READY, RESILIENT AND RESOURCEFUL COMMITTEE

This is an Electronic Meeting. The Council Chamber will not be open to the public. Public comments can be submitted by email to clerks@vaughan.ca. For deputations, please register by contacting Access Vaughan at 905-832-2281 or clerks@vaughan.ca

Tuesday, September 29, 2020
10:30 a.m.
Council Chamber
2nd Floor, Vaughan City Hall
2141 Major Mackenzie Drive
Vaughan, Ontario

Pages

1. CONFIRMATION OF AGENDA

2. DISCLOSURE OF INTEREST

3. COMMUNICATIONS

4. PRESENTATIONS AND DEPUTATIONS

5. DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION INCLUDING MEMBERS RESOLUTION(S)

    1. UPDATE ON CITY'S RESPONSE TO COVID-19 — 3
    Report of the City Manager with respect to the above.

6. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION

7. CONSIDERATION OF ITEMS REQUIRING SEPARATE DISCUSSION

8. CONSIDERATION OF STATUTORY/AD HOC COMMITTEE REPORTS

9. STAFF COMMUNICATIONS

10. NEW BUSINESS

11. ADJOURNMENT

ALL APPENDICES ARE AVAILABLE FROM THE CITY CLERK'S OFFICE
PLEASE NOTE THAT THIS MEETING WILL BE AUDIO RECORDED
AND VIDEO BROADCAST

www.vaughan.ca (Agendas, Minutes and Live Council Broadcast)

Ready, Resilient and Resourceful Committee Report

DATE: Tuesday, September 29, 2020 **WARD(S):** ALL

TITLE: UPDATE ON CITY'S RESPONSE TO COVID-19

FROM:
Jim Harnum, City Manager

ACTION: FOR INFORMATION

Purpose

To provide the Ready, Resilient, Resourceful (RRR) Committee with information regarding the City's response to COVID-19. Information provided includes updates and action plans based on the Ready, Resilient, Resourceful Roadmap for Success and the areas of focus for Our People, Our Places, Our Services, Our Finances, Our Economy and, Our Communications. This report also provides an update on the activities of the Emergency Planning Program and the Emergency Operations Centre (EOC).

Report Highlights

- The Ready, Resilient, Resourceful Roadmap provides the key objectives and framework for the City's response, mitigation, and recovery related to the COVID-19 emergency.
- All Portfolios and departments have been working diligently to effectively respond to the COVID-19 emergency and have ensured the protection of staff, the public and the delivery of quality public services while city building continues.
- The City's roadmap for success includes actions related to Our People, Our Places, Our Services, Our Finances, Our Economy and Our Communications.
- A comprehensive plan has been developed for future business re-integration and includes protocols for staff management, case management, safety and physical distancing, cleaning and disinfecting, education and communications.
- An overview of the activities of the Emergency Planning Program and the Emergency Operations Centre (EOC).

Recommendations

1. That the Update on the City's Response to COVID-19 report be received.

Background

On March 11, 2020, the World Health Organization (WHO) declared COVID-19 as a pandemic. From the onset, the City of Vaughan closely monitored the evolving situation and initiated numerous measures to ensure the safety of residents and City staff. Throughout the pandemic, the City has ensured that quality services are delivered for families, businesses and all citizens.

The Ready, Resilient and Resourceful (RRR) Committee of Council has been established as part of the City's ongoing COVID-19 response effort. The RRR Committee provides the governance structure to ensure that all members of Council are informed and kept up to date with the decisions made throughout the emergency response to the pandemic. The first meeting of the committee was held June 23, 2020.

The City administration has developed the Ready, Resilient, Resourceful Roadmap which provides the key objectives and framework for the City's response, mitigation, and recovery related to the COVID-19 emergency.

This report provides the RRR Committee with information regarding:

- An update of actions taken based on our areas of focus including: Our People, Our Places, Our Services, Our Finances, Our Economy, and Our Communications.

- An update on the comprehensive plan which has been developed for future business re-integration which provides protocols for staff management, case management, safety and physical distancing, cleaning and disinfecting, education and communications.

- An overview of the activities of the Emergency Planning Program, the Emergency Operations Centre (EOC) and the recovery efforts by the Emergency Management Team.

Previous Reports/Authority

A Framework for Reopening our Province
A Framework for Reopening our Province – Stage 2
A Framework for Reopening our Province – Stage 3
COVID-19: The City of Vaughan
City of Vaughan Media Releases
York Region COVID-19
Public Health Ontario COVID-19
Government of Canada COVID-19
World Health Organization COVID-19
Extract from Council Meeting – June 29, 2020 - Update on City's Response to COVID-19 – Ready, Resilient, Resourceful Committee Report (June 23, 2020)
Extract from Council Meeting – June 29, 2020 - *COVID-19 Update – Emergency Operations Centre Response (June 23, 2020), Ready, Resilient and Resourceful Committee Report*

Analysis

The City of Vaughan has effectively responded to the COVID-19 crisis and the vast majority of our business objectives are intact and on target. Where change is required, we have taken a disciplined and evidence-based approach to modify where required and evolve to meet the changing needs of the organization, our citizens, our business sectors and our communities; yet still be able to meet our strategic priorities for the term of Council.

The City's Emergency Operations Centre (EOC) remains partially activated at a level three since March 13, 2020, in response to the COVID-19 pandemic. Virtual on-line meetings are held with the City's EOC team, the COVID-19 Task Force and regional and provincial stakeholders. The EOC will continue to operate at a level three as long as the City is operating under a declared state of emergency.

Throughout the pandemic, the City of Vaughan has supported the collective and integrated pandemic response of the Regional Municipality of York and the York Regional Medical Officer of Health, as well as Public Health Ontario and the Chief Medical Officer of Health. Pandemic response communications ensure information is effectively communicated to the public; and the City of Vaughan facilitated these efforts by disseminating information from York Region and Public Health Ontario through our own communications channels.

The City of Vaughan continues to provide public messaging to assist our residents to understand how to adhere to prevention measures in the form of bylaws, orders, and restrictions put in place locally, regionally, provincially and federally in order to control the spread of disease and reduce COVID-19 related illness and death.

From late February into early March of 2020, the Senior Leadership Team (SLT) has reviewed and established business continuity plans which outline the manner and means by which each department would minimize the impact of the pandemic on its provision of essential services. Implementing business continuity plans ensured that critical public services remained accessible, both to internal stakeholders as well as the public. The City of Vaughan monitored the societal disruption and ensured the continuity and recovery of critical services and where possible, enacted programming and initiatives to minimize adverse economic impact and supported an efficient and effective use of resources during response and recovery.

Since the June 23, 2020 update provided to Council at the Ready, Resilient, and Resourceful Committee, staff have completed the following actions:

- continued tracking of key data indicators that will assist with forecasting and preparing for recovery, return to business as usual operations and resurgence over time;
- continued development of reopening plans for City facilities and amenities for Stages 1, 2 and 3;
- continued acquisition of personal protective equipment;
- commenced distribution of cloth masks to City staff;
- commenced construction of mitigating measures such as plexiglass barriers in facilities that have essential workers onsite;
- continued to seek reimbursement from the federal and provincial governments;
- supported implementation of the patios program to allow existing restaurants to use their parking stalls and/or the sidewalk and curb lane fronting their restaurant for patio purposes;
- supported the “Keeping Vaughan Clean” beautification initiative;
- supported the migration of in-person services to digital platforms or alternative methods such as curbside pick-up;
- supported initiatives to mitigate the financial impact of COVID-19 on businesses, citizens charities and not-for-profits;
- monitored and planned for other risks occurring during the pandemics such as heat waves, demonstrations and severe summer storms; and
- conducted research of responses on a global scale to identify best practices and anticipate risks for planning for the possible second wave.

Attachment #1 provides an interim action report for the EOC.

OUR PEOPLE: IMPACT ON HUMAN RESOURCES

Our people are our most important asset and we have proven to be a City of exceptionally skilled, resilient and dedicated staff during these unprecedented times. In support of our employees, all decisions have embodied our key values as an organization of Respect, Accountability and Dedication. Our focus is steadfast with respect to ensuring that the health and well-being of our employees and citizens is our top priority.

Throughout the City's response to COVID-19, we have made critical and at times difficult decisions. As COVID-19 became a reality for Ontario and the City of Vaughan, we expeditiously closed the City's community centres and libraries and then subsequently closed all our facilities to the public.

