



CITY OF YELLOWKNIFE

# Framework for Recovery

CITY OF YELLOWKNIFE COVID-19 RESPONSE TO EMERGING WISELY

June 5, 2020

Endorsed by Yellowknife City Council June 23, 2020

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## Overview

This document provides a framework for recovery operations in the City of Yellowknife (City) in response to relaxation of orders and limitations resulting from the COVID-19 pandemic as outlined in the Government of the Northwest Territories' (GNWT) *Emerging Wisely*. It is informed by best practices across Canadian municipalities and seeks to reflect our unique context and community interests.

Implementation of this framework will require flexibility in order to continue to adhere to public health guidelines and directions being implemented at the territorial and federal levels of government. The City will continue to uphold all public health directions provided by more senior orders of government in order to protect the health and safety of the public and City employees, and ensure continuity of core essential services.

All recovery actions taken by the City will address four pillars of recovery:

1. Community
2. Economic
3. Financial
4. Corporate

Recovery actions will take place within the framework of:

- Compliance
- Appropriate Pace of Implementation
- Risk Assessments
- Hierarchy of Controls
- Sanitation & Hygiene
- Communications
- Collaborative approach

Specific details based on programs services and facilities are appended to this Framework and will evolve in response to the COVID context.

## 1. Introduction

The COVID-19 pandemic has disrupted life as we know it in our community, including the provision of programs and services provided by the City of Yellowknife. Decisions to close or limit access were not made lightly but were implemented to uphold public safety, staff safety and ensure the continuity of essential services that the City offers. The global health emergency has impacted jurisdictions across the globe, and our community and territory is doing its part to 'flatten the curve' and prevent a catastrophic outbreak of COVID-19, the coronavirus. Thankfully, the NWT has, so far, weathered the health impacts of the pandemic well, under the expert direction of the GNWT, and particularly, the Chief Public Health Officer (CPHO).

As we begin to emerge from the containment stage of pandemic control in accordance with the GNWT's *Emerging Wisely* plan, the City is preparing to re-open in a planned, prudent and strategic manner that is guided by our an overall framework and within our capacity. Our response and

recovery must be carefully phased to ensure we are acting within the intent of *Emerging Wisely*, implementing recovery in a phased manner that is relevant to our needs and context, and are able to respond nimbly and quickly to urgent changes as required.

Our framework proposes important guidelines for the City to follow for a planned reopening of programs, services and facilities that have been shut down due to the pandemic. Appendix A provides a detailed description of our phased approach.

## 2. Background

Since March 11<sup>th</sup>, 2020 the City has been actively responding to the impacts of COVID-19 within our community. In the containment phase, this meant prioritizing the safety of our residents and our employees, and ensuring the continuity of core essential programs and services. This necessitated the closure of facilities and limitations on, and adjustments to programs and services that Yellowknifers have come to rely on. These were not easy decisions and efforts were made to mitigate the effects where possible.

Now, with the Northwest Territories taking cautious steps toward recovery, as outlined in *Emerging Wisely*, the City is working proactively to establish a framework for moving forward. For the purposes of this framework, recovery is the phase in which the City of Yellowknife implements actions and activities that enable operations to resume to normal, or near normal, daily operations. This is the most complex phase of the pandemic response as it involves many partners and stakeholders with potentially evolving decision points and new requirements; as well, additional actions are required to ensure safety throughout for residents and staff. Recovery includes both short and long-term efforts, which means recovery actions may last for weeks, months, and even years.

### 2.1 Principles for Containment

Throughout containment, the City has upheld values and principles to guide the actions we have taken. First and foremost, **public safety, staff safety and continuity of core essential programs and services** have been the main values that have guided the City's actions in response to what has been an evolving reality.

During the containment phase, we were guided by the following parameters:

- Calm stable leadership
- Maintain and protect critical business functions
- Be responsive to needs
- Support the Economy
- Stability with Flexibility
- Work with our partners
- Solid communications
- Manage issues as they emerge
- Don't lose sight of quality of life for Yellowknifers

As consideration was given to the fiscal context facing the City, in May 2020, Council endorsed a strategy to manage the fiscal impacts of COVID-19 with a set of principles to guide expenditures and fiscal management:

- Protect public health and safety
- Comply with legislation, policies, orders, and union agreements
- Collaborate with all orders of Government
- Consider community financial stress
- Maintain the quality of life
- Preserve the City's assets
- Monitor the City's financial health
- Consider the community economy
- Use data and evidence to make decisions

Together, these continue to guide the City and provide the foundation for our framework for recovery.

### 3. Scope

The GNWT's Office of the Chief Public Health Officer is the authority within the NWT regarding public health emergencies, including the local response and recovery to the COVID-19 pandemic. The federal government has authority territorially and nationally to direct response and recovery activities. As such, the City of Yellowknife will abide by all public health recommendations, emergency orders, and directives of these authorities, including the timelines in which recovery actions will be implemented. The City will continue to operate within its legislative parameters to fulfill our role and support the work of other orders of government as appropriate.

