

Town of Oakville COVID-19 Recovery Program Strategy and Framework

Goal:

To ensure a smooth transition from the COVID-19 pandemic essential and critical services mode, to the “new normal”, while enhancing the resilience of the organization.

Purpose:

The Town of Oakville’s Recovery Program will take a phased approach to restoring services to the public following the advice from the Ontario Ministry of Health and will be implemented in accordance with provincial direction for phased service restoration. The town’s Recovery Program’s phased approach will maintain safety, manage resourcing needs, assess financial impact, and communicate information to staff and the public.

Guiding Principles:

- The Town of Oakville will continue to take its direction from the Ontario Ministry of Health
- Safety of the public and staff is top priority
- Financial sustainability must be maintained including need to address significant decline in revenue
- Focus on positive impacts to the economy, given the long-term nature of the pandemic
- Plan for organizational resiliency –“Build Back Better”

Assumptions:

- Business continuity processes will remain in place to ensure that critical services are delivered
- Transition from critical service delivery to the “new normal” will be phased and based on Provincial direction
- Some staff will contract or be affected by the virus
- Change will be constant for some time with a new normal emerging

Challenges:

- Ongoing supply chain management problems
- Staff resources may be impacted further by extreme weather events such as flooding
- Public confidence will evolve as the situation changes
- Potential legal challenges

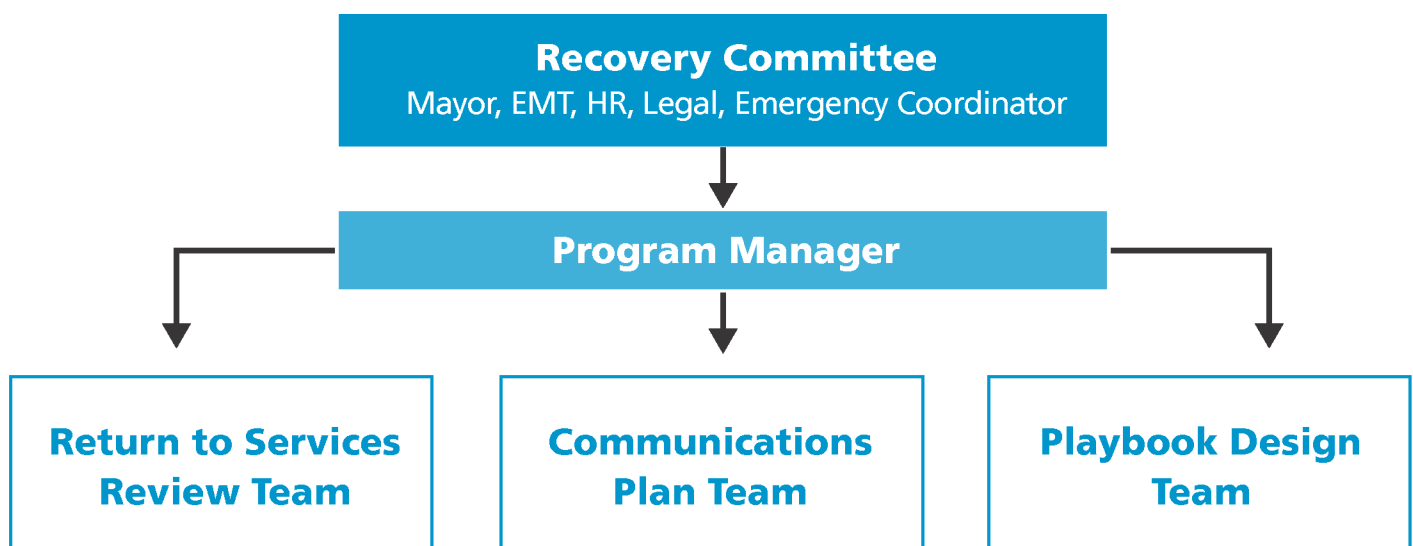
Provincial Recovery Plan:

While timelines have not yet been established the Province of Ontario has identified three recovery stages:

- 1 Select Opening**
Reopening of select workplaces and some outdoor spaces, along with practices to limit health risks.
- 2 Further Opening**
Opening more workplaces and outdoor spaces, along with continued practices to limit health risks.
- 3 Full Opening**
Opening all workplaces responsibly, further relaxing restriction on public gatherings and continued practices to limit health risks.