Staff were sent home and those that could effectively work from home, have continued to do so with the help of technology and business process modifications. For staff that were unable to work from home as they performed critical services within the field, we ensured they were protected and minimized their exposure to the threat of COVID-19. For some staff, where a work from home option was not possible and where they were not providing critical services, we were able to redeploy a number of staff to provide parks education services until June 4th; and for others we had to proceed with layoffs.

The Office of the Chief Human Resources Officer, in conjunction with management, CUPE and VPFFA, have focused on key responses related to communications, labour relations, safety, alternative work arrangements, recruitment, and workforce adjustments.

Current State Update as of September 2020:

More than 50% of the City's employees continue to effectively and productively work from home.

Approximately 1100 employees were temporarily laid off as of April 2020. Since April 2020, more than 50% of Recreation Services seasonal contracts have ended and a significant number of employees have been recalled:

- 385 employees recalled for Recreation Services (Camps, Fitness, City Playhouse and Aquatics);
- 107 School Crossing Guards have been hired/rehired for the 2020/2021 school term;
- 57 staff recalled for Vaughan Public Libraries.

Following the Recreation Services organizational restructuring in June 2020:

- 30 union employees were laid off and given options under the collective agreements; 1 PT non-union employee was laid off;
- 5 employees opted for termination;
- 25 employees were placed in other positions through bumping rights and by using vacant positions for which they were qualified;
- 10 employees were displaced as a result of bumping and placed in other positions.

In addition to the items above, the following are key action items since June 2020:

- The Office of the Chief Human Resources Officer (OCHRO) continues to send bi-weekly newsletters to all staff that shares key information and resources for all staff and focuses on employee wellness. Over 11 editions have been shared to date and the feedback from employees has been very positive.

- The OCHRO team continues to regularly monitor and communicate the rapid changes to employment legislation under both the Federal and Provincial legislative frameworks, such as the Employment Standards Act amendments to legislative leaves (e.g. changes to Declared Emergency Leave and the introduction of the Infectious Disease Emergencies Leave - IDEL) and other legislative requirements.

- The OCHRO regularly updates the COVID Q&A's to provide corporate direction and guidance to staff and leaders. For example, direction with respect to out of Province work and instructions for staff for those who undergo testing for COVID-19 were recently added.

- OCHRO continues to work with Corporate and Strategic Communications on messaging to all staff to remind them of our COVID-related Health & Safety protocols.

- Additional information and supports regarding working from home was sent to staff and leaders including the requirement for all staff working remotely to complete a safety checklist for home offices.

- The OCHRO, with the help of Procurement, distributed face coverings by department for all staff.

- Developed an All Staff Orientation Guide and Re-Start Q&A's which will be shared with all staff upon the re-opening of City facilities.

- Continued discussions with HR municipal leaders across York Region and the GTA to review and compare COVID-19 impacts and responses, re-opening plans, bargaining and labour relations items.

Future Action Plans:

The OCHRO is currently working on the following initiatives:

- Preparing for upcoming collective bargaining, taking into account the impact of COVID-19 as well as bargaining across the Province.
- Developing a workplace wellness program.
- Implementing the Emerging Leaders Program.
- Rolling out an Employee Engagement Action Planning Framework.
- Planning for a Workforce Management System (Time and Attendance Program).



OUR PLACES: BUSINESS REINTEGRATION PLAN

As of August 5, 2020, the City announced most City facilities - including Vaughan City Hall and the Joint Operations Centre - will remain closed to the public until at least January 4, 2021, in response to COVID-19.
Since the beginning of the pandemic, when Vaughan became the first city in Ontario and the first municipality in York Region to declare a state of emergency, the City has taken a disciplined, responsible and measured approach to closing - and gradually reopening - City facilities and amenities. The decision to keep select facilities closed marks the latest step to protect the health and safety of citizens and staff.

CITY FACILITIES AND AMENITIES
The following facilities remain closed:

- Vaughan City Hall
- Joint Operations Centre
- City Playhouse Theatre
- Community Centres (with the exception of fitness centres by appointment, arenas by permit and select pools by pre-registration)
- Vaughan Animal Shelter (except by appointment, for adoption purposes only)
- Vaughan Public Libraries (with the exception of Bathurst Clark Resource Library, Civic Centre Resource Library and Pierre Berton Resource Library)

The following amenities have reopened:

- Arenas (by permit only)
- Fitness centres (by appointment only)
- Indoor pools (by registration only)
- Indoor Squash courts (by appointment only)
- Off-leash dog park
- Outdoor basketball courts
- Outdoor bocce courts

- Outdoor exercise equipment
- Outdoor volleyball courts
- Park benches
- Park public washrooms
- Parking lots in parks
- Picnic tables and gazebos
- Playgrounds
- Premium/artificial fields and diamonds (by permit only)
- Skateboard parks
- Splashpads
- Sports fields and baseball diamonds
- Tennis courts
- Trails
- Vaughan Public Libraries (Bathurst Clark Resource Library, Civic Centre Resource Library and Pierre Berton Resource Library only)

The City's Business Reintegration Plan (BRP) for staff has been developed and will continue to evolve as more information becomes available from the Province and Public Health with regards to COVID-19.

The BRP covers key areas of action with consideration given to business models and any associated modifications, customer service and experience (citizens and businesses), provincial directives, as well as Corporate policies (i.e. Alternate Work Arrangements).

The BRP comprises three start-up phases, providing clear direction to help guide the City to best prepare for the return of employees to municipal facilities, while ensuring the transition is both safe and efficient. Phase One outlines seven key areas of consideration – Administrative; Cleaning and Disinfecting; Personal Protective Equipment; Workplace Layout and Physical Distancing; Case Response/Management; Visitors, Contractors and Suppliers; and, Inbound Parcels/Packages Guidance.
To support continued efforts in our places/facilities, the City will continue to monitor Grant Funding opportunities through Economic Development and the Investing in Canada Infrastructure Program (ICIP).

Attachment #3 provides full details regarding the Business Reintegration Plan.



OUR SERVICES: SERVICE IMPACTS and ACTIONS

Throughout the response to COVID-19, all portfolios and departments have worked diligently to assess and implement precautionary measures

and put contingency plans into effect. Council has been provided with regular weekly update memos from each department outlining key activities and results.

The City has taken a disciplined, responsible and measured approach to implementing precautionary measures to protect citizens and staff from COVID-19. That same approach is guiding decision-making about reopening facilities. Although several City buildings remain closed and some programs have been impacted, city building has not slowed down.

Essential services remain intact and continue uninterrupted, including fire and emergency response, waste collection, water/wastewater services, by-law and enforcement services and the Access Vaughan contact centre.

Many virtual programs have been introduced - through online, teleconference or modified in-person methods - which offer an efficient and streamlined experience for residents.

The decision to reopen facilities and amenities is informed by a risk model developed by the City with public safety always being the priority. The risk model uses Vaughan-specific data and reflects guidance issued by York Region Public Health and the provincial government, such as the ongoing extension of province-wide emergency orders and the announcement enabling York Region to enter Stage 2 effective June 21st and Stage 3 of the reopening framework on July 24, 2020.

The following provides a summary of the key actions regarding our services and any applicable future considerations and action plans required to maintain quality public services while protecting the safety of our staff and citizens.

ADMINISTRATIVE SERVICES AND CITY SOLICITOR

Public consultation remains an important part of the planning and city-building process. While Vaughan City Hall remains closed in response to COVID-19, the Office of the City Clerk in conjunction with the Office of the Chief Information Officer has ensured continued public participation via electronic-participation to Committee of the Whole and Council meetings including making a live electronic deputation via teleconference, telephone or written communication during the meeting. Members of the public can connect through their phone, personal computer, smartphone or tablet.

The Office of the City Clerk has successfully held 39 Electronic Meetings for Committee and Council since the COVID-19 Emergency. In addition to the 39, the Office of the City Clerk has held 17 Electronic Meetings for Committee of Adjustment, Task Forces, Sub Committees and Advisory Committees. A separate report will be brought to Committee of the Whole on amending the Procedure Bylaw to make electronic meetings a permanent option.

While City Hall remains closed to the public, administrative services are being provided as usual. Curbside marriage licenses continue to be issued. A total of 147 marriage licences have been issued so far through this method.

