

CITY OF STRATFORD SERVICES BY PRIORITY

Priority	Service/Activity	Department	Division
PRIORITY "A"			
A	Emails	Corp Serv	IT
A	Phones	Corp Serv	IT
A	Data Centre Support	Corp Serv	IT
A	Software Support (Financials, Payroll & Permits)	Corp Serv	IT
A	Network Technical Support	Corp Serv	IT
A	Cyber Threat Monitoring	Corp Serv	IT
A	Payroll – weekly processing, remittances	Corp Serv	Finance
A	Accounts Payable	Corp Serv	Finance
A	Purchasing – issuing quotes/tenders/RFP's	Corp Serv	Finance
A	Issuing Burial Permits	Corp Serv	Clerk's Office
A	Crossing Guard Coverage (if schools open)	Corp Serv	Clerk's Office
A	Processing of monthly pre-authorized tax payments	Corp Serv	Tax
A	Cash Receipts/Deposits	Corp Serv	Tax
A	Tax Billing	Corp Serv	Tax
A	Customer Service – main reception	Corp Serv	Corporate & Clerks
A	Customer Service - switchboard	Corp Serv	Corporate
A	Internal Audit & Expenditure Review	Corp Serv	Corporate
A	Insurance Claims Management	Corp Serv	Corporate
A	Maintaining cleaning processes – Priority will be given to cleaning of surfaces where contact with public is present (facility staff)	I&DS	Building
A	Maintaining clean and clear access to facilities (facility staff)	I&DS	Building
A	Phone calls (Building/By-law staff)	I&DS	Building/By-law
A	Intake of Permits, Licenses, etc. (Building/By-law staff)	I&DS	Building/By-law
A	Processing Permits, Licenses, etc. (Building/By-law staff - may be shifted to consultants if available)	I&DS	Building/By-law
A	Completing Inspections (Building/By-law staff - may be shifted to consultants if available)	I&DS	Building/By-law
A	Completing Occupancies, Reviewing Revisions to permits licenses etc. (Building/By-law staff - may be shifted to	I&DS	Building/By-law

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	consultants if available)		
A	Public inquiries – counter/phone (Building/By-law staff)	I&DS	Building/By-law
A	Review and comment on Planning Applications Committee of Adjustment Rezoning Applications Site Plan Agreements Draft Plan Applications (Note: Priority A if required to meet legislated deadlines, otherwise Priority B)	I&DS	Engineering
A	Development Construction Inspection (Note: Priority A for watermain inspection only)	I&DS	Engineering
A	Customer Service -answering Telephones, Reception	I&DS	Engineering
A	Estimates and deposits	I&DS	Engineering
A	Utility locates	I&DS	Engineering
A	Traffic Signals	I&DS	Engineering
A	Department Administration	I&DS	Engineering
A	Capital Projects - Contract Administration	I&DS	Engineering
A	Capital Projects - Construction Inspection	I&DS	Engineering
A	Municipal Consents	I&DS	Engineering
A	Government Funding reporting	I&DS	Engineering
A	Permits – Road closures	I&DS	Engineering
A	Zone change, subdivision, etc. applications already circulated for public meeting (Any Planner available)	I&DS	Planning
A	Applications to the Committee of Adjustment (Any Planner available)	I&DS	Planning
A	Phone calls (Development Services Staff)	I&DS	Planning
A	Public inquiries- counter/phone (Development Services Staff)	I&DS	Planning
A	Garbage Collection (Completed by contractor – option of PW assistance)	I&DS	Planning
A	Recycling (Completed by contractor – option of PW assistance)	I&DS	Planning
A	Garbage Disposal (High priority. PW staff continue to operator all Landfill activities)	I&DS	Planning
A	Snow Plowing (High priority. PW staff with contractor assistance)	I&DS	Planning
A	Sanding (High priority. PW staff with contractor assistance)	I&DS	Planning

