Services
FAM: Familiarization Tour
LAM: Local Area Municipality
LNA: Land Needs Assessment
MAT: Municipal Accommodation Tax
MOU: Memorandum of Understanding
NIA: Niagara Industrial Association
OBIAA: Ontario Business Improvement Area Association
PBS: Planning and Building Services
RTO: Regional Tourism Organization
TPN: Tourism Partnership of Niagara

Industry associations including but not limited to:

Agriculture and Environmental Technology Innovation Centre, area Banks and Credit Unions, Bröck LINC, Brock University, Business Development Bank of Canada, Canadian Food and Wine Institute, Employment Ontario service providers, Facer District Merchants and Residents Association, Grape Growers of Ontario, Greater Niagara Chamber of Commerce, Innovate Niagara, Niagara College, McMaster University, Niagara Construction Association, Niagara Development Corridor, Niagara Federation of Agriculture, Niagara Folk Arts Multicultural Centre, Niagara Home Builders Association, Niagara Industrial Association, Niagara Native Centre, Niagara Wine Festival, Niagara Workforce Planning Board, Ontario Federation of Agriculture, Quest Community Health Centre, Open Streets St. Catharines, South Niagara Chambers of Commerce, Spark Niagara, Tourism Partnership of Niagara, Twenty Valley Tourism Association, Venture Niagara, Vineland Research and Innovation Centre, Walker Advanced Manufacturing Innovation Centre, Wine Marketing Association of Ontario

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Grow STC business community's economic resilience and diversity

I: A Diversified and balanced economy.



A: Promote the federal and provincial calls to action for local businesses to retool and supply the health care industry with front-line defense solutions.



A: Recognize and promote STC businesses that have responded and retooled to service the healthcare industry.



A: DonateSTC: Establish a network to encourage STC businesses to provide complimentary services to support other sector and community efforts, (i.e. PPE, business support, volunteer opportunities).



A: Continue to develop and promote a b2b 'shop-local' strategy, where possible.

I: Reshoring and Supply Chain Development.



A: Work with the NIA to target reshoring opportunities and market STC / Niagara for new, repatriated investment.

I: Win this Space.



A: Work with DTA to identify public / private opportunities and relaunch the program.

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Cross-protection between successive waves

I: Develop a business crisis protocol for future waves of closures, social distancing, potential shut downs to the economy.



A: Work with local chambers of commerce (GNCC) and business associations to develop and share a crisis plan / play book for each sector.



A: Business crisis protocol training: businesses should consider permanently adopting some of the strategies implemented during the pandemic, such as: online shopping, delivery and pickup.



A: Maintain a comprehensive database of municipal digital business offerings.



O: Infrastructure creates economic growth

I: Champion and expedite public and private investment using data driven decision-making.



A: Identify top public / private investments delayed by COVID-19 that will have the most impact on the community.



A: Identify grant and stimulus funding opportunities that can help ensure investments continue.



A: Work with local businesses to ensure their employee transit needs are well-aligned with necessary alterations to work environments and schedules.



A: Proactively target big-box retail properties for mixed-use intensification opportunities.

KEY OUTCOMES | INITIATIVES | ACTIONS



O: A financially stable recovery for STC businesses and residents

I: Update and maintain a comprehensive database of financial resources for business. Engage provincial and federal governments in further recovery investment programs.



A: Leverage the Region's Rapid Response Team (RRT) partnership to continue data collection and reporting on economic impact of the pandemic on economic impacts.



A: Update COVID-19 business resources webpage on www.investinstc.ca outlining current and upcoming funding and loan programs.



A: Proactively share information about government policy and programs that assist with recovery and growth.



A: Advocate for a universal child care plan aimed at addressing the gender wage gap, protecting employment and families.



A: Leverage local partnerships to address gender gaps in economic recovery (i.e. workforce re-entry, childcare services for returning workers).



A: Advocate for rapid re-training and skills development funds for the hospitality, tourism and retail sector employees.



A: Ensure strategy alignment / input for policy initiatives at all levels of government.

Municipal policy initiatives:

- CIP
- LNA
- DC by-law and CBC
- MAT

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Hyperlocal governance

I: Invest in placemaking strategies to restore confidence in public spaces, and neighbourhoods.



A: CurbsideSTC: work with internal departments, EFES, PBS to establish temporary parking pick-up zones, curb lane pedestrian zones to adapt to pickup and social distancing requirements.