Future Action Plans:

- The majority of services are being provided without interruption and will continue to do so.
- A separate report has been brought to Council on amending the Procedural By-law to make electronic meetings a permanent option.
- The Committee of Adjustment is now virtually commissioning their applications, allowing for a complete e-submission process.
- The Legal Services department is introducing a Legal Document Management System (LDMS). The LDMS will position Legal Services to become a paperless office, which will allow for seamless adoption of permanent work from home deployments as part of our new normal.

COMMUNITY SERVICES

Access Vaughan

Trending inquiries are related to property taxes, general by-law information, waste as it relates to the blue and green bin exchange program, parks and forestry inquiries relating to tree inspections and animal services inquiries -- most of which are related to wildlife. Continuing to trend are inquiries related to the reopening of fitness centres and, most recently, pools and arenas.

- 111,169 Calls since March 13, 2020 (beginning of pandemic)
- 71% resolution rate with single point of contact
- Recent spikes attributed: announcements of tax penalty deferrals ending, reopening of various businesses, including City of Vaughan fitness centres, swimming pools and blue bin and green bin exchange program

Future Action Plans:

- The project to implement a one-stop-shop counter service approach at Vaughan City Hall is underway.
- Future productivity improvements will include agents working remotely for the foreseeable future.

By-law and Compliance, Licensing & Permit Services

On March 18, 2020, By-law and Compliance, Licensing & Permit Services (BCLPS) established and chaired the Regional COVID-19 Enforcement Task Force. A cross jurisdictional team represented by the enforcement divisions of each municipality within York Region, York Regional Public Health, York Regional Police, Toronto Conservation Authority and Alcohol & Gaming Commission of Ontario. The team continues to meet to discuss emerging issues, identify solutions, engaging in joint initiatives aimed at public health and wellness, ensuring consistency in approaches, application and enforcement methods and ensuring effective communications and information sharing within the team.

Enforcement Services Division:

By-law officers continue to patrol and respond to calls on a priority basis. Priority remains on public safety matters, enforcing provincial orders and regulations, the City's Emergency Measures By-law and the regulation of the use of local parks and open spaces in Vaughan.

On July 9, 2020 York Region Council endorsed a recommendation from the York Region Medical Officer of Health, instructing owners of enclosed public spaces to

have a policy mandating customers, visitors and employees to wear a mask or face covering. This requirement came into effect on Friday, July 17. By-law Officers continue to respond to related calls, inspect local businesses for compliance and coordinate efforts with Public Health officials as needed; focusing primarily on education with direct enforcement actions employed if necessary.

Policy & Business Planning Division:
Outward facing public and client services (e.g. licensing and permits) transitioned to an electronic format to allow for service continuance with minimal disruption. This included but was not limited to Administrative Monetary Penalty disputes and first attendance matters, handled by telephone.

On June 18 in support of local business operators, the necessary temporary by-laws were initiated to allow for local eating establishments and banquet halls to temporarily expand or establish additional outdoor patios, while maintaining physical distancing and adhering to all related health guidelines. This is the first directive issued by the Mayor and Members of Council under the City's Emergency Measures By-law. An application for permit is required for establishments looking to create a patio or expand their current patio to accommodate physical distancing requirements. To date, 97 licensed patios have been approved.

Event, filming and lottery permits are being assessed and processed on a case-by-case basis.

Following the declared emergency, business license renewals were afforded a grace period and deferral of renewal fees. The grace period established for business license renewals concluded on August 31st. Reminder notices have been sent to all licensed business accordingly.

Online payments of administrative monetary penalties, such as parking tickets, can be made at PayVaughanTicket.com. Citizens can arrange an alternative method of payment or schedule a dispute appointment by calling Access Vaughan, and scheduled disputes are being conducted over the phone.

Vaughan Animal Services Division:
Vaughan Animal Services continues to serve Vaughan, Richmond Hill and the Township of King communities. Vaughan Animal Services Officers continually serve the communities through regular patrols and response to service calls accordingly. The Vaughan Animal Services Shelter remains closed, with limited access for adoption and pet recovery services by appointment only.

Future Action Plans:

- Vaughan Animal Shelter to remain closed until all facilities open. However, it is still providing all services.
- Consideration for future openings include in-person Hearings once City Hall opens. Potential limited counter services aligned with Corporate decisions.
- Services may be adjusted to continue to develop on-line services where possible. Enhance in-field solutions for field staff/officers.
- Migration to the AMANDA software system for improved case management and efficiencies is a possible future improvement.

Recreation Services

The City of Vaughan's Recreation Services department continues to take a disciplined, responsible and measured approach to gradually reopening community centres and providing programs, including in-person camps and fitness programs, virtual programming and indoor/outdoor fitness classes. Currently under review are in-person instructional swim lessons which will be considered after Thanksgiving.

The decision to reopen facilities continues to be informed by a risk model developed by the City with public safety always being the priority. The risk model uses Vaughan-specific data and reflects guidance issued by York Region Public Health and the provincial government.

Virtual Programing:

Recreation Services continues to offer a range of virtual recreation resources for all ages, abilities and areas of interest. This includes virtual fitness classes, which are posted six times a week on the Recreation Services YouTube channel, with more than 1,500 views of a single workout video.

Registration for the Virtual Summer Adventures program, which features weekly camps and daily activities for people of all ages and abilities, from preschool to older adults, results in 517 registrations and over $40,000 in revenue. Family lessons for parents and children are available. Frequent enhancements are also made to the department's new webpage featuring virtual recreation resources for all ages, abilities and areas of interest. Available online programming includes:

- Vaughan Playschool educational reading, writing, math and science worksheets for children aged three to five years old.
- General activities such as cooking, arts and crafts, colouring and more.

Summer Camps:
From July 20 to Sept 4, in-person modified summer camps took place at Al Palladini, Chancellor, Dufferin Clark, Garnet A. Williams, Maple, North Thornhill and Vellore Village Community Centers. In addition, select heritage houses and sites also hosting in-person camps, including Armstrong House, Arnold House, Bakers Homestead and Maple Nature Reserve. Registration for all locations totaled 1,776 and generated nearly $350,000 in revenue.

Fitness:
Fitness centres including squash courts reopened as of August 10 on a limited basis. Strict measures are in place to protect all users and staff, including the requirement to register in advance. In the first 4 weeks there were over 10,000 workouts registered. As of September 8, Recreation Services extended fitness centre hours: Monday to Friday from 5:30 a.m. to 10:30 p.m. and Saturday and Sunday from 7 a.m. to 6:45 p.m. (except for Father E. Bulfon Community Centre, which will close at 5 p.m. on weekends). Effective Monday, September 14, exclusive workout session times for older adults have been designated.

Fitness centres have controlled access, limited capacity and scheduled time blocks for patrons to sign up for in advance. Workout blocks are 75 minutes each, with a 30-minute shutdown in between appointments for cleaning and sanitization.

A modified schedule of indoor and outdoor fitness classes was made available to members starting August 17. Total registrations for fitness classes were 472 for the 3-week time period.

Saunas, lockers, showers, lost and found and the fitness track remain closed until further notice. Some equipment has been removed, including yoga gear, ab mats and neck pads.

Based on industry best practices and Public Health direction, steps have been taken to enhance air circulation and ventilation systems in Vaughan Fitness Centres in response to COVID-19. Air quality is constantly monitored and managed.

Pools:
As part of the City of Vaughan's disciplined, responsible and measured approach to reopening facilities in response to COVID-19, the City has taken a staggered approach to reopening pools:

- Tuesday, Sept. 8: Maple, North Thornhill and Vellore Village pools

- Monday, Sept. 14: Al Palladini, Father E. Bulfon and Garnet A. Williams pools
- Monday, Sept. 21: Chancellor, Dufferin Clark and Woodbridge pools

Recreational and length swimming is available to pool plan holders and Vaughan Fitness members. Pre-paid single visits by the public are available at a special promotional cost of $3.25 (plus HST) for a limited time.

Aquafitness classes are available to plan holders and fitness members only, until further notice. These facilities and activities will be available on a limited basis and at a reduced capacity. Pre-registration online is required to use the pool.

Prior to arriving at the community centre pool, a provincial public health self-assessment is required. Masks must be worn upon entry, exit and while travelling through the facility and on the pool deck. A mask or face covering is not required in the pool.