### 4. Alignment with City Vision, Mission, Values and Goals

The City of Yellowknife's Recovery from the COVID-19 pandemic is intended to restore the City's ability to implement its strategic vision for the future. In short, recovery operations will ensure the City of Yellowknife is a place where people choose to be. All recovery activities will align with the City's vision for the future.

#### Community Vision

Yellowknife is a welcoming, inclusive and prosperous community with a strong sense of pride in our unique history, culture and natural beauty.

#### Council Mission

Council will provide leadership, vision and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs and services that are environmentally, socially and fiscally responsible.

#### Council Values

- Reconciliation
- Responsiveness

- Solutions-oriented
- Responsible decision-making
- Connection
- Multi-generational



CITY OF YELLOWKNIFE

# COUNCIL'S GOALS & OBJECTIVES

## 2019 - 2022

### VISION

Yellowknife is a welcoming, inclusive, and prosperous community with a strong sense of pride in our unique history, culture and natural beauty.

### MISSION

Council will provide leadership, vision, and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs, and services that are environmentally, socially, and fiscally responsible.

<b>GOAL # 1</b>  <b>Growing and diversifying our economy</b>	<b>Objective 1.1</b>  <b>Foster a robust and diversified tourism sector</b> <ul style="list-style-type: none"> <li>Implement a governance structure for the DMO and visitors services that will be effective in attracting, serving and maximizing the economic benefits of tourists</li> </ul>	<b>Objective 1.2</b>  <b>Maximize benefits from an expanded post-secondary institution</b> <ul style="list-style-type: none"> <li>Continue to advocate for an expanded post-secondary institution in Yellowknife</li> <li>Work with partners to maximize the community and economic development benefits from an expanded post-secondary institution in Yellowknife</li> </ul>		<b>Objective 1.3</b>  <b>Refresh and implement a Yellowknife economic development strategy</b> <ul style="list-style-type: none"> <li>Work with local residents, businesses, and community organizations to refresh and action an economic development strategy for the City</li> </ul>		
	<b>GOAL # 2</b>  <b>Delivering efficient and accountable government</b>	<b>Objective 2.1</b>  <b>Enhance long-term financial and asset management planning</b> <ul style="list-style-type: none"> <li>Develop a long-term financial plan to ensure the fiscal sustainability and affordability of the City</li> <li>Develop and resource an asset management plan to guide long-term decision-making</li> </ul>	<b>Objective 2.2</b>  <b>Integrate a culture of continuous improvement into corporate culture</b> <ul style="list-style-type: none"> <li>Invest in professional development for staff and Council</li> <li>Implement a manageable and staged process for the regular review of City policies, processes, long-term plans and programs on a set cycle to ensure relevance and drive continuous improvement</li> <li>Develop and implement a plan for City staff retention and succession to manage program and operations impacts</li> </ul>		<b>Objective 2.3</b>  <b>Confirm clear service level standards for key City programs and services</b> <ul style="list-style-type: none"> <li>Establish, monitor, and report service level standards for the City's high demand and/or resource intensive programs and services to support performance management and longer-term resource allocation decisions</li> </ul>	
		<b>GOAL # 3</b>  <b>Ensuring a high quality of life for all, including future generations</b>	<b>Objective 3.1</b>  <b>Prioritize adaption to, and mitigation of, climate change</b> <ul style="list-style-type: none"> <li>Review and prioritize efforts that the City can implement to mitigate and adapt to climate change, including applying a climate change lens when evaluating City initiatives and activities and continuing to implement relevant plans</li> </ul>	<b>Objective 3.2</b>  <b>Redefine Public Transit</b> <ul style="list-style-type: none"> <li>Strengthen the service model to respond to user needs, and to attract new users to the system</li> </ul>	<b>Objective 3.3</b>  <b>Work with partners to address pressing social issues</b> <ul style="list-style-type: none"> <li>Work with partners to address public disturbances</li> <li>Focus on bringing partners and funding to support the implementation of the City's 10-year plan to end homelessness</li> </ul>	<b>Objective 3.4</b>  <b>Develop a City of Yellowknife Arts and Culture Master Plan</b> <ul style="list-style-type: none"> <li>The City will engage the community in developing an Arts and Culture Master Plan to guide long-term decision making and investment in arts and culture</li> </ul>
			<b>GOAL # 4</b>  <b>Driving strategic land development and growth opportunities</b>	<b>Objective 4.1</b>  <b>Diversify development options</b> <ul style="list-style-type: none"> <li>Develop policies and programs that incent local investment in the development of diverse housing stock, commercial, and industrial options</li> </ul>	<b>Objective 4.2</b>  <b>Promote development across the City</b> <ul style="list-style-type: none"> <li>Streamline the planning and building regimes to ensure greater consistency in requirements and clarity in fulfilling approval conditions</li> <li>Work with the development community to design policies and plans that support the development or redevelopment of properties in the downtown</li> </ul>	