A: Initiate an educational awareness campaign to promote the message that “social distancing does not mean social disintegration.”



A: Reimagine public space for pedestrians and businesses including street closures and lane reductions, where possible, as a practical tool for public health risk reduction.

I: Restoring public confidence in municipal recreation assets.



A: Work with CRCS to build key messaging around outdoor and recreational assets.



A: Develop a discovery program encouraging (when safe to do so) the use of outdoor space, connection of paths and parks in neighbourhoods, hiking and cycling trails.

KEY OUTCOMES | INITIATIVES | ACTIONS

O: Restore Downtown STC as Niagara's urban playground

I: Support the downtown for the staged re-engagement of visitors.



A: Work in partnership with the DTA to source tools, support and infrastructure to equip downtown businesses with the ability to safely conduct business.



A: Continue to support CRCS on the safe re-introduction and marketing of the St. Catharines Farmer's Market.



A: Survey downtown businesses to measure impact and compare results to previous information provided in the downtown indicators report to gauge change.



A: Engage the DTA and other business districts on direct marketing to encourage consumers to shop in a safe and responsible manner.



A: Assist in the preparation for the re-opening of large scale civic assets:

- First Ontario Performing Arts Centre
- Meridian Centre
- Brock University main campus and the Marilyn I. Walker School of Fine and Performing Arts



A: Partner with the First Ontario Performing Arts Centre and Meridian Centre on a public awareness campaign about safety procedures related to events / performances.



A: Partner with the DTA and explore the opportunity to host a Christmas market downtown.



A: Work with the local arts and culture organizations to animate the downtown.

KEY OUTCOMES | INITIATIVES | ACTIONS

O: Widespread digital adaptability

I: Help more businesses enhance their online presence.



A: Evolve the Digital Main Street program into a permanent fixture of Economic Development services.



A: Continue to offer webinars and individual digital training provision through the St. Catharines Enterprise Centre: e-commerce, social media, remote work, alternative methods of business.



A: Explore partnering with Brock University and Niagara College student co-op programs to establish a digital services squad to provide businesses with digital support.

I: Remote working continuity.



A: Create a remote working best practice guide and marketing campaign for local businesses aimed at attracting and retaining talent.



A: Explore and promote flexible work schedule models that respect social distancing requirements.

I: Bridging the digital divide.



A: Explore options to provide additional public WIFI in urban areas.

KEY OUTCOMES | INITIATIVES | ACTIONS

O: Widespread digital adaptability (continued)

I: Monitor, measure and report strategy deliverables.



A: Develop a recovery dashboard.

I: Virtual vendor market.



A: Provide online digital showrooms for local businesses using Instagram Live / Facebook Live stories.



O: Tech-enabled post-pandemic STC

I: Explore and test smart city technologies and applications for future emergencies.



A: Source and beta-test with partners engaged in sensor technologies (ie: traffic, pedestrian measurement and monitoring).



A: Expand the use of the PingStreet App as a public awareness and engagement tool.



A: Monitor Google mobility reports.



A: Encourage localized app development tracking retail wait times related to essential services.



A: Engage local private sector on potential partnership opportunities for IT / service solutions.

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Stable housing creates a stable workforce

I: Prioritize all affordable housing development projects in STC.



A: Update Housing Action Plan initiatives:

- Review status of initiatives and update action items table.
- Explore new options, ideas, funding opportunities.



O: STC safe to live, safe to visit

I: Restore civic confidence and pride.



A: Build on the OurHomeSTC and YOU ARE HERE campaigns.



A: Create video campaign promoting support, recovery and resilience of local business.



A: 1876 campaign storytelling 144 years of resiliency in our city highlighting local businesses.



A: Partner with local post secondary institutions to develop a digital welcome package for new and returning students, and faculty.



A: Explore creation of a STC Handbook containing information about transit, local businesses, downtown, market, PickUpSTC, virtual entertainment options, and off-campus hiking and cycling trails.



A: Create an on-line IGTV series geared to incoming students about the city to run during "Welcome Week". Each episode will highlight an element of life in STC and will include a line-up of alumni guest cohosts.

KEY OUTCOMES | INITIATIVES | ACTIONS



O: STC safe to live, safe to visit (continued)

I: Media and Public Relations initiatives.