Enhanced daily cleaning and disinfection of high-traffic areas and high-traffic surfaces has been implemented, including in changerooms. Access to changerooms is limited and users are encouraged to come as prepared as possible to swim. Lockers and showers are not available until further notice.

Arenas:
Arenas have reopened for permit use only. Al Palladini Community Centre twin pad commenced September 3rd, with all remaining arenas opening on September 14. Permits are staggered to allow for 30-minute cleaning and disinfecting between user groups.

Permits:
All indoor permits, with the exception of arenas and pools, will be considered after Thanksgiving.

The City continues to work with our Community Service Organizations on ensuring a safe return to ensure all protocols and guidelines are adhered to.

Events:
The City's first-ever virtual Canada Day celebration, presented by Greenpark Group, was held on Wednesday, July 1 with the JUNO award-winning and Grammy-nominated group Barenaked Ladies headlining the festivities. Plans for future events are in development.

Future Action Plans:

- Fall in-person registered general recreation programs and swim lessons will be considered after Thanksgiving.
- Indoor permits will be considered after Thanksgiving.
- Elimination of the printing and home delivery of the Recreation Guide to just under 90,000 households by enhancing our online experience and registration tool.
- Elimination of cross city busing for summer camps by focusing on enhanced program planning.

Vaughan Fire and Rescue Service

In collaboration with Global Medic, Egg Farmers of Ontario and Housing York Inc., Vaughan Fire and Rescue Service (VFRS) distributed over 1500 COVID-19 safety kits; including reusable cloth face masks and soap, over 7500 kg (16,500 lbs) of non-perishable food, and 3600 eggs at various public education activities, to support the vulnerable members of our community. These initiatives were highlighted on CTV News "Toronto Together," CBC News, and CP24.

Vaughan Fire & Rescue Service joined the Ahmadiyya Muslim Youth for a donation of face shields and face masks to the St. Peter's Roman Catholic Church.

A series of articles have been written for the Vaughan citizen highlighting COVID-19 safety protocols, and how to prevent COVD-19 fatigue.

Emergency Planning:

The primary focus of the division is the COVID-19 pandemic emergency. As the pandemic situation has stabilized, routine program elements that were suspended since March 13, 2020 have been reactivated. Work has been initiated on addressing the recommendations from the first interim action report and the Grid Ex V after action report. Simultaneously with the COVID-19 activities, ongoing monitoring and notification to City personnel of other possible threats to the community continues.

Mandatory Program Elements:

The hazard identification risk assessment review has been completed and the critical infrastructure review is underway. The community emergency management coordinators have the requisite training outlined by Emergency Management Ontario.

- *Emergency Plans and Procedures*

With the spring and summer months, severe thunderstorm weather began in Canada. To ensure that we had the capacity to shelter residents in the event of

a secondary emergency, shelter set-up plans were updated to reflect social distancing requirements. The emergency plan and procedures are in the process of being updated based on recommendations from the Grid Ex V exercise and the two COVID-19 pandemic interim action reports.

- *Emergency Operations Centre (EOC)*

Future modifications to the EOC layout have been recommended. The EOC dashboard program has been migrated to a new platform and tested by selected members of the emergency management team. The new version, Incident Point is scheduled to go live in October 2020.

- *Staff Training*

Within this year, three different training sessions were provided in emergency management systems for 50 staff. Training for over 200 members of the emergency management team will be provided virtually on the Incident Point software in late October and early November.

- *Public Education*

Traditional in-person public education initiatives have shifted to virtual platforms. Up until the onset of COVID-19, the program participated in two events, conducted two workshops for 129 people and distributed over 20,365 pieces of literature. The YouTube safety video site had over 488,100 views. Since the onset of COVID-19, Corporate and Strategic Communications has issued over 1,100 communications of which many qualify as public education information. The COVID-19 website received 66,581 visits which can be counted as public awareness.

- *Annual Emergency Exercise*

The planned exercises for 2020 of the emergency colour code drills, evacuation and sheltering of Maple Health Centre and the emergency management team scenario have been placed on hold due to COVID-19 response requirements. An amendment to Ontario Regulation 380/04 under the Emergency Management and Civil Protection Act (EMCPA) exempts the requirement for municipalities to conduct and annual emergency exercise in 2020. The amendment took into account the emergency response activities in the Municipal Emergency Control Groups have engaged in as a result of the COVID-19 pandemic.

Situational Awareness and Monitoring:

From March 13 to August 31, 2020 the Program monitored several alerts from Environment Canada, Toronto and Region Conservation Authority, Vaughan Fire and Rescue Service, Public Works and Alectra Utilities that had the potential to escalate beyond routine responses.

Environment Canada issued alerts of weather threats to the City on 49 days. These threats included:

Alert	Number of Days	Threat to City
Warnings (32 days)	28 heat warning 4 Severe Thunderstorms	Risk to health Risk of heavy rainfall, flooding, high winds, hail and tornadoes causing property damage, injury and potential evacuation
Watches (6 days)	5 Severe Thunderstorm 1 Tornado	Risk of heavy rainfall, high winds and hail causing property damage, flooding, injury and potential evacuation
Special Weather Statement (11 days)	1 Funnel Cloud 1 Air Quality 2 Wind 3 Severe Thunderstorm 4 Heavy Rainfall	Risk of flooding, to health, property damage, injury and potential evacuation

The Program tracked 32 power outage events in which four large areas of the City and between 2,250 to 16,830 customers were affected. The largest outage event occurred in March while the EMT was engaged in managing the early stages of the COVID-19 response.

Other risks monitored included three peaceful demonstrations, nine industrial fires, four hazardous materials incidents and a water supply concern.

Future Action Plans:

- VFRS will monitor and procure PPE on a continuous basis.
- Continue self-assessment activities for those entering the workplace.
- Continue contact tracing logs.
- Expand and utilize a virtual training platform where possible.
- Modify public education and outreach efforts – providing virtual options where possible.
- Follow the Ontario Fire Marshal communique – altering how fire drills are performed.
- The new version the EOC dashboard program, Incident Point is planned to go live in October 2020.

CORPORATE SERVICES

Since the City declared a state of emergency on March 17, 2020, the majority of Corporate Services and Finance staff (OCHRO, OCIO, Office of the CFO, Financial Planning and Development Finance, Financial Services and Procurement Services) have been working remotely, where possible, without disruption to the provision of services.

Office of the Chief Human Resources Officer

The Office of the Chief Human Resources Officer (OCHRO), in conjunction with management, CUPE and VPFFA, have focused on key responses related to communications, labour relations, safety, alternative work arrangements, recruitment, and workforce adjustments. In supporting our staff, all people leaders are receiving guidance from the OCHRO on any COVID-19 related staffing issues. The OCHRO also continues to provide bi-weekly communications to all staff and supports focusing on employee wellness.

Future Action Plans:

- Preparing for upcoming collective bargaining, taking into account the impact of COVID-19 as well as bargaining across the Province.
- Developing a workplace wellness program.
- Implementing the Emerging Leaders Program.
- Rolling out an Employee Engagement Action Planning Framework.
- Planning for a Workforce Management System (Time and Attendance Program).

Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) continues to support and enhance remote access capabilities and work with internal departments to digitize their services. The following services and capabilities highlight some of the major COVID-19 accomplishments since the last update:

- Transitioned virtual committee and council meetings from Microsoft Skype to Microsoft Teams platform for a better virtual experience.
- Continued to monitor infrastructure bandwidth and thresholds to support over 1,300 users working from home.
- Updated IT Acceptable Use of Technology policy to address working from home.
- Two resources (Enterprise Data Architect and GIS Systems Analyst/Project Leader) supports the COVID-19 Data Analytics team.
- Additional permit types were added to the City of Vaughan’s permitting portal.

The City's OCIO department continues to support new COVID-19 related requests and ongoing operations to serve our citizens and businesses.

Procurement Services

The Procurement Services team continues to support the City's service delivery needs by modernizing its business processes and leveraging technology. This includes not only online bid document payments, bids review and download of bid documents, but also on-line bid submissions for the convenience of the vendor community. The Procurement Services department has further innovated its processes to allow online internal procurement approvals, virtual site meetings using skype and sharing site videos. Online proposal evaluations, vendor interviews, consensus meetings, execution of contracts using e-signature, online vendor performance evaluation and debrief sessions have effectively transformed the procurement function into an efficient 'new' normal.