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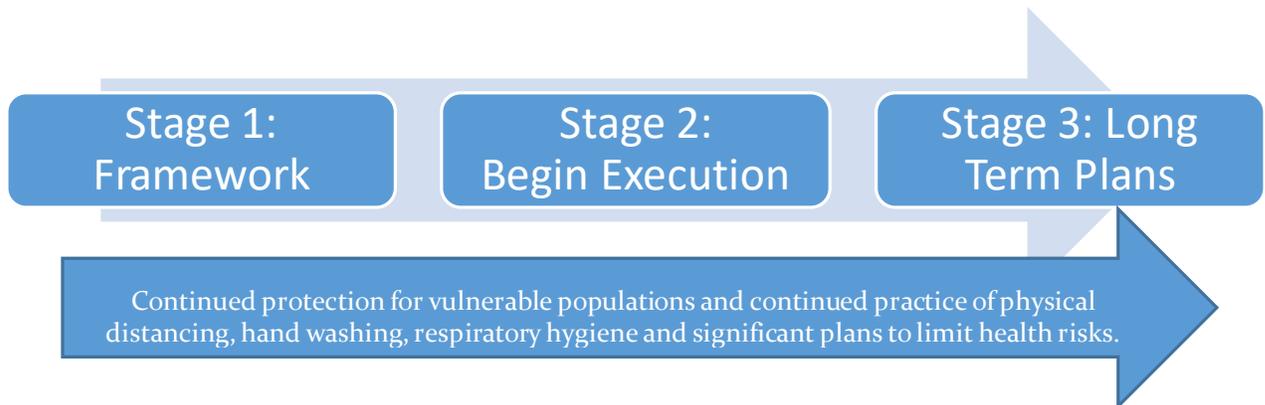
## 5. Principles for Recovery

While building on the principles from the Containment phase, a different, forward-looking perspective needs to be taken in developing and implementing the Framework for Recovery going forward. Several fundamental principles must be applied throughout the recovery process.

These principles include:

- (i) **Continuing to Protect the Health and Safety of the Public and Employees** – Under the guidance of the CPHO, Workers Safety and Compensation Commission and other health care professionals, best practices and safeguards will be incorporated into the recovery and re-opening of facilities, services and programs within the City. This will include the use of safe work practices, personal protective equipment, utilization of physical distancing strategies and ensure that necessary sanitation and cleaning as need is completed.
- (ii) **Phased Approach** – Recovery will be implemented in incremental phases. This approach to recovery will align the actions of the City of Yellowknife with the recommendations from authorities having jurisdiction that exist as the phases are implemented, including *Emerging Wisely*. It will also reflect the City's fiscal, human and operational capacity to respond to changes in direction set out by the CPHO.
- (iii) **Overall Wellbeing and Coping** – Recovery must consider the wellbeing of residents, community partners and City employees. The individual impacts, including heightened anxiety and increased pressures to quickly adapt to new societal norms and new ways of being, during the COVID-19 pandemic vary from person to person, based on the individual, as will an individual's capacity to cope with these impacts. Implementing recovery activities in a manner that considers and provides support for these less tangible factors among residents and City employees will support long-term community recovery.
- (iv) **Build Back Better** – Societal, organizational, and individual behaviors may be temporarily or permanently changed as a result of the COVID-19 pandemic. This may require the City to permanently modify the way it operates, or implement interim solutions. The recovery period also provides the City with an opportunity to identify and implement improvements and positive changes. The City also has the opportunity to identify lessons learned, and increase resiliency to other disruptive events in the future.
- (v) **Whole Community Approach** – Recovery will require the participation and collaboration of residents, businesses, and community organizations. There is no 'one size fits all' approach, and the City of Yellowknife must ensure recovery activities address the diverse interests of the community. All the impacts and repercussions of each recovery action must be considered, all relevant stakeholders must be identified, and the long term interest of the City and community must be included.

## 6. Recovery Process



**Stage 1: Develop Framework**- Develop a reopening framework that is intended to inform implementation as we move forward. The City has been working towards this since mid May, considering the pace of reopening, analyzing the risk, outlining the hierarchy of actions, identifying and actioning safety precautions, ensuring communications and planning.

**Stage 2: Begin Execution** - Begin to execute plans for the reopening of closed areas when it is feasible and supported by the Territorial and Federal levels. This stage will follow a phased approach and will likely evolve to include several sub-phases based on recommendations and guidance from public health authorities at all levels of government. Plans will be evolving to reflect any changes to our context from the GNWT and /or Canada.

**Stage 3: Develop Long Term Plans** - Begin to develop long term plans that relax behavioural requirements. This stage begins when a reliable and widely available vaccine or other prophylactic is in place to stop the spread.

## 7. Pillars

Recovery objectives, strategies, and tactics should be implemented in accordance with the City's pillars of recovery. These pillars are:

- a) Community
- b) Economic
- c) Financial
- d) Corporate

Guidelines for these pillars include:

### a) Community Recovery

- Community recovery efforts will help to ensure that residents continue to have access to community amenities, support networks, activities, and other facets that make Yellowknife the great place that it is to live.
- Community recovery activities will include the input of residents and community groups
- Working closely with the GNWT, considerations for the recovery of all vulnerable residents will be considered
- Collaboration will be required for a safe return to play for the City's sports organizations, which will be conducted through the existing sports groups.
- Community events will be restored under controlled circumstances throughout Yellowknife, based on the input and guidance of the Office of the CPHO
- Community events, and volunteer opportunities will support residents to be involved in the recovery process, all within CPHO and other guidelines
- Residents will be encouraged to join and participate in opportunities to re-engage in our vibrant civic life.