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A	Core Area Snow Removal (Merchants do area in front of their store. PW continues to maintain core corners)	I&DS	Planning
A	Sidewalk Snow Removal (High priority. PW continues to maintain. In the event of further depletion of staff – request homeowners to maintain sidewalks adjacent to property)	I&DS	Planning
A	Parking Lot Snow Plowing (High priority. PW staff with contractor assistance)	I&DS	Planning
A	Parking Lot Snow Removal (High priority. PW staff with contractor assistance)	I&DS	Planning
A	Pavement Patching (High priority. PW continues to inspect and maintain all streets within the City).	I&DS	Planning
A	Traffic Signal Maintenance (Arrange for contractor to do maintenance inside controllers. Festival Hydro to be called for power problems.)	I&DS	Planning
A	Spill Response (Arrange for a contractor. Public Works assistance if required)	I&DS	Public Works/Engineering
A	Sewer Flushing – Emergency (mains). (Public Works assistance if required)	I&DS	Wastewater
A	Power Outages (Generator fuel to remain near capacity)	I&DS	Wastewater
A	SCADA Programming Issues (Maintenance Electrician and SCADA Integrator required to respond to SCADA outages. Manual operation is possible if required in (widespread) emergency.)	I&DS	Wastewater
A	After Hours Alarms (1 Licensed operator needs to respond when alarm comes through.)	I&DS	Wastewater
A	Alarms - Regular Hours (Immediate response required by Licensed operator.)	I&DS	Wastewater
A	Watermain Flushing – Adverse Water (Immediate response required by 1 Licensed operator.)	I&DS	Water
A	Power Outages (Romeo Street Generator to remain filled at 90-100% capacity at all times. All other sites do not operate during power outage.)	I&DS	Water
A	SCADA Programming Issues (Maintenance Electrician and SCADA Integrator required	I&DS	Water

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	to respond to SCADA outages. Stations can be shut down if issue cannot be resolved right away. Manual operation is possible if required in (widespread emergency.)		
A	After Hours Alarms (Can shut down Lorne, Mornington, and Chestnut Wells end of each day to mitigate # of after-hour calls. 1 Licensed operator needs to respond when alarm comes through)	I&DS	Water
A	Alarms -Regular Hours (Immediate response required by Licensed operator.)	I&DS	Water
A	Watermain Breaks (Immediate response required to prevent property damage. External contractor/Public Works can assist 1 Licensed operator.)	I&DS	Water
A	Well Checks - analyzer calibrations (Licensed Operator – daily checks can be changed to weekly.)	I&DS	Water
A	Bacteriological Sampling as per O. Reg 170/03. (Licensed Operator or WQA (CUPE 1385 can assist) Testing by contracted lab.)	I&DS	Water
A	Bus operation	Comm Serv	Transit/Parallel Transit
A	Dispatch	Comm Serv	Transit/Parallel Transit
A	Vehicle Maintenance	Comm Serv	Transit/Parallel Transit
A	Swan care	Comm Serv	Parks
A	Garbage Collection – Parks	Comm Serv	Parks
A	Emergency tree maintenance	Comm Serv	Parks
A	Snow removal/salting	Comm Serv	Transit/Parallel Transit, Parks, Cemetery & Recreation
A	Burials	Comm Serv	Cemetery
A	Cemetery Sales	Comm Serv	Cemetery
A	Outdoor washroom facilities	Comm Serv	Recreation Facilities
A	Arena operations (maintain ice)	Comm Serv	Recreation Facilities
A	Facility cleaning	Comm Serv	Recreation Facilities

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A	Infection Prevention and PPE (Personal Protective Equipment)	HR	Occupational Health & Safety
A	Absence Tracking (Medical)	HR	Occupational Health & Safety
A	Claims & Benefit Management (WSIB, Manulife, Mearie, EFAP)	HR	Occupational Health & Safety
A	Workforce Planning	HR	Occupational Health & Safety
A	Employee Absence Management/Medical	HR	Labour Relations & staffing
A	Employee Absence Management (Non-Medical) Vacation/Lieu Time/Other LOA	HR	Labour Relations & staffing
A	Work Assignments / Training	HR	Labour Relations & staffing
A	Labour Relations (Terms & Conditions)	HR	Labour Relations & staffing
A	Redeployment of Staff	HR	Labour Relations & staffing
A	Develop skills /training inventory	HR	Training
A	Training (internal)	HR	Training
A	Inquiries	HR	HR Administration & Communications
A	Employee Communication	HR	HR Administration & Communications
A	Corporate Management Communication	HR	HR Administration & Communications
A	Legislative Requirements	HR	HR Administration & Communications
A	In accordance with FPPA, mandated to conduct life safety inspections of vulnerable occupancies (care homes), respond to requested inspections and investigate complaints. (These will only continue until such time that the Fire Department supplies of PPE are exhausted.)	Fire	
A	Emergency response to fire, HAZMAT, rescue, motor vehicle collisions and Airport incidents involving aircraft	Fire	
A	Fire investigations	Fire	
A	Emergency Management coordination through the Emergency Control Group.	Fire	
A	Airport will remain open to accommodate "Orange" medivac, unless our airport	Fire	