This 'new' normal has minimized the need for paper-based records, reducing paper and copying costs. In total, Procurement Services has successfully awarded 76 contracts worth $38.3 million in Q2-2020 to ensure delivery of council priority projects and fulfilling urgent operational requirements, including increased demand for PPEs without any business interruption as a result of the COVID-19 pandemic. The Q2-2020 Procurement activity represents 21 additional contract awards with an additional award value of $15.5 million when compared to the same quarter last year.

Future Action Plans:

- Although, Procurement Services was already on the path to transforming its procurement function, the COVID-19 pandemic has accelerated the need to leverage technology to help the City meet its Term of Council Service Excellence Strategic Plan.
- On-line delivery of procurement services is now more effective and efficient with added transparency and value-add for the City and its residents. For example, the introduction of e-signatures benefits the vendor community by minimizing the inconvenience of traveling to the City offices and offers a safer work environment to staff by reducing public interaction.

Financial Planning and Development Finance

Financial Planning and Development Finance (FPDF) continues to work with each City department to estimate the financial impact due to COVID-19, ensuring cash-flow and liquidity projections remain sound. External market impacts (e.g. interest rate reductions) are being closely monitored to assess the impact on City's investment portfolio, executing near-and-mid-term adjustments as required. Staff also continue to

work with City departments on cost savings/deferral measures and spending restrictions to help mitigate known and anticipated revenue shortfalls.

FPDF staff have supported the City's efforts to lobby senior levels of government for financial support, which resulted in $6.15 million of phase 1 funding under the Federal Government's Safe Restart Agreement.

FPDP staff are working with all departments to assess delivery and cash flow timing of all existing capital projects and proposed new projects. There will be continued focus on managing timing of non-essential capital project spend through the balance of 2020 and into 2021.

The 2021 Budget cycle is well under-way, with Council approval targeted by Festive closure. The 2021 budget is being approached with a mindset geared towards conservatism, flexibility and sustainability. All initiatives are being prioritized prudently with focus on legislated deliverables, business continuity and service-level stabilization.

Financial Services

In an effort to offer financial support, Financial Services extended the deadline to apply for the Elderly Home-Owners Tax Assistance program to May 15, marking the latest in a series of measures introduced to provide relief to seniors and help ease the burden caused by the COVID-19 pandemic. As well, on May 13, a PSA was posted advising residents of the waiver extension of late penalties on interim tax bills until July 1, and the 30-day deferral of the final instalment dates.

High call volumes are being experienced by Property Tax staff regarding the tax instalment penalty waiver, with a greater percentage of tier two calls coming from Access Vaughan, as these require specific expertise/action by tax staff.

Staff also addressed actions on canceling the W/WW rate increase and a 60 day stormwater deferral, which were brought forward to a special Council meeting for consideration. Further to this, staff have worked with Alectra regarding late payment charge waivers on utility accounts. As the billing system is tied in with water/wastewater, the City of Vaughan, as their partners agreed to waive the late payment charges for water and wastewater.

Municipal Accommodation Tax (MAT) data collection forms, in cooperation with Economic Development and OCIO have been developed and posted on-line for Hotels to provide essential data for the Tourism Vaughan Corporation (TVC). This data will be used by TVC to assist in shaping the City's tourism recovery plan and monitor the continuing impact COVID-19 is having on the tourism industry. The City has extended the suspension of the Municipal Accommodation Tax until September 1, 2020.

Additional volumes were experienced regarding the account set up and payment of Recreation Services (RS) refunds for program cancellations.

Financial Services and Procurement Services initiated a process to track all purchases and expenditures associated with the City's response efforts.

To accommodate alternative work arrangements, as staff practice social-distancing in response to the COVID-19 virus, Accounts Payable temporarily revised procedures to allow the City to continue to process payments. Where signatures were normally required for A/P processing and creating and updating vendors, approvals through email routing were allowed.

At the same time Financial Services has successfully implemented a number of finance modernization automation initiatives, including:

- completing the primary phase of the Payroll Transition project and are mobilizing work on future near-term enhancements to payroll administration
- successfully automating the Records of Employment (ROE) process enabling 1,318 ROE's to be successfully submitted to Service Canada, ensuring that employees can apply for EI without any delay.
- streamlining the expense reimbursement process for staff. Instead of receiving a separate cheque for their reimbursement, staff will now receive their payment together with their bi-weekly pay. This new process will reduce processing time as well as cheque printing costs.

Lending support to various departments, Financial Services has also assisted in operationalizing the online Amanda portal, Curbside Marriage initiative as well as completing a cash receipts review at the Joint Operations Centre.

Financial Services has been working on cash flow and 2020 property tax payment schedules. York Region will waive interest until January 1, 2021 on any portion of 2020 property tax instalments not remitted to the region as a direct result of a local municipality's COVID-19 response.

Future Action Plans in Finance:

- Preparation of the 2019 Financial Information Return and financial statements;
- Completion of the independent Audit of the City's financial position for the year ended December 31, 2019;
- Completion of the 2019 Tangible Capital Assets;
- Completion of 2019 Year-End and 2020 Half-Year Fiscal Health Reports to Council;
- Development of the 2021 Operating and Capital Budgets, including guiding principles, strategies and instructions and guidelines;
- In conjunction with Human Resources, a review of the new work arrangements in Finance will be conducted to determine the impacts to the delivery of services and

stakeholders (Council, clients / departments, external parties and Senior Leadership).
- Opportunities for future efficiencies, productivity improvements and savings will also be identified by reviewing the costs and benefits of any service changes, potential modifications required and long-term sustainability under “the new normal.”
- Any financial implications of decisions taken from these reviews will be incorporated into future budgets of the associated Finance departments for Council consideration.

INFRASTRUCTURE DEVELOPMENT

The Infrastructure Development portfolio has undertaken numerous actions, measures, tactics and initiatives to effectively manage the COVID-19 crisis as it related to advancing infrastructure and construction projects, sustaining and enhancing municipal buildings, sites and operations, and more importantly, looking after the City of Vaughan’s most important assets, our people.

Various actions were taken to clean and disinfect at increased frequencies; reinforce health and safety protocols; complete preventative maintenance; replacement/upgrade of filters for HVAC; deep specialized disinfecting of VFRS fleet; increased building humidity levels, and fresh air circulation.

Taking full advantage of imposed facility closures, the team managed numerous renovation projects at various City buildings – from arena refrigeration upgrades and facility renewals, to life safety sprinkler replacements and roof repairs, all to sustain and enhance sites for full operation when they re-open.

The portfolio remained steadfast in its commitment to growth and recovery by advancing a variety of key projects and construction activity that will:
- support the City as a fully connected and integrated community by enhancing the road network, transit and mobility infrastructure;
- drive developments and promote good urban design resulting in public spaces and facilities that foster community well-being and quality of life;
- encompass principles of environmental protection and sustainability as well as inclusivity; and,
- ignite economic activity and prosperity.

Critical projects such as North Maple Regional Park, Carville Community Centre, Library & District Park, Clark Avenue Bike Paths, Vaughan Transportation Plan, Land Acquisition Strategy, LED Streetlight Retrofit Program and Integrated Urban Water Master Plan, were all advanced accordingly.

Through a sub-committee of the City's COVID-19 Emergency Task Force, the Office of the Chief Human Resources Officer and Facility Management have led the development of a Business Reintegration Plan (BRP) to help support and shape the transition to the new "normal" workplace for City staff. To inform a comprehensive reintegration plan, the sub-committee completed the necessary background work and has developed an extensive plan. The BRP plan will help guide the Corporation to best prepare for the return of employees, while ensuring the transition is both safe and efficient.

Future Action Plans:

- Facilities are re-opening with gradual service implementation by Client Department requests and we are extremely vigilant on monitoring the situation on a daily basis.
- We are ready to implement contingency plans quickly to modify or fully close facilities immediately.
- Working with Stakeholders, Public Health, Provincial Agencies and the Industry as a whole to develop a plan for work environments to accommodate the "new normal".
- Taking a fiscally responsible view, we have temporarily put any workspace renewal projects on pause until there is clarity in how the "new normal" will be realized.