## **b) Economic Recovery**

- The City's recovery will include input from key economic stakeholders such as the GNWT Industry Tourism and Investment, the Mayor's Task Force on Economic Development, the Yellowknife Chamber of Commerce, the NWT Chamber of Commerce, NWT Tourism, the NWT and NU Chamber of Mines, the development community and others.
- In accordance with the principle of "Build Back Better," the City will not only assess the immediate needs of the economic community, but will work with partners to explore actions that increase the City's economic resilience to future disruptive events, in alignment with our Economic Development Strategy 2020-2025.
- While COVID-19 has impacted all economic sectors, there has been wide variation in both the severity and specific challenges and opportunities that COVID-19 has presented for various industry sectors, business sizes and stages of business development
- A focus will need to be placed on the local small and medium business to engage and provide support

## **c) Financial Recovery**

### **Protect Public Health and safety**

- Services should be adjusted to respond and support our community and employee health as a first priority. Financial goals are secondary to following direction and advice from the Office of the Chief Public Health Officer to protect the health of our citizens.
- The City currently has the benefit of a stable financial position that will help sustain us through temporary disruptions to operations. Continued prudent decision making – and the recognition that deviations from the City’s financial plan are only temporary – will help ensure that the City is able to continue providing quality programs and services.
- Phased recovery will reflect the fiscal, human and operational capacity to reinstate nonessential services that were affected by the containment phase.

**Preserve the long term strength of the property tax base**

- A significant loss in tax revenues as a result of the COVID-19 crisis will impact the City’s financial position and require a planned response, which may include reductions in service levels or a disproportionate increase in taxes in the future.
- The City has encouraged citizens and businesses to keep their accounts current, but has waived penalties on late payments until December 31, 2020. Cancellation of fees results in a reduction in revenue that impacts our overall fiscal position.

**Use reserves appropriately to manage financial challenges**

- Reserves are established for a number of purposes and are a key mechanism to smooth out unforeseen pressures and the tax rate from year to year.
- Current fund and reserve balances must continue to be carefully managed to not only address issues immediately in front of us, but to also ensure that longer term needs can be met too. Reserves should be used for the purposes for which they were set aside.

**Preserve the City’s Assets**

- The long-term requirement to preserve the City’s assets so that they can continue to contribute to the provision of municipal programs and services into the future.
- Decisions around resource allocations should be made such that the condition of the City’s assets is not negatively impacted to the point where significant repairs or early replacement are required.

**Assess approved and future budgets and business plans to reconfirm priorities**

- While the City has provided detailed variance projections to the GNWT showing the impact of COVID-19, and is lobbying the federal government through the Federation of Canadian Municipalities, it is unclear what, if any, assistance will be provided by other orders of government.

- Council has several master plans and strategies in place, based on public engagement. These plans need to be reviewed to understand if different timelines and service levels are required to meet our financial goals.
- Budget 2020 will be assessed and the draft 2021 budget used as an opportunity for engagement and “resetting” to meet the financial capacity of the corporation.

#### **d. Corporate Recovery**

- Many City programs, services and facilities have been closed, partially closed or operating at reduced levels during the crisis. Recovery will include the phased restoration of the organization to full productivity.
- City departments/divisions and facilities that have closed will open based on priorities of service, capacity and following the direction and guidance from the CPHO and the GNWT.
- The City will consider the abilities to alter the way we work, provide services and operate to determine how and which positions we bring back to the physical workplace.
- The City will implement Safe Work Practices for our staff which are structured to address the diverse work contexts that exist across the City.
- The efforts of City staff to respond quickly to the needs of residents will be recognized and honoured.

## **8. Recovery Activity Guidelines**

### **Compliance**

- Orders and guidelines from the CPHO must have widespread compliance among Yellowknifers and City staff. The GNWT’s Compliance and Enforcement Team works to uphold these across the NWT, and the City will do our part to comply with CPHO’s directions in our recovery planning.
- Staff will be supported to understand the recovery and reopening terms, including being provided with Safe Work Guidelines to inform their work practices.
- Progressive actions toward opening more programs, services and facilities will be responsive to community need, City capacity and the CPHO’s guidance on *Emerging Wisely* and will take place when orders and guidelines are honoured by all parties.
- City locations where public behaviour is not in keeping with City requirements or *Emerging Wisely* may be closed or interactions with staff limited.

### **Appropriate Pace of Implementation**

- Recovery phases must be implemented gradually. This ensures there is sufficient time for public health authorities and the City of Yellowknife to
  - gauge the effectiveness of each phase,
  - implement the appropriate actions for the next phase, and
  - assess the risk of resurgence of the virus throughout the community.
- A gradual pace also ensures that the City is able to revert to the previous phase more efficiently, if required.
- A gradual approach to reinstating City activities and operations also allows the public and our employees to acclimatize to newly introduced health and safety measures and etiquette that they were unaccustomed to prior to the virus.
- Allowing the public and our staff to adjust to the new, modified mode of operations ensures a smooth transition back to regular operations, with less stress and discomfort.