A: Outreach to TV and radio talk shows to arrange appearances and placement of print media stories / earned media through existing and new media contacts / blogger FAM tours.



O: Bring leisure tourists back to STC

I: Develop new branding and marketing campaigns.



A: Monitor all immediate markets that affect domestic, national, international arrival gateways including YHM, GTA and NY state).



A: Create an STC Festival and Event working group to review new festival practices and reintroduce to the community.



A: Continue to support modified programming for festivals and events through digital and social platforms.



A: Execute a three-part campaign targeting local "Explore your own backyard," Hamilton / GTA for "Down the road trip" and US border states "Welcome back."



A: Continue to collaborate with area wineries and breweries to develop strategies to market their outdoor spaces / vineyards (ie: outdoor tasting bars, picnics, picnic and bike ride).



A: Develop a Next-Gen digital-only City Guide.

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Bring leisure tourists back to STC (continued)

I: Develop new branding and marketing campaigns (Continued).



A: Expand seasonal City Guide to all PickUpSTC participants.



A: Targeted "PlayInSTC guides" offering discount deals / incentives.



A: Leverage the TPN / RTO partnership and expertise.



A: Market the STC recovery assets locally through the provision of transit media buys.



A: Work with the regional GO Implementation team to create "Niagara-cars" co-marketing STC assets, including the opportunity to wrap cars with STC visuals.



A: Procure a booking system allowing consumers to purchase pre-built packages or build their own (ie: accommodation and show tickets or winery picnic and bicycle rental).

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Hospitality space recovery

I: Attract new business, rebook lost business.



A: Work with local hoteliers to reimagine the meeting, convention and incentive travel business in STC. Target smaller regional corporate meetings marketing larger venues and rooms to maintain social distancing.



A: Identify new ways to market hotel availability (ie: marketing hotels to employers for temporary lodging, construction crews).



A: Work with area accommodation partners and public health professionals to initiate an accredited environmental sanitation processes.



A: Align hotel and culinary partners to build a strong partnership for in-room food delivery (for those without restaurants on site) driven by PickupSTC.



O: Ensure STC business needs are represented

I: Follow advocacy strategy for all levels of government using data gathered from local surveying and corporate communication.



A: Facilitate coordinated advocacy approach (cooperation with region, other LAMs).



A: Rank advocacy priorities.



A: Continue letter, advocacy and meeting campaign to relevant ministers reflecting STC needs.

KEY OUTCOMES | INITIATIVES | ACTIONS



O: Leveraging partners, leveraging assets

I: Formalize sub-regional tourism marketing partnerships with neighbouring municipalities via MOU.



A: Combine the urban and rural experience through shared marketing resources, messaging.



A: Share staff expertise.

I: Film industry attraction.



A: Market and promote STC as a location destination for film, TV and commercial production.

I: Strengthen STC's position as a destination for higher learning.



A: Continue to market the benefits of STC through the existing partnership with the Ontario Airport Welcome Committee for international student arrivals.



A: Work with the DTA and downtown business to strategize on marketing downtown to Brock University and Niagara College students in anticipation of reduced presence due studies shifting from in-class to online.



A: Work with DTA and downtown and city-wide student housing partners on reimagining use of student housing in anticipation of post-secondary studies shifting online.



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St. Catharines

Economic Development and Tourism Services

SCCIP Program Funding

The 2020 SCCIP project provides for the disbursement of \$400,000.00 of funding in accordance with the Council approved 2020 Operating Budget. While staff are aware of the need to support the arts and culture community, significant changes to the City's finances have impacted the available resources to fund SCCIP in 2020.

As a result of the Covid-19 pandemic, significant shortfalls in the revenue streams that fund the annual SCCIP program. Table A below is a summary of the current state of the sources of revenue for SCCIP.

Table A

	2020 Approved Funding	2020 YTD Funding
FOPAC Ticket Surcharge	\$75,000	\$427
Special Event Parking Surcharge	\$8,500	\$6,759
Art Awards - Mayor's Fundraising	\$17,500	\$1,500
Civic Project Fund	\$295,000	\$295,000
Tax Levy Support	\$4,000	\$4,000
TOTAL:	\$400,000	\$307,686

The variance between the Council approved 2020 SCCIP program and the year to date funding consists of the shortfall in projected revenues from the FOPAC ticket surcharge, the special event parking surcharge and the fundraising from the Arts Awards.