The town will take its direction from the province as to when services can be restored. In the interim, staff will undertake the planning required to bring the services back in a safe and responsible way. It should be noted that services might not be restored to the pre-COVID-19 service standard, depending on the particular circumstances of that service.

Oakville's Recovery Program Framework



The Recovery Program is being implemented in accordance with the Town of Oakville's Emergency Plan. It provides an overarching corporate perspective regarding safety, workforce, resources, financial sustainability and communications.

The Recovery Committee will deliver a corporate readiness approach that is integrated with logistical plans for the restoration of services. The committee will also provide communications guidance, and coordination to task forces that are involved in economic recovery, community development, and area and regional recovery planning.

Recovery Committee Mandate:

- Establish the strategic goals and guiding principles of the Recovery Program
- Manage and align outside influences
- Steer the program through deliberation, decision making, support and action
- Drive the return to service implementation timeline
- Ensure the Town of Oakville and Halton Regional elected officials are informed of the status and activities of the recovery process
- Receive information from, and provide direction to, the recovery teams to ensure that necessary services are provided and are being coordinated
- Provide recommendations to Oakville Town Council concerning expenditure of funds, new by-laws or changes to existing by-laws, and such other matters as may require Council approval
- Decide on the termination of recovery activities and the wind-up of recovery sub-committees
- Prepare a final report on the recovery phase of the emergency for submission to Council

Return to Services Review Team Mandate

- In coordination with department management, develop a consolidated list of services that can be categorized, evaluated and prioritized for service restoration
- Adapt services and service levels based on safety, financial viability and innovations that align with new corporate safety protocols (e.g. Return to Service Playbook)
- Present return to the Recovery Committee service recommendations along with Action Plans to Mobilize which are department-led implementation plans that adhere to the Return to Service Playbook
- Actively monitor when a return to services “goes live,” assess, resolve issues and provide updates to the Recovery Committee

Playbook Design Team Mandate

- Design a “how to” Return to Service Playbook detailing health and safety protocols for citizens and staff relative to service restoration and reopenings
- Align with government mandates, best practices, risk and liability assessments, as well as policies and procedures
- Engage with all departments to ensure town-wide requirements have been identified, assessed and addressed

Communications Plan Team Mandate

- Create and manage the overall Recovery Program Communications Plan

Oakville's Recovery Program Framework

Recovery Committee

Mayor Burton (chair)
Jane Clohecy
Jane Courtemanche
Colleen Bell
Nancy Sully
Jim Barry
Dorothy St. George
Julie Clarke
Doug Carr
Andy Glynn
Kim Leite (PM)

Return to Services Review Team

ServiceOakville
Finance
Human Resources
Information Systems
Communications
Facilities
Health and Safety
Department
Management Teams

Communications Plan Team

Gisele Shaw
Janine Ivings
Naveen Atwal
Joe Moncado
Christine Davis
(Mayor's Office)

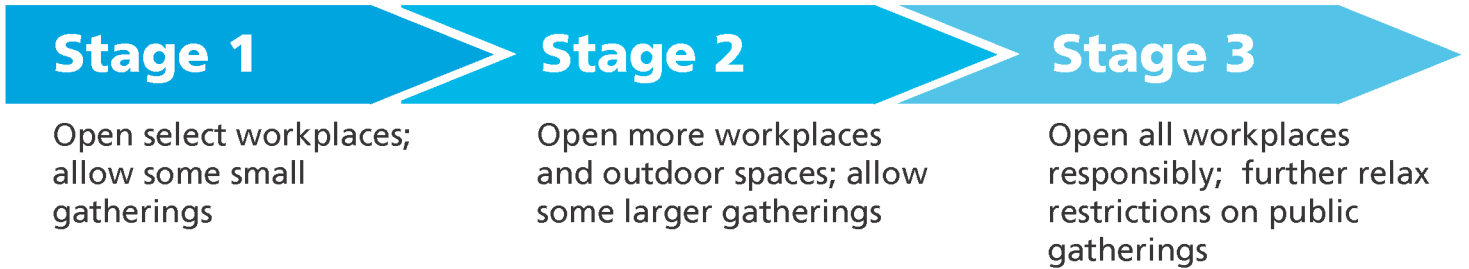
Playbook Design Team

Lee Calver Guy (PM)
Julian Patteson
Rob Cameron
Brent Copeland
Susan Ashmore
Simona Dinu
Jonathan van der
Heiden
Andrea Coyne
Andy Will