### **Risk Assessments**

- In addition to the guidance and direction received from the Office of the CPHO and different orders of government, the City will assess risk to determine if it is appropriate to implement each next phase of recovery.
- Risk assessments should consider both the likelihood of an outbreak occurring amongst staff or within the community, as well as the consequences of a potential outbreak.
- Key considerations include:
  - Does implementing the next phase of recovery align with recommendations from public health and governmental authorities?
  - What are the benefits of implementing the next phase of recovery?
  - What are the potential consequences of implementing the next phase of recovery?
  - What are the impacts of not implementing the next phase of recovery? (Financial loss, reduced service levels, etc.)
  - Does implementing the next phase of recovery require any preventative measures? (Glass barriers at public counters, personal protective equipment, physical distancing policies, etc.)
- For example, City activities and operations with low contact intensity, low number of contacts, and high modification potential will be able to reopen sooner.

### **Hierarchy of Controls**

- All recovery activities will continue to follow a hierarchy of control in assessing risk. This hierarchy involves:
  - Elimination – Physically removing the hazard. (e.g., wherever possible, have people work or access City services from home)
  - Substitution – Replace the Hazard. Substitute physical interaction with other means of interaction (e.g., online, through virtual meetings, etc.)
  - Engineering Controls – Isolate people from the hazard. Create physical barriers between people (e.g., glass barriers at counters, etc.)

- Administrative Controls – Change the way people interact. Redistributing responsibility to reduce contact between individuals. (e.g., Policies & procedures staggering when staff are permitted to be in the office, or how far apart people must be in a program class)
- PPE – Protect people with personal protective equipment (e.g., gloves, masks, etc.)

### **Sanitation and Hygiene**

- Ongoing enhanced sanitation and hygiene will be required throughout the recovery process. This will require enhanced cleaning in City facilities, especially in shared spaces, and well as enhanced personal hygiene precautions.
- Ensuring sufficient sanitation and hygiene practices will require the City to continue to plan proactively to procure, store, and use high-demand hygiene supplies and equipment.

### **Effective Communications**

- The City will continue to ensure that important information is shared immediately, relevant communication strategies are rolled out and open and transparent information is available to both the public and employees.
- Transparent communication to staff and residents that discloses what, when and why recovery decisions are being implemented will ensure buy-in and understanding for the City's actions going forward.

### **Collaborative Approach**

- The development and implementation of recovery plans needs a coordinated and collaborative approach. Working together - various orders of government, community groups, businesses, stakeholders - we can ensure that there is a consistent approach to recovery and the delivery of services.

## **9. Next Steps**

The City continues to work closely with the Office of the CPHO and will engage with stakeholders to ensure we have input on community needs for recovery and reopening. This Framework is organic and will continue to evolve to reflect the context we are living and working within. Information in Appendix A will continue to be amended as new phases of *Emerging Wisely* impact how City operations are conducted. Hopefully, our response continues on a linear path towards full community recovery, but should there be a need to return to Containment phase, the City will act quickly and in the best interests of residents and our staff.

Moving forward, the City will focus on:

- (i) Ongoing refinement and implementation of the Framework based on community needs and CPHO guidance
- (ii) Sharing our approach with residents, community groups and other key stakeholders, and working with impacted stakeholders to implement recovery
- (iii) Exploring options for financial and operational restoration

Council will continue to provide direction on plans relating to budget, new or changing service levels and financial recovery. Staff will continue to implement operational recovery plans including ongoing robust communications with all stakeholders. Together, we will ensure a response and recovery that meets the needs and interests of residents.

FIELDHOUSE	Measures Eased by CPHO	Timeframe	City Action
<b>Containment</b>	Not Permitted		<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>Limited notification to advance Phase 1 directives</li> </ul>		<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 2</b>			
<b>Fieldhouse</b>	<ul style="list-style-type: none"> <li>Open subject to orders of CPHO</li> <li>Capacity limits</li> <li>Physical distancing processes in place</li> <li>Enhanced hand washing, Infection protocols</li> <li>WSCC Workplace Risk Assessment</li> <li>WSCC Field Level Risk Assessment</li> <li>WSCC Webinar</li> </ul>	ETA July 2020	<ul style="list-style-type: none"> <li>Signage installed to advise users of restrictions</li> <li>Split the exit (only one door for entry and one for exit)</li> <li>Stair signed only one person at a time</li> <li>Borrow small lobby lockers from the pool and lock upstairs washrooms unless someone is looking to shower and then we would open, clean and lock up again</li> <li>Barriers in place and PPE that is required for staff in place</li> <li>Downstairs lobby washrooms would be the only washrooms open as there are no touch points for entry and they are cleaned two times a day</li> <li>Set fountain for bottle fill only</li> <li>No food in building</li> <li>Floor markers for self distancing</li> <li>Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>Public communications</li> </ul>