With the cancellation of events, performances and production seasons, it is unlikely that these sources of revenue will recover enough to impact the SCCIP project funding positively for the balance of 2020.

Therefore, staff are recommending that Council direct staff to adjust the 2020 SCCIP program to \$307,686 and to expedite funding to Sustaining Fund clients in the second round of SCCIP allocations.

The proposed 2020 SCCIP project funding of \$307,686.00 will provide support to the Sustaining Fund clients in order to continue to support the organizations who form the backbone of the culture community as they continue to produce quality cultural content and find new ways to connect with audiences while being unable to produce their traditional programming. The reduced funding will result in changes to the allocation amounts in all three rounds of SCCIP's funding timelines.

SCCIP Allocation	2019 Actuals	Clients Served in 2019	2020 Funding	Applications Received for 2020	2020 Adjusted
Round 1 Culture Days	\$13,987.00	23	\$15,000.00	20	\$10,000.00
Round 2 Sustaining	\$292,000.00	12	\$291,905.00	11	\$288,000.00
Round 3 Culture Builds	\$35,600.00	12	\$93,095.00	TBD	\$9,686.00
Total	\$341,587.00	47	\$400,000.00	TBD	\$307,686.00

How Round One of SCCIP is impacted

Round One supports the Culture Days Activity Program (CDAP) activities which would take place during the National Culture Days Program scheduled between September 25 and October 25, 2020. Applications for CDAP funding have already been received.

CDAP funding is estimated at \$10,000.00 for 2020.

It is important to note that several applicants are in the process of adjusting their program proposals and exploring new platforms for community engagement in response to new COVID-19 safety and social distancing protocols. Typically, Round One is administered in June however, additional COVID-19 related considerations have delayed the process.

How Round Two of SCCIP is impacted

Round Two supports the Sustaining stream of clients for Core, Midsized, and Festival programs. This round typically supports organizations providing arts and culture programming in the community and is typically administered in late August or early September. Staff are recommending a process to expedite funding to the Sustaining stream of clients in order to best meet their crucial fiscal needs.

Sustaining funding is estimated at \$288,000 for 2020 which is the same as the 2019 funding.

How Round Three of SCCIP is impacted

Round Three supports the Arts Development and Culture Builds Community programs which fund project based activities. Round Three is typically administered in early January of the following year. Normally, applications for the Arts Development and Culture Builds Community programs are accepted during both the Round Two and Round Three intake cycles. In total \$35,600 was funded to 12 applicants in these two programs in 2019.

Arts Development and Culture Builds Community funding is estimated at \$9,686 for 2020.

Comparator Funding Programs

In developing the recommendations in this report, staff looked at a number of models currently being implemented across the province for similar programs. The recommended model is similar to the approach that the Canada Council for the Arts and the Ontario Arts Council have chosen, both of which have expedited funding to current operating program clients to provide support now, to maintain some stability for these organizations.

Financial Implications

The recommendations presented respond to the fiscal realities directly related to COVID-19. SCCIP funding is derived from various sources. The City is in a unique position in that a significant shortfall in revenues is projected, specifically in parking revenues and the ticket surcharge from the Performing Arts Centre (PAC). This recommendation provides for \$307,686.00 of funding for SCCIP in 2020.

Conclusion

SCCIP funding is an integral way for the City of St. Catharines to support the arts and culture community and this report provides options for Council consideration for 2020.

The arts and culture sectors in St. Catharines have been heavily impacted by the current COVID-19 pandemic. As a result, cultural renaissance in the sector across the community could be in jeopardy as a result of precarious funding. Providing expedited, flexible and consistent funding to existing SCCIP clients will provide fiscal support in bolstering the community to continue to thrive into the future.

While staff are aware of the need to support the arts and culture community, significant changes to the City's finances have impacted the available resources to fund SCCIP in 2020.

The St. Catharines Public Library

The Library will be launching their pickup services on Monday, June 1, 2020 and the service will be available at the Central Branch 10am - 4pm Monday to Saturday.

A proposal was sent to Niagara Region Public Health and several comments were provided back to the Library on May 28, 2020. Changes were made to accommodate Public Health's recommendations.



A Health and Safety guideline is currently being reviewed by the Joint Health and Safety Committee and will be in place prior to launching the service.

Service will be provided outside of the James Street entrance. Social distancing signs will be in the Plaza to ensure patrons are at least two (2) meters apart.