PLANNING AND GROWTH MANAGEMENT

Planning and Growth Management (PGM) continues to move ahead with innovative and digital solutions to deliver its services and develop service specific plans. These creative solutions have changed processes and have provided an opportunity to review new ways of doing business, altering service delivery and to implement innovative and digital solutions that will forever change how we do business.

The PGM Management Team has continued to assess the impacts of the COVID-19 pandemic on the business units and service level delivery, with a focus on protecting staff and providing them with the training and tools they need to be successful.

As the face of city building for the City, the PGM team is committed to facilitating the development of complete communities for existing and future citizens. Staff have been working collaboratively with industry partners to ensure planning processes and approvals continue seamlessly through the pandemic to enable "shovel ready" projects.

In total, 142 applications (including VMC) representing more than $3.78M in development fees were received from January 1 to August 31, including 59 PACs and 83 development applications. There is a 43% increase in development fees collected than the $2.64M from the same period last year.

In addition, 47 applications for 24 properties, went to Public Hearing from January 1 to August 31, 2020, and 31 additional applications for 16 properties are proceeding in September and October.

To date, the Committee of the Whole approved 3,762 residential units, including 67 singles, 401 Townhouses, and 3,294 Apartments, excluding the VMC. A total of 601 residential units are proceeding for approval in September 2020 and 1,070 residential units in October 2020.

In the VMC, 2,137 new residential units are now completed and occupied representing a population of 4,231. There are 392,929 ft^2 office area and 114,529 ft^2 retail space completed and occupied. While considering all VMC applications, there are currently 31,977 residential units, representing a population of 63,314 residents at various stages of approval or construction. This achieves 267% of the 2031 Secondary Plan Targets. Of these applications, 13,593 units are in the pre-application consultation phase and 5,132 units are formally submitted applications in progress to be approved by Council.

New development applications are being received electronically and Pre-Application Consultation (PAC), Heritage Vaughan Committee and Design Review Panel meetings are being held with electronic participation.

In total, 1,835 permits valued at over $591 million were issued from January 1 to August 31, 2020. In addition, more than 33,470 inspections have also taken place over the past eight months, which well exceeds the number of inspections for 2019, 2018 and 2017 during that same period. For Building Standards, inspections have not been interrupted by COVID-19. Since the state of emergency was declared, the team has performed 22,177 inspections and issued 1,234 permits. Pool permit intake has more than doubled since 2019.

There are several projects underway that will guide development for intensification areas, including the Vaughan Mills Centre and the Yonge Steeles Corridor, with a focus on safety, active transportation and sustainability. Land use studies to guide the development of transit supportive communities continue to engage stakeholders and the community as we work towards emerging land use plans.

The development of places for citizens to relax and explore their local and broader community has been realized with the planning and design of approximately 10KM of new trails, adding to the Vaughan Super Trail 100Km concept within our existing and new communities. In additional, 11 developer build projects that represent approximately 10Ha of active parkland has been secured through the planning and development approval process.

The core services of PGM are driven through the processes of public and stakeholder consultation and engagement. The use of online platforms for the facilitation of fulsome public engagement and consultation remain an important part of our city-building efforts during the global pandemic. The City of Vaughan has responded with innovations and process improvements to allow programs and services to be delivered virtually. New online engagement tools are also being utilized to carryout consultation activities related to the new and ongoing projects across the Portfolio.

A number of online consultations have and continue to take place with respect to the Vaughan Mills Centre Public Realm Streetscape Plan, the Parkland Dedication Guidelines, Local Off-Leash Dog Area Strategy, and the Thornhill Sustainable Neighbourhood Action Program (SNAP) Project.

A new digital permitting portal was launched in April 2020, enabling citizens and building industry professionals to apply, track and pay for permits online. Enhancements were made to the portal in June 2020, providing a “one stop shop” opportunity for citizens and building industry professionals to apply for engineering grading permits online. The permitting portal is just one example of the digital strategies that enhance the customer experience and encourage city-building opportunities.

The PGM team strives to offer diverse and accessible ways for all citizens to access pertinent information and take part in the city building process. Staff are also working to advance a number of important policy and planning studies including, the Block 18 District Park Master Plan, the Greenspace Strategy, the Official Plan Review, and the Comprehensive Zoning By-Law.

Staff have also advanced several projects identified in the City’s Climate Emergency Declaration, including completing the review of the Sustainability Performance Metrics as a multi-municipal collaboration, starting the Climate Adaptation and Resiliency Framework, and obtaining Council endorsement of the operational study looking at the use of the Local Improvement Charges financing tool to enable home energy retrofits as an important greenhouse gas (GHG) reduction effort.

Future Action Plans:

- The shift to a virtual environment has enabled the development of leaner business processes and to offer more services digitally. There are a number of other digital modernization projects underway that will result in future electronic service delivery and efficiencies including: the implementation of an Electronic Application Submission Portal, new cost model and fee structure and electronic circulations of new development applications to third parties.
- Also reviewing electronic public engagement strategies and exploring online platforms to ensure meaningful and inclusive community engagement.

- Maintaining Alternative Work Arrangements for staff and continuing virtual meetings, will need to form the basis of standard business practices when the pandemic subsides, resulting in cost and energy savings related to commuting and will reduce pollution and Greenhouse Gas emissions.

PUBLIC WORKS

The Public Works team has worked diligently to maintain a clean and beautiful City. This includes street sweeping, litter pickup, boulevard maintenance, grass cutting, tree inspections and pruning, pavement marking and water and wastewater services. Adjustments have been made to some regularly scheduled summer public works operations. Services that are delayed or reduced include tree planting and maintenance, weeding and mulching, road and sidewalk repair, replacement or addition of streetlight and traffic signals, implementation of new traffic operations and road safety measures, and water trailer event bookings.

Environmental Services

In the early days of the pandemic response, waste collection services were expanded to assist residents who were generating more garbage as a result of spending more time at home. To further assist, a temporary bin exchange program to replace broken City blue boxes and green bins through home delivery. To date more than 2,900 home deliveries have taken place, including 1,716 blue bins, 1,159 green bins, and 44 kitchen bins. To manage resources for other critical streams (garbage, recycling and organics collection) the weekly yard waste collection in the Spring was moved to bi-weekly, minimizing potential impact to service levels.

Environmental Services staff also took the opportunity to put out multi-year contracts in; catch basin cleaning, pond litter/debris removal and vegetation cutting, CCTV, sanitary sewer flushing and cleaning, the move to longer term contracts for these services will result in significant savings. For example, the development of a longer term contract for catch basin cleaning, allowed the lowest bidder to implement an innovative operational strategy, which required an investment in additional investment, which could be capitalized over the duration of the contract, leading to a much lower bid price than the next lowest bidder.

Future Action Plans:

- Although thought to be a temporary solution during COVID-19, the uptake from the public along with generating operational efficiencies, Environmental Services is likely to implement the bin exchange program permanently.
- Physically distancing and splitting of shifts for critical water and wastewater operators to ensure they were kept safe, provided an added benefit of reducing

overtime costs, while improving on-call operators work-life-balance. Water and Wastewater operations are exploring alternative work arrangements and other shift arrangements to further improve responsiveness.

Transportation and Fleet Management Services

The Transportation and Fleet Management Services team were able to re-purpose existing vacancies to create four (4) positions to focus on small capital and contract delivery. This will enable front line staff to be reassigned to support non-contracted roads work; supervisors to focus on field work and service delivery; and, focused contract management that is expected to result in higher quality vendor services and performance.

To ensure our people are safe, plexiglass partitions were installed at the Fleet Management Services counter, and protocols to limit personnel in the both the office and shop areas was implemented. With the reduction in foot traffic through the area, and more precise vehicle service planning by user departments, section staff are redirected less often to resolve walk ups, and they can focus more of their time on planned shop service and repairs.

Three City-wide street sweeping rotations – more than one additional rotation than has been delivered in the past two years – have resulted in an indirect savings for our Environmental Services team's catch basin maintenance program. In total, more than 10,520 tons of dust, dirt and debris was removed from City roadways, and prevented from entering our storm water system.

Parks, Forestry and Horticulture Operations

Park amenities including basketball courts; benches; bocce courts; off-leash dog park; outdoor exercise equipment; parking lots; picnic tables and gazebos; playgrounds; premium/artificial fields and diamonds (by permit); skateboard parks; splashpads; sports fields and baseball diamonds; tennis courts; trails; and washrooms have reopened.