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	operations manager / staff become sick and have to self-isolate. Notification to restrict air movements to the Stratford Municipal Airport can be issued immediately upon request.		
A	Medical response will only continue as long as Fire Department PPE supply lasts. After which, Perth County EMS staff will be providing all medical calls in the city. The federal/provincial governments have made EMS the priority for PPE supplies.	Fire	
A	Administrative Services	Fire	
A	Dispatching Services	Fire	
A	CAO & Department Administration	CAO	
A	Corporate Communications	CAO	Communications
A	Legal Advice	CAO	
A	Daily airfield inspections as per Airport Operations Manual	Airport	
A	Daily fuel quality assurance tests.	Airport	
A	Coordinate any non-routine medical transport operations with appropriate air carrier.	Airport	
A	Limit terminal building access to essential personnel only	Airport	

Ontario Works

Essential Services:

- Safety and well-being of our clients
- Monthly /Daily Ontario Works cheques
- CHPI, Discretionary, Mandatory Necessity cheques from Ontario Works office
- Intake

All other services can be considered Non-Essential

We could mitigate our in person service delivery and do everything over the phone. Paperwork could be dropped off in drop-boxes. Signatures could be followed up on later dates for applications.

SAMS cannot be accessed remotely therefore staff are required to attend the office to input data and produce the cheques..

Note: recommend closing our Listowel site to limit exposure.

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Increased potential for overpayments however need to move to risk-based

Housing:

Essential Services:

- Safety and well-being of our clients
- Emergency maintenance repairs

All other services can be considered Non-Essential

We could mitigate our in person by moving our client services to phone based. Prioritize our maintenance calls. Provide a drop box for rental payments (most are on direct withdrawal)

Housing Intakes can be taken over the phone.

Increased potential for non-payment of rent however this can be mitigated after the fact with issuing LTB paperwork if required.

Homelessness:

Outreach can prioritize cases and respond to high acuity this is not an essential service however we may see an increase in need due to potential heightened mental health issues over the pandemic. May see an increase in emergency response for this population (police). Safety and well-being of clients (most vulnerable)

Emergency Housing: Essential service and will continue to use our current resources. Clients are in separate rooms versus communal living thus reducing the threat of spread

PRIORITY "B"			
B	GIS updates	Corp Serv	IT
B	Website Updates	Corp Serv	IT
B	Hardware Services	Corp Serv	IT
B	Database Management	Corp Serv	IT
B	Service Desk - Ticketing	Corp Serv	IT
B	Accounts Receivable	Corp Serv	Finance
B	Commissioning documents, issuing marriage licenses, and conducting civil ceremonies	Corp Serv	Clerk's Office
B	Vital Statistics	Corp Serv	Clerk's Office
B	Elections (in an election year)	Corp Serv	Clerk's Office
B	Records Management	Corp Serv	Clerk's Office
B	Parking Enforcement	Corp Serv	Clerk's Office
B	Parking Ticket Payment and Review Process	Corp Serv	Clerk's Office
B	Council / Committee Support	Corp Serv	Clerk's Office
B	Licensing – pets, business, lottery	Corp Serv	Clerk's Office
B	Municipal Freedom of Information Requests	Corp Serv	Clerk's Office
B	Budgeting	Corp Serv	Corporate
B	Cleaning Windows, file rooms, non-essential spaces (facility staff)	I&DS	Building
B	Non-essential rentals and meeting in our facilities should be postponed where possible. No new rentals taken during reduced labour periods. (Management, Senior leadership team)	I&DS	Building
B	Intake of Complaints (Building/By-Law Staff)	I&DS	Building/By-law
B	Processing Complaints / Inspections (Building/By-Law Staff)	I&DS	Building/By-law
B	Changes to policies, processes, etc. (Building/By-Law Staff)	I&DS	Building/By-law
B	Public inquiries – email (Building/By-Law Staff)	I&DS	Building/By-law
B	Review and comment on Planning Applications Committee of Adjustment Rezoning Applications Site Plan Agreements Draft Plan Applications (Note: Priority A if required to meet legislated deadlines, otherwise Priority B)	I&DS	Engineering
B	Development Construction Inspection	I&DS	Engineering

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B	Reports to Council and Sub-Committee – will be done if staff available	I&DS	Engineering
B	Street Lights	I&DS	Engineering
	Subdivision Agreements, Engineering Plan Review	I&DS	Engineering
B	Budget process	I&DS	Engineering
B	Permits – Wide load, Road occupancy	I&DS	Engineering
B	Zone change, subdivision, etc., applications where no public meeting pending (Development Services Staff)	I&DS	Planning
B	Site Plan Application – circulation and final approval (Circulation - Development Services Staff. Final approval - may be delayed pending review by admin staff.)	I&DS	Planning
B	Lawyers Letters (Development Services Staff)	I&DS	Planning
B	Public inquiries – email (Development Services Staff)	I&DS	Planning
B	Catch basin Cleaning (Low priority. Contractor task)	I&DS	Public Works
B	Street Cleaning (Low priority. If staff available.)	I&DS	Public Works
B	Sewer Flushing – Waldie’s Lane (Public Works assistance if required. Every 4 weeks from every 3 weeks.)	I&DS	Wastewater
B	Pumping Stations Checks (Floats). Bi-weekly checks to continue.	I&DS	Wastewater
B	Service Leaks/Repairs (House to house connections require one staff and can be done by Supervisor / Manager. Does not need to be Licensed operator.)	I&DS	Water
B	Revenue collection	Comm Serv	Transit/Parallel Transit, Cemetery, Recreation Facilities & Programs
B	Payroll - Community Services	Comm Serv	Transit/Parallel Transit, Parks, Cemetery, Recreation Facilities & Programs
B	Cemetery Maintenance	Comm Serv	Cemetery