The Library has formed five sub-committees focusing on different areas including Circulation, Physical Spaces, and Programs. Each sub-committee consists of three to five staff members who are expected to collect information, identify issues, generate ideas, and make recommendations to the Management Committee.

In addition to reviewing internal practices and procedures to streamline services and mitigate potential risks, the Library is also working hard to further enhance digital services offered to library patrons.



The St. Catharines Transit Commission

Recovery efforts are focused the safe return to regular service schedule and the opening of our facilities to the public. Recovery will be driven by employee and public safety.

External:

A return to regular service is anticipated by the end of June, 2020. Buses are being outfitted with plexiglass driver barriers to facilitate the return to front door boarding and fare collection with enhanced cleaning protocols.

The return of fare collection will mean new safety standards for fare media sales and distribution. In the short term, Transit is process mapping all fare types and evaluating the risks associated with each. There will be a campaign to encourage usage of Transit's app based mobile ticketing platform. In the medium-term, fare validation hardware will be purchased and installed on the buses. These units will verify mobile app purchased fares and will require less interaction with the operator.

Determining a path to increasing bus capacity is a critical concern for the transit industry. Currently with physical distancing restrictions bus capacity is reduced to ten passengers and maintaining this as ridership returns will not be feasible. Messaging recommending the wearing of masks or face coverings on public transit will be installed on all buses.

Internal:

In response to COVID19, internal operations were dramatically altered. Layoffs, redeployments, and staff working from home have been in place for over two months and as services ramp up, the return for many of these employees will have to be accommodated. Training for new safety procedures and proper PPE usage will be undertaken.

A staff survey is planned for July 2020 to ensure all employees feel safe in the workplace.

PAC Business Continuity Strategy

May 29, 2020

Background

In response to the global pandemic, the FirstOntario Centre Performing Arts Centre ceased onsite operations on March 13th, reduced full-time and part-time workforce and moved business operations online.



The PAC's new Executive Director and Senior Management Team have responded by designing a business continuity strategy and corresponding 2020 budget forecast for the PAC, guided by the following principles:

- Fiscal prudence;
- Adherence to Founding Principles of the PAC as stated in the Relationship; Agreement with the Corporation of the City of St. Catharines;
- Commitment to existing partnerships and agreements;
- Commitment to the safety and well-being of our people/team, artists, clients and audiences.

Report

The PAC remains committed to our mandate, while being fiscally responsible and open to innovation in programs and services are best positioned for survival, while also contributing to the recovery of their community and stakeholders.

The Relationship Agreement between the Corporation of the City of St. Catharines and the FirstOntario Performing Arts Centre Board references the following fundamental purpose and goals of the PAC and PAC Business in Article 2.1.(c):

- i. to be a **catalyst for downtown development**, and to be the **centre of performing arts for the Niagara Region** with emphasis on diversity, high quality, and quantity of activity;
- ii. to be a highly professional, independent entity that is an aggressive, **risk-taking presenting organization**, and a fundraising and promotional organization, that will be a **focal point for the cultural and artistic life** of the community and an advocate for the arts; and
- iii. to **provide essential infrastructure and services** to support the development and health of the **professional arts community**.

PAC management has therefore revised the business continuity plan and 2020 budget forecast in respect of these guiding principles, limiting expenses where possible, while embracing innovation in design and delivery. Our fiscal outlook is predicated on a sustained commitment from the City of St. Catharines and Brock University to uphold existing agreements and financial commitments.

Our plan and forecast represents:

- Our desire and readiness as a business entity and as a facility to support the re- emergence of the downtown St. Catharines business community and opening our doors for non-traditional activity as soon as permission is granted;
- Our readiness to support, collaborate with and accommodate Brock University and the MIWSFPA programs, faculty and students;
- Our ongoing commitment to artistic programming through digital innovation and dissemination;
- Our obligation to funding partners to carry through on the design and execution of programs and services;
- Our responsibility to maintain and keep safe our assets to the highest integrity possible while strengthening our business model where possible.