The decision to reopen facilities and park amenities is informed by a risk model developed by the City to help determine what amenities should remain closed and when they should reopen - with public safety always being the priority. The risk model uses Vaughan-specific data and reflects guidance issued by York Region Public Health and the provincial government, such as the ongoing extension of province-wide emergency orders and the announcement enabling York Region to enter Stage 2 of the reopening framework effective June 19 and Stage 3 effective July 24, 2020.

Various innovations and improvement initiatives have been undertaken:

- Realized a 1.3-year return on investment (ROI) on the purchase of 520 reservoir planters which has shown a 50% reduction in our watering program, enabling us to focus our efforts on essential services such as litter picking.

- Staff initiated a compost pile, with an anticipated cost avoidance of $10,000 annually, in tipping / dumping fees and the need to purchase soil amendments. We also put forward a capital request for Water Trailers, which investments will see a cost avoidance of $35,500+ and 693 hours of labour to be re-directed within the operation.

- Park Operations found efficiencies, cost savings and productivity improvements through the adoption of grow zones, and beyond the $50,000 in cost avoidance, this initiative also promotes pollination, reduce greenhouse gas emissions, and helps manage stormwater.

- Through a deferral of start of season grass trimming by 2 weeks, Parks also realized a cost savings of over $50,000 that can be carried forward as part of regular start of season operations.

- The team also moved small fence and irrigation repairs internally which allow for a more cost-effective and responsive service.

- Parks staff were able to increase garbage service collection at high use areas to ensure we keep City parks safe, clean and beautiful for our citizens, and are also developing a pilot of QR Code on our park garbage cans to increase responsiveness to litter/dumping concerns.

- COVID-19 safety restrictions inspired Forestry to implement a paperless work order system, that has also significantly improved the efficiency and effectiveness of the inspection program, resulting in enhanced service delivery to our citizens. The whole process can be done remotely, which limits paper transfer, improves real-time communication and tracking, while maintaining a safe, physically distant environment. The new process introduces standardization in templates which promotes consistency, will eliminate printing over 6,000 pieces of paper annually, and the use of spreadsheets for an enhanced ability to sort, track, search, and edit, which results in reduced errors.

Future Action Plans:

- Through an increase focused on perennial plantings which reduce reliance on annuals and lessen the dependence on contractors/greenhouse growers,

Horticulture Operations is developing a more resilient long-term planting strategy.

- Collaborated with internal partners to kick off a horticulture sponsorship program "Grow With Vaughan" to provide support to local businesses with an highly visible and cost-effective partnership opportunity that will also provide a revenue source to reduce the burden on tax.
- In order to maintain a safe working environment Horticulture maintained physical distancing by dispersing staff to satellite locations, the unanticipated benefit was a 7% increase in productivity, as staff were closer to their geographical maintenance zones; this will continue.
- With the field permits delayed, the parks team is exploring the reduction of field lining and grooming for future year savings.

VAUGHAN PUBLIC LIBRARIES

To guide Vaughan Public Libraries through the next phase of our pandemic response, a comprehensive 75-page VPL Recovery Strategy has been produced, covering service planning and integration, safety protocols, operational procedures, Frequently Asked Questions and an extensive public occupancy plan. The Recovery strategy has been shared with the entire staff complement of VPL to ensure all are fully informed.

Curbside Pickup continues to be popular and as of September 8, 66,485 items were borrowed by enthusiastic customers. The curbside model has been adapted to allow customers to access existing holds or place new ones that can now be collected appointment-free. This represents a significant shift from the initial model, where staff received requests and curated a package of items for customers, who then had to pick them up at a set time.

Prior to reopening VPL Resource Libraries, an average week 4,738 physical items are borrowed by customers while a further 7,793 digital eBook, eAudio and eVideo items are circulated. These digital circulation numbers have remained relatively steady throughout the pandemic, indicating that the public continues to embrace a mixed delivery model that allows them to borrow items in the format they choose and where they choose. Use of digital databases continues at a much higher rate than pre-pandemic with the most popular databases being TumbleBooks children's picture books tripling in use and Lynda.com with thousands of online tutorials and Press Display including 4,000 newspapers in 60 languages almost doubling in use.

On Tuesday September 8, Vaughan Public Libraries reopened its three largest branches to the public. Bathurst Clark Resource Library, Civic Centre Resource Library and Pierre Berton Resource Library resumed regular hours of operation, but with significant safety measures and modifications in place. Safety measures implemented include an occupancy limit of 50 customers, one-hour visit limits, compulsory mask wearing and hand sanitization on entry, the installation of plexiglass shields, distancing signage and a one-way system, restricted seating and enhanced cleaning protocols. On the first day of reopening, the three resource libraries

circulated 5,484 items to 1,754 customers! As a safety precaution, physical items are isolated for 72 hours once returned to VPL.

To reduce barriers to access, VPL has adopted the socially responsible decision to eliminate late fees and excused all existing fines on customer accounts but will continue to encourage customers to return items through telephone, email and text notifications.

While all in-person programming remains cancelled for the foreseeable future, VPL continues to offer a wide range of virtual options for all ages as staff continue to demonstrate their amazing creativity and adaptability. In addition to ongoing programs such as virtual storytimes and a speaker series, VPL also offered four major summer initiatives: a songwriting contest, virtual Science Fair, Summer Reading Club, and Teen Challenge which were all very well received by Vaughan citizens.

As VPL extended the scope of its services throughout the Summer, a number of staff have been recalled from layoff. As of the reopening of resource libraries on September 8, 74 staff had returned to their duties within branches. The value of frequent open communication is supported by the coordination of bi-weekly virtual Staff Town Halls augmented by weekly email updates from the CEO – 28 of which have been distributed to date. Communication with staff on layoff has also been frequent as VPL recognizes that corporate success is contingent upon an engaged respected staff team.

As highlighted in the previous RRR Report, the closure of locations and staffing reductions resulted in significant savings in salary and benefit costs $1.5M to date and anticipated total of $2.45M by year end. VPL also qualified for Canadian Emergency Wage Subsidy (CEWS) funding offered by the federal government, leading to a total of $1.5M received to date with an additional $1.9M anticipated to be received by year end totaling $3.4M federal funding subsidy.

Future Action Plans:

- VPL will continue innovate in order to create an even more robust library system. At the same time, the digital shift and automation required by our COVID-19 response has identified areas where long-lasting improvements can be made.
- The response to digital programming has shown us that we need to continue supplementing in-branch programming with an online component.
- The necessity of having staff work from home has prompted our move from desktops to laptops and will provide greater flexibility in the future. The increased use of VPL's digital products has prompted a reallocation of a portion of collection funding from physical to digital.
- The pandemic safety concerns surrounding cash transactions has led us to go cash-free, while still providing customers with the options of debit, credit or using autoloaders to complete cash transactions by themselves.
- Our pandemic response has also accelerated the transition to digitizing processes, including records management and document approvals.
- Digital staff meetings have proven to be very popular and will remain in place for the foreseeable future.

OUR FINANCES: IMPACT ON FISCAL/BUDGET

COVID-19 has resulted in significant change in the City's service delivery approaches and although essential services remain intact, various services have been impacted. As a result, the City of Vaughan has also responded with measures to support our residents including (but not limited to):

- Closure of all City facilities and park amenities including refunds issued without penalty for all cancelled camps, programs and permits;
- Additional safety measures and protocols in all aspects of the City's operations and service delivery;
- Financial assistance with respect to deferral of property taxes (waived late payment penalty on the Interim billing until July 1st);
- Deferred renewals of Business Licenses for existing businesses by up to 90 days;
- Deferred monthly rent payments for not-for-profit Tenants within City-owned facilities for 3 months (Apr-Jun);
- Suspension of collection of Municipal Accommodation Tax until September 1st;
- Deferral of the annual Stormwater Charge for 60 days;
- Cancellation of the 2020 Water and Wastewater rate increases planned for April 1st;
- Implemented workforce re-balancing measures, including temporary layoffs for nonessential staff who are unable to work from home, re-deployments, deferral of start dates for most of Vaughan's part time, seasonal and student workforce, as well as volunteers, and organizational re-alignments.