<b><i>Walking Track</i></b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Capacity limits</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing, Infection protocols</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	ETA July 2020	<ul style="list-style-type: none"> <li>• Up to 25 people on the walking track at any time</li> <li>• Signage installed to advise users of restrictions</li> <li>• Increased staffing to address restrictions</li> <li>• Prop door to track so there are no touch points</li> <li>• Remove exercise equipment and mats</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Public communications</li> </ul>
<b><i>Fields</i></b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Capacity limits</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing, Infection protocols</li> </ul>	ETA July 2020	<ul style="list-style-type: none"> <li>• Up to 25 people per field</li> <li>• Offset rental start time by 30 minutes for lobby traffic control</li> <li>• No access to change rooms</li> <li>• Signage installed to advise users of restrictions</li> <li>• Split the exit (only one door for entry and one for exit)</li> <li>• All change rooms closed</li> <li>• Bleachers and picnic tables not available to public</li> <li>• 30 minute offset for cleaning of benches and clearing renters</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> <li>• Public communications</li> </ul>
<b><i>Public Showers</i></b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Enhanced hand washing, Infection protocols</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	ETA July 2020	<ul style="list-style-type: none"> <li>• Due to staffing they are locked until someone pays to shower and we open them, clean and relock</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> <li>• Public communications</li> </ul>
<b>Phase 3</b>			<ul style="list-style-type: none"> <li>• Public communications</li> </ul>

<b>Indoor Playground</b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Capacity limits</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing, Infection protocols</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	TBC	<ul style="list-style-type: none"> <li>• Considerations being explored for operating under imposed CPHO guidelines</li> <li>• Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Climbing Wall</b>	Not Permitted	Final Measure Lifted	
<b>MULTIPLEX</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>• Limited notification to advance Phase 1 directives</li> </ul>		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 2</b>			

<b><i>DND Gym</i></b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• No more than 25 people</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing</li> <li>• Infection protocols</li> <li>• Disinfection protocols</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	TBC when response from CPHO is received - July 2020	<ul style="list-style-type: none"> <li>• Increased staffing to address restrictions.</li> <li>• Signage installed to advise users of restrictions</li> <li>• Renters/user groups to provide their own equipment</li> <li>• Limited to Pickle Ball, Badminton, Informal Play</li> <li>• Use as a separate facility with no access to the rest of the building</li> <li>• Public communications</li> </ul>
<b><i>Public Showers</i></b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• No more than 25 people</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing</li> <li>• Infection protocols</li> <li>• Disinfection protocols</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	TBC when response from CPHO is received - July 2020	<ul style="list-style-type: none"> <li>• Public showers limited to the Fieldhouse only - due to staffing requirements</li> <li>• Public communications</li> </ul>
<b>Phase 3</b>			
<b><i>Ice Surfaces</i></b>		TBC	Follow direction of the CPHO. City will work proactively with user groups to see what's possible. City will explore the expansion of outdoor rinks for 2020-21 season.

<b>Phase 4</b>	<ul style="list-style-type: none"> <li>All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	
<b>LIBRARY</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>Limited notification to advance Phase 1 directives</li> </ul>		<ul style="list-style-type: none"> <li>Public communications</li> </ul>

<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Controlled numbers based on capacity</li> <li>• Physical barriers</li> <li>• Touch-free payment</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing</li> <li>• Infection protocols</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	ETA Late June 2020	<ul style="list-style-type: none"> <li>• Up to 25 people allowed in by appointment</li> <li>• Browing collection and checkout online</li> <li>• All access by appointment (for WiFi, pickups, or time limited public computer access)</li> <li>• Enhanced cleaning checklist</li> <li>• Disinfectant User Guide</li> <li>• Public communications</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> <li>• Plexiglass shields</li> <li>• Masks (and other personal protective equipment such as gloves, as advised by HR) for staff</li> <li>• Returned items quarantined for 3 days</li> <li>• No food allowed</li> <li>• No browsing of bookshelves allowed</li> <li>• Plan for washroom and other cleaning twice a day</li> <li>• Limit staff on site</li> <li>• No indoor programming but possible outdoor programming with restricted numbers and social distancing</li> </ul>
<b>Phase 3</b>		TBC	Expanded capacity as per limits set by CPHO
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>SOLID WASTE FACILITY</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>

<b>Phase 1</b>			
<b>Solid Waste Facility</b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Capacity limits</li> <li>• Physical distancing processes in place</li> <li>• Enhanced hand washing</li> <li>• Infection protocols.</li> </ul>	Opened May 4, 2020	<ul style="list-style-type: none"> <li>• Reopened with limited hours of operation and access.</li> <li>Creation of public drop off area to provide traffic and capacity control of site.</li> <li>• Public communications</li> </ul>
<b>Composting</b>	<ul style="list-style-type: none"> <li>• Green cart collection recommences</li> </ul>	Effective June 1, 2020	<ul style="list-style-type: none"> <li>• Media release to notify the public</li> <li>• Public communications</li> </ul>
<b>Phase 2</b>			
<b>Solid Waste Facility</b>	<ul style="list-style-type: none"> <li>• Increased Hours and access</li> </ul>	Effective June 9, 2020	<ul style="list-style-type: none"> <li>• Expanding hours Tues-Sun (11am - Close), Mon closed to public, contractor access only. Capacity limits expanded but still remain</li> <li>• Public communications</li> </ul>
<b>Salvaging</b>		Salvage TBC once lineups abate	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 3</b>		TBC	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 4</b>		12-18 months	
<b>CITY HALL</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 1</b>	Not Permitted		