In addition, our short-term operational plans represent:

- Reduced staffing levels reflective of modified anticipated activities for the foreseeable future;
- Building readiness (adhering to increased Health and Safety protocols) for onsite activity as soon as permitted;
- A modified return to Brock programs in September;

- Celebration of Nations Indigenous Arts Gathering to proceed in September with transition to online delivery and limited onsite activity as permitted;
- A modified approach, and continued commitment to stakeholder engagement (online delivery) and customer service;
- PAC artistic programming and community engagement activities to continue with modified delivery and distribution channels, utilizing the spaces of the PAC when possible, and within proper safety protocols;
- Collaboration and support will be provided to the arts community to explore innovative options for creative workshopping and performance when and where possible;
- The PAC will use time and resources available to advance critical internal services and necessary strategic projects immediately and through the remainder of the calendar year.



MEMO

To: Kristine Douglas
From: Jeff Dixon, General Manager, Meridian Centre
Subject: COVID-19 Impact – Meridian Centre
Date: May 28, 2020
c.c.:

Due to COVID-19, on March 13, 2020 the City declared that all City owned facilities, including the Meridian Centre would be closed to the public. Provincial restrictions on the size of public gathers remain in place for the foreseeable future.

2020 Revenues

With the forced closing of the venue, all revenue streams halted. The majority of 2020 events have cancelled or postponed to 2021 and it is unclear when mass gatherings (sporting events, concerts, conventions) in Entertainment Venues will be allowed and what the restrictions will be placed on such gatherings. Venue management has been diligent working with promoter to reschedule their events for 2021 rather than cancelling outright.

There have been no announcements regarding the OHL (Niagara IceDogs) upcoming season.

Scenarios

ASM Global has prepared for two (2) scenarios, while remaining ready to react to every changing situation.

Scenario 1 – Venue reopens in September with required reduced attendance at IceDogs Games, regular recreational ice rentals, some small events but no concerts.

Scenario 2 – No events (no revenue) until 2021, including IceDogs games, concerts, recreational ice rentals, or small events.

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 905-684-8400 www.meridiancentre.com

Cost Mitigation and Business Continuity

Balancing the need to reduce expenses, maintain the venue, continue to communicate with clients and retain key employees who will be imperative in the return to Live Events at the Meridian Centre, a Cost Mitigation and Business Continuity strategy was created.

With the guidance of the Meridian Centre Governance committee, venue management has prepared and implemented a cost mitigation strategy reducing operational costs by 35% which included a significant work force reduction of 60% of full-time staff.

Key full-time staff remain engaged in developing return to work plans along with implementing on ongoing projects and working with clients on future events. Many duties have been reassigned to cover ongoing tasks of the employees impacted by workforce reductions.

Operational staff has been reduced to 2 full time staff. Some duties of remaining full-time staff have been redeployed to assist the Operations department when needed such as landscaping. Respecting the governments requirements for non-essential work places, operational staff has focused on preventive maintenance inspections and repairs that impact safety, security, sanitation and essential operation.

Currently, the majority of time (75%) is spent on outdoor/landscaping tasks and the additional time focuses on daily preventative maintenance such as minor repairs, equipment inspections, janitorial services and managing preventative maintenance contractors.

Due to restrictions and a reduction in the work force, the regular season ending maintenance tasks have been delayed though need to be completed during the summer months, prior to ice being re-installed. These tasks primarily consist of painting, repairs from the season, and deep cleaning of concession areas, storage spaces, and offices. The limited staff will complete as many tasks as possible.

IceDogs and Ice Rental

It is still unknown when the OHL/CHL will start their 2020/21 season. It is assumed they will receive permission to train/skate well before games resume. If teams are allowed to begin practicing, based on the IceDogs agreement, their practice facility is the Meridian Centre and ice will need to be installed (End of August). If the City would like to relocate the team to another facility, there is a relocation fee payable to the IceDogs of \$6000 per week (\$500 per practice).

If ice is installed for the IceDogs the operating expenses increase to run the venue. Provided that Provincial government eases restrictions allowing youth and adult recreation leagues to begin, there would be a potential to generate revenues to cover some of the expenses. In 2019, ice rental revenues from September to December where \$90,000.

Canadian Emergency Wage Subsidy

SMG Canada ULC, the Canadian division of Meridian Centre management company, ASM Global has engaged Deloitte Canada to prepare the application for CEWS. Since Meridian Centre employees are SMG Canada ULC employees, Deloitte is confident that venue management staff should qualify for the CEWS. The application will be submitted by Deloitte in early June. Receiving this subsidy will allow venue management to have employee impacted by reductions return to work on modified time, and should assist in cash flow.