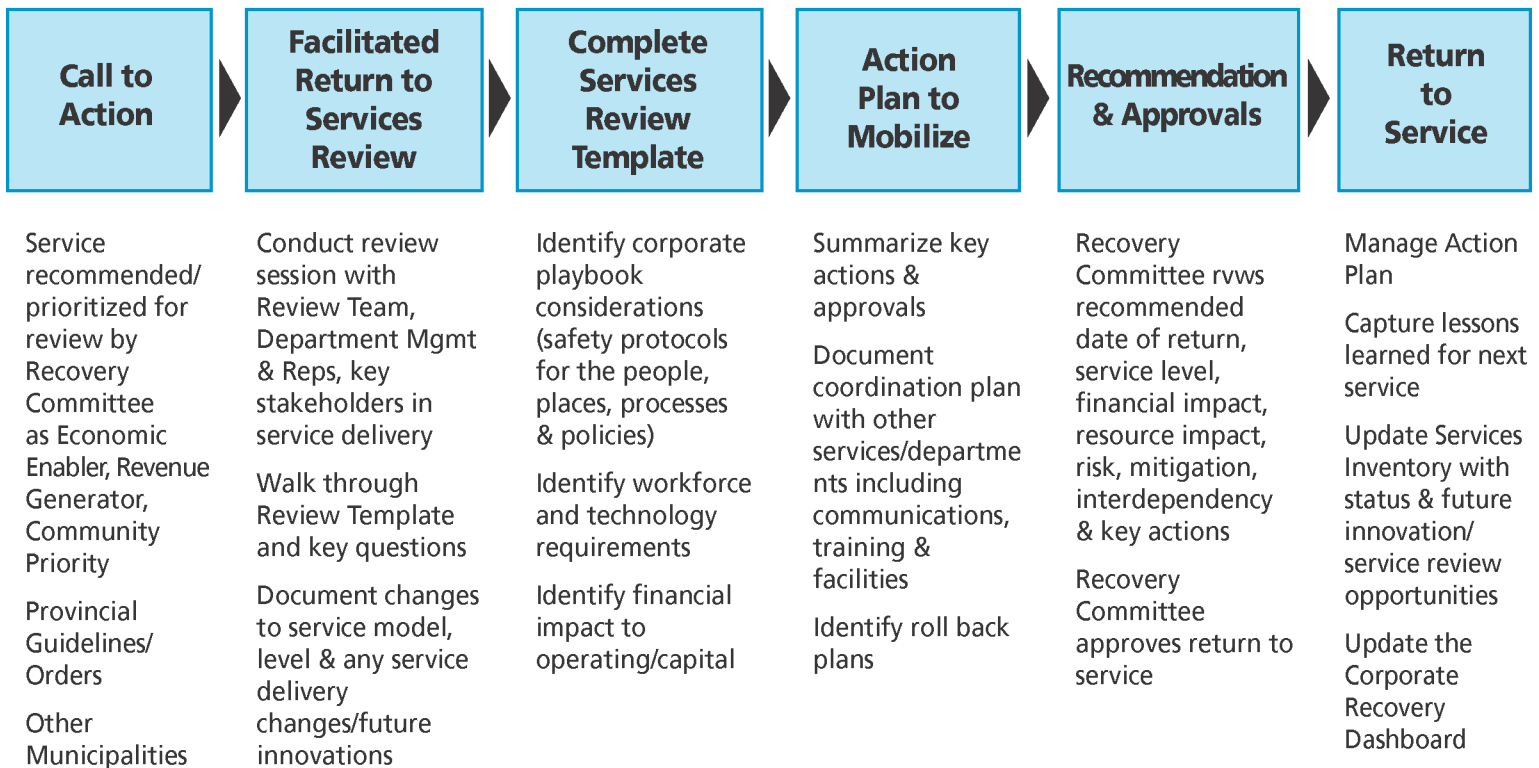
Oakville's Recovery Program Framework

Return to Services Review Process

The town will take its direction from the province as to when services can be restored. While timelines have not yet been established, the Province of Ontario has identified three recovery stages:



Continued protections for vulnerable populations and continued practice of physical distancing, handwashing, respiratory hygiene and significant mitigations plans to limit health risks.



Staff will undertake the planning required to bring the services back in a safe and responsible way. It should be noted that services might not be restored to the pre-COVID-19 service standard, depending on the particular circumstances of that service.

**This will be an iterative process.*