<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Government offices may open to the public</li> <li>• Capacity restricted to 50 (25 per floor) staff and clients</li> <li>• Physical distancing</li> <li>• Hand washing and infection control</li> <li>• WSCC Workplace Risk Assessment</li> <li>• WSCC Field Level Risk Assessment</li> <li>• WSCC Webinar</li> </ul>	2020 July	<ul style="list-style-type: none"> <li>• Installation of physical barriers (i.e. plexi-glass) and cap on number of public allowed in</li> <li>• Enhanced disinfection of high touch surfaces</li> <li>• Hand sanitizer</li> <li>• Provide indicators where to stand to stay socially distanced</li> <li>• Public communications</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> <li>• Shut off all except the bottle fill on water fountains</li> <li>• Continue online Council and GPC meetings</li> </ul>
<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Capacity restricted to 50 per floor staff and clients</li> <li>• Physical distancing, hand washing and infection control</li> </ul>	TBC Aug - Oct	<ul style="list-style-type: none"> <li>• Installation of physical barriers (i.e. plexi-glass)</li> <li>• Enhanced disinfection of high touch surfaces</li> <li>• Hand sanitizer</li> <li>• Provide indicators where to stand to stay socially distanced</li> <li>• Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>RIMP POOL</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 1</b>	Not Permitted		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>

<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• May open for instructor certification</li> <li>• Public Health New Guidelines for pools</li> </ul>	TBC	<ul style="list-style-type: none"> <li>• Staff training and certification to be provided in advance of Phase 3 opening</li> <li>• Public communications</li> </ul>
<b>Phase 3</b>	Opening to limited numbers of people, based on capacity	TBC	<ul style="list-style-type: none"> <li>• Public communications. Work with CPHO, CEHO to determine what can happen when.</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	TBC	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>YK COMMUNITY ARENA</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		
<b>Phase 1</b>	Not Permitted		
<b>Phase 2</b>	Not Permitted		
<b>Phase 3</b>	Not Permitted		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>		<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>PARKS AND TRAILS</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>			
<b>Phase 1</b>			<ul style="list-style-type: none"> <li>• Public communications</li> </ul>

<p><b>Outdoor Playgrounds</b></p>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• No more than 25 people</li> <li>• Physical distancing processes in place</li> <li>• Disinfection protocols</li> <li>• Playground use for Children 12 years and under</li> </ul>	<p>Opened May 16, 2020</p>	<ul style="list-style-type: none"> <li>• Public communications</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> </ul>
<p><b>Outdoor Fields (Parker Park, Tommy Forest, Fritz Thiel, St. Joes, Range Lake North)</b></p>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• No more than 25 people</li> <li>• Physical distancing processes in place</li> <li>• Public Wi-Fi in Somba K'e Park?</li> <li>Disinfection protocols</li> </ul>	<p>Seasonal/Weather Dependent</p>	<ul style="list-style-type: none"> <li>• Public communications</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> </ul>
<p><b>Parks (Somba K'e, Rotary, Folk on the Rock, Yvonne Quick Dock, Misc.)</b></p>	<ul style="list-style-type: none"> <li>• Parks remained open</li> <li>• Restrictions on public gatherings</li> </ul>	<p>Seasonal/Weather Dependent</p>	<ul style="list-style-type: none"> <li>• Public communications</li> <li>• Infection protocols, disinfection protocols, increased cleaning of touch points</li> <li>• Signage installed to advise users of restrictions</li> <li>• Set up picnic tables with proper social distancing to support park enjoyment as well as public access to Wi-Fi</li> <li>• Somba K'e Washroom - follow proper cleaning, wear proper PPE and have extra staff if hours are extended</li> <li>• Public Wi-Fi in Somba K'e Park</li> </ul>
<p><b>Trails</b></p>	<ul style="list-style-type: none"> <li>• Trails remained open</li> </ul>	<p>Opened May 19, 2020</p>	<ul style="list-style-type: none"> <li>• Promote different trails throughout and around the City</li> <li>• Public communications</li> </ul>
<p><b>Phase 2</b></p>			

<b>Outdoor Public Gatherings</b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• Public events with 50 or less people</li> <li>• Strict social distancing</li> <li>• Proper protective equipment</li> <li>• Customer control</li> <li>• Strong infection control measures in place</li> </ul>	Mid-late June 2020	
<b>Phase 3</b>			<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>COMMUNITY GARDENS</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>	Not Permitted		
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>• Open subject to orders of CPHO</li> <li>• No more than 10 people</li> <li>• Physical distancing processes in place</li> <li>• Disinfection protocols</li> <li>• No communal food or beverages</li> </ul>	Normal Season	<ul style="list-style-type: none"> <li>• Signage installed to advise users of restrictions</li> <li>• Public communications as needed</li> </ul>
<b>Phase 2</b>			
<b>Phase 3</b>			