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B	Bingo		Recreation Facilities
B	Special events: Jr. B Games, CDX, OHF tournament		Recreation Facilities
B	Modified Work	HR	Occupational Health & Safety
B	Temporary/Contract Employees	HR	Labour Relations & Staffing
B	Labour Relations (Other Projects / Processes)	HR	Labour Relations & Staffing
B	Compensation	HR	Labour Relations & Staffing
B	Recruitment & Selection (new employees)	HR	Labour Relations & Staffing
B	Training (external)	HR	Training
B	Records Management	HR	HR Administration & Communications
B	Logistics (Meetings)	HR	HR Administration & Communications
B	Weekly/monthly fire training will be in-house classroom style training	Fire	
B	All maintenance tasks that do not directly affect aviation safety	Airport	

Childcare:

Not considered an essential service. Intake for fee subsidy can be completed over the phone. Staff can be deployed to help other areas where required. (Potentially the Daycare)

Daycare:

Essential service in the realm of our economy. Ratios do have to be met. Note will bring in childcare staff if required. Will prioritize children in regards to need e.g. pre-school is a supportive program and in many cases parents are at home.

All programming: Gift cards will be utilized in case of emergency situations to aid the clients when a cheque may not be produced in a timely manner.

PRIORITY "C"			
C	Desktop Support	Corp Serv	IT
C	Application Support	Corp Serv	IT
C	Service Desk - Ticketing	Corp Serv	IT
C	Bank reconciliations/Internal account reconciliations	Corp Serv	Finance
C	Internal reporting/Internal journal entries	Corp Serv	Finance
C	Bank statement transaction entries	Corp Serv	Finance
C	Elections (in non-election year)	Corp Serv	Clerk's Office
C	Sale and Disposition of Land	Corp Serv	Clerk's Office
C	Bicycle Licensing	Corp Serv	Clerk's Office
C	Encroachments	Corp Serv	Clerk's Office
C	Administrative Support	Corp Serv	Clerk's Office
C	Lawyers Inquiries (Depending on number received these will be done as staff are available)	I&DS	Engineering
C	Winter Core Area Sidewalk Inspections	I&DS	Engineering
C	Capital Projects – Design	I&DS	Engineering
C	Surveying	I&DS	Engineering
C	Drafting	I&DS	Engineering
C	Advisory Committees	I&DS	Engineering
C	House Sewer Repairs (Home owners to be told to contact a plumber)	I&DS	Wastewater
C	Sewer Flushing Regular Maintenance (Postpone if required)	I&DS	Wastewater
C	Meter Changeouts/Readings etc. (Postpone, Billing can be estimated for accounts that have meter malfunctions.)	I&DS	Water
C	Water Analysis Data Entry	I&DS	Water
C	Data entry for IBEW staff (Will be done by admin staff)	I&DS	Water
C	Watermain Flushing – Spring and Fall (Postpone if required.)	I&DS	Water
C	Answering Telephones and Service Orders / Customer Service Calls (Possible to have done by Festival Hydro. Can be done through the office and issues resolved over the phone. Private plumbers can be recommended for internal concerns.)	I&DS	Water
C	Sport field maintenance	Comm Serv	Parks
C	Sport field usage	Comm Serv	Parks

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C	Park Maintenance	Comm Serv	Parks
C	Splashpad	Comm Serv	Recreation Facilities
C	Lions Pool	Comm Serv	Recreation Facilities
C	Tourism/Boathouse	Comm Serv	Recreation Facilities
C	Special events: cattle shows, fall fair, trade shows	Comm Serv	Recreation Facilities
C	Facility sports programming	Comm Serv	Recreation Facilities
C	Fire inspections & education (schools/businesses)	Fire	
C	Fire Department tours	Fire	
C	Business Liaison	CAO / Mayor	
C	Intergovernmental & Community Liaison	CAO / Mayor	
C	Awards and Recognition	CAO / Mayor	
C	Airport tours	Airport	