<b>Phase 4</b>	<ul style="list-style-type: none"> <li>All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	
<b>BOAT LAUNCHES</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Containment</b>			
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>Will open as regularly scheduled subject to order of CPHO</li> <li>No more than 25 people</li> <li>Physical distancing processes in place</li> <li>Residents remain in vehicle while waiting</li> </ul>	Normal Season	<ul style="list-style-type: none"> <li>Signage installed to advise users of social distancing expectations</li> <li>Align signage with GNWT boat launches</li> <li>Public communications as needed</li> </ul>
<b>Phase 2</b>			
<b>Phase 3</b>			
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	
<b>PATIO PROGRAM</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>

<b>Phase 1</b>		Week of May 19-22, 2020	<ul style="list-style-type: none"> <li>• Media release to notify business owners</li> <li>• Welcome applications and invite businesses to come talk to the City if they align with the program</li> <li>• Public communications</li> </ul>
<b>Phase 2</b>	Restaurants can open under specific conditions	2020 June	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 3</b>			<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>• Public communications</li> </ul>
<b>PUBLIC TRANSIT</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>• Physical distancing, hand hygiene and sanitizer</li> </ul>	Service intact.	<ul style="list-style-type: none"> <li>• Contractor to sanitize throughout the shift and deep clean at end of shift. Seats blocked to promote physical distancing. Free service to reduce public interactions with driver. Access bus via mid-door.</li> <li>• Public communications</li> </ul>
<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Physical distancing, hand hygiene and sanitizer</li> </ul>	Service intact.	<ul style="list-style-type: none"> <li>• Sanitizing and social distancing protocols remain.</li> </ul>
<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Physical distancing, hand hygiene and sanitizer</li> </ul>	Service intact.	<ul style="list-style-type: none"> <li>• Sanitizing and social distancing protocols remain.</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	Service intact.	

SUMMER CAMPS	Measures Eased by CPHO	Timeframe	City Action
<b>Phase 1</b>	Not Permitted		<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 2</b>	<ul style="list-style-type: none"> <li>Indoor sports and day programming are allowed 25 people or less in the space in which they are held</li> <li>Disinfection protocols in place</li> <li>WSCC Workplace Risk Assessment</li> <li>WSCC Field Level Risk Assessment</li> <li>WSCC Webinar</li> </ul>	Late June 2020	<ul style="list-style-type: none"> <li>Must apply for specific assessment and mitigation requirements</li> <li>Limit capacity</li> <li>Physical barriers</li> <li>No self-serve communal food</li> <li>Self supplied hand sanitizer as well as supplied by City staff</li> <li>Disinfection of high touch surfaces</li> <li>Touch free payment</li> <li>Marked entrance and exits</li> </ul>
<b>Phase 3</b>			<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>Public communications</li> </ul>
TENNIS COURTS	Measures Eased by CPHO	Timeframe	City Action
<b>Phase 1</b>	<ul style="list-style-type: none"> <li>Will open as regularly scheduled subject to order of CPHO</li> <li>No more than 25 people</li> <li>Physical distancing processes in place</li> <li>Residents remain in vehicle while waiting</li> </ul>	Weather Dependent - ASAP	<ul style="list-style-type: none"> <li>Signage installed to advise users of restrictions</li> <li>Public communications</li> </ul>
<b>Phase 2</b>			<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 3</b>			<ul style="list-style-type: none"> <li>Public communications</li> </ul>

<b>Phase 4</b>	<ul style="list-style-type: none"> <li>All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>		<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>FOOD TRUCKS</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Phase 1</b>	Not Permitted		<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 2</b>	<ul style="list-style-type: none"> <li>Physical distancing</li> <li>Touch-free payment</li> <li>No communal self serve</li> <li>Pickup and go only</li> <li>Non-reusable items</li> <li>Face covering when unable to physically distance</li> <li>Disinfect high touch surfaces</li> </ul>	Mid-late June 2020	<ul style="list-style-type: none"> <li>Proceed with food truck lottery</li> </ul>
<b>Phase 3</b>			<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 4</b>	<ul style="list-style-type: none"> <li>All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li> </ul>	12-18 months	<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>PARKING METERS</b>	<b>Measures Eased by CPHO</b>	<b>Timeframe</b>	<b>City Action</b>
<b>Phase 1</b>			<ul style="list-style-type: none"> <li>Public communications</li> </ul>
<b>Phase 2</b>		02-Jul-20	<ul style="list-style-type: none"> <li>Payments to Resume</li> <li>Resume Enforcement</li> <li>Public communications</li> </ul>

<b>Phase 3</b>			
<b>Phase 4</b>	<ul style="list-style-type: none"><li>• All public health measures are lifted - all mass gatherings and indoor visiting return to normal</li></ul>	12-18 months	