As uncertainty remains with respect to the time horizon and degree to which COVID-19 will continue to impact operations, two financial scenarios are being assessed, including one with 6 months of closures followed by a 3-month recovery period and the other with 9 months of closures followed by a 12-month recovery period. The financial impacts of these scenarios which were presented to the Ready, Resilient, Resourceful Committee of Council at the June 23, 2020 meeting are summarized in the table below:

Scenario		2020 ($M)					2021 ($M)			
		Forgone Revenue	Additional Costs	Avoided Costs	Rate Impact	Total Impact	Forgone Revenue	Additional Costs	Avoided Costs	Total Impact
1.	COVID-19 Conditions Persist until September 30, Recovery by March 31, 2021	(24.3)	(1.9)	8.4	(1.5)	(19.4)	(8.9)	(0.2)	4.2	(4.9)
2.	COVID-19 Conditions Persist until December 31, Recovery by December 31, 2021	(27.7)	(2.1)	10.2	(1.5)	(21.1)	(25.0)	(1.4)	7.7	(18.6)

Update to the Financial Impact of the Two Scenarios

Since the report was tabled at the RRR Committee on June 23rd, a number of events and announcements have impacted the City's financial projections for 2020 and 2021.

1) As mentioned earlier in the report, the City reopened additional park facilities, including picnic tables, benches, soccer fields and some ball diamonds, basketball and bocce courts, splashpads and public washrooms in June.

2) As of July 24, York Region entered into Stage 3 of re-opening allowing for:
   - Increased gathering limits - indoors (maximum of 50 people) and outdoors (maximum 100 people).
   - Use of personal care services that tend to a customer's face.
   - Enjoyment of outdoor playgrounds and play structures (playgrounds in Vaughan re-opened in July).
   - Participation in recreational courses and instruction such as music and language lessons and tutoring.
   - Resuming indoor recreational activities such as bowling alleys and escape rooms.
   - Enjoyment of indoor dining-in at restaurants and bars.

3) On July 27, 2020, the Federal Government and Province announced $4 billion in financial support as part of the **Safe Restart Agreement (SRA)** for Ontario's municipalities:
   - Up to $2 billion will be allocated to public transit, shared equally between the province and federal government (not applicable to Vaughan).
   - Up to $2 billion ($777 million from the federal government and $1.22 billion from the province) in support for municipalities to address budget shortfalls related to COVID-19.
   - On August 12, 2020, the City received confirmation of funding from the Minister of Municipal Affairs and Housing, to be allocated in two phases: 50% allocated in Phase 1 for all municipalities, and 50% allocated in Phase 2 for municipalities that require additional funding.
   - In September, Vaughan is to receive **$6.15 million** in Phase 1 to support COVID-19 operating costs and pressures in 2020 – any unused amounts can be deposited to a reserve to offset pressures in 2021.
   - In order to access Phase 2 funding, municipalities must apply for the funding by October 30, 2020.
   - The application must demonstrate there is a need for the additional support, provide details of measures the municipality has undertaken to reduce financial pressures and other reporting requirements such as full year forecast and how Phase 1 funding was spent.

4) In August, the City announced the continued closure of facilities to the public - including Vaughan City Hall and the Joint Operations Centre - until at least January 4, 2021. Fitness centres and City squash courts reopened on a limited basis.

Based on these events, staff are still considering the 2 potential scenarios, and have updated the projections for both scenarios, which are presented in the table below.

$ Millions	Scenario 1 - COVID-19 Conditions Persist Until Sep 30, 2020, Recovery by Mar 31, 2021		Scenario 2 - COVID-19 Conditions Persist Until Dec 31, 2020, Recovery by Dec 31, 2021	
	2020 Impact	2021 Impact	2020 Impact	2021 Impact
TAX SUPPORTED:				
FORGONE REVENUES				
Recreation programs & rentals (cancelled)	(13.7)	(7.3)	(14.7)	(11.2)
Development application fees (market slow-down)	(3.9)	(1.8)	(4.5)	(3.9)
Permit fees (market slow-down)				(3.1)
Municipal Acommodation Tax (market slow-down + suspension)	(3.0)	(0.5)	(3.0)	(1.8)
Investment income (interest rate reductions)	(0.9)	(1.5)	(0.9)	(2.0)
Property Tax - foregone interest & penalties (Mar/Apr/May)	(0.7)	0.0	(0.7)	0.0
Parking, permits, licensing fees (reduced/deferred collections)	(1.7)	0.3	(3.3)	(2.2)
Various other impacts	(1.3)	0.0	(2.0)	(1.3)
TOTAL FORGONE REVENUES	**(25.2)**	**(10.7)**	**(29.1)**	**(25.4)**
ADDITIONAL COSTS				
Incremental COVID-19 related spend (PPE, cleaning, signage, tech)	(1.0)	(0.1)	(1.0)	(0.9)
TOTAL ADDITIONAL COSTS	**(1.0)**	**(0.1)**	**(1.0)**	**(0.9)**
AVOIDED COSTS				
Workforce re-balancing	7.6	3.1	8.8	5.8
Reduced facility operating costs (Maintenance, VPL)	0.1	0.0	0.1	0.0
Deferred/cancelled discretionary spend (education, conferences)	0.8	0.1	1.0	0.7
Various other impacts	0.2	(0.1)	0.2	0.1
TOTAL AVOIDED COSTS	**8.8**	**3.1**	**10.1**	**6.5**
TOTAL EXPENDITURE IMPACT	**7.7**	**3.0**	**9.1**	**5.6**
NET OPERATING IMPACT - TAX SUPPORTED	**(17.5)**	**(7.8)**	**(20.0)**	**(19.7)**
RATE SUPPORTED:				
Cancellation of the planned 2020 rate increase for Water / Wastewater	(1.5)		(1.5)	
TOTAL NET OPERATING IMPACT - TAX & RATE SUPPORTED	**(19.0)**	**(7.8)**	**(21.5)**	**(19.7)**
Safe Re-start Funding - Phase 1	6.2		6.2	
NET OPERATING IMPACT (after Federal /Provincial Relief)	**(12.8)**	**(7.8)**	**(15.3)**	**(19.7)**

The financial impacts of the COVID-19 Pandemic to the City's Tax and Rate Supported Operating Budgets include foregone revenues, incremental costs and avoided expenses from closures and workforce re-balancing.

Tax Supported

Foregone Revenue:
The current forecast estimates a loss of revenue ranging from $25.2 million to $29.1 million in 2020, and $10.7 million to $25.4 million in 2021. The majority of forecasted foregone revenues are from Recreation, Development Application, Parking, Permits and Licensing Fees (reduced/deferred collections).

Recreation
Lower recreation user fee revenues of $13.7 million to $14.7 million in 2020, and $7.3 million to $11.2 million in 2021 are due to closure of recreation facilities resulting in the cancellation of programs. These include, but are not limited to, lost revenues from the closure of pools, arenas, fitness centres, camps, general programming and indoor and outdoor rentals.

The City uses a partial cost recovery model for recreation as user fees reduce the burden on the tax base, but user fees do not fund all the fixed and variable costs of delivering the programming.

Development Application Fees (DAF)
As a result of a market slowdown caused by COVID-19, Development Application Fees are expected to decrease by between $3.9 million and $4.5 million in 2020, and between $0.5 million and $3.9 million in 2021.

Permit Fees
Also, as a result of a market slowdown caused by COVID-19, Building Permit Fees are expected to decrease by $3.1 million in 2021 under Scenario 2.

Parking & Licensing Fees
Lower parking fee revenues as a result of less vehicles using paid parking spaces and deferred / reduced collections of Licensing Fees totaling $3.0 million are anticipated for 2020, and up to $2.2 million for 2021.

Municipal Accommodation Tax (MAT)
As a result of the suspension of Municipal Accommodation Tax, and market slowdown of the hotel and accommodation industry, MAT revenues are forecast to decrease by $3.0 million in 2020 and between $0.5 million and $1.8 million in 2021.

Investment Income
Investment income is expected to decrease by $0.09 million in 2020 and between $1.5 million and $2.0 million in 2021 due to the Bank of Canada lowering interest rates by 75 basis points.

Other
Other foregone and deferred revenues include tax penalties that were waived to assist taxpayers, estimated at $0.7 million in 2020, and various other user fees and licenses of $1.3 million to $2.0 million in 2020 and up to $1.3 million in 2021.

Additional Costs:
Additional costs in 2020 are anticipated to be $1.0 million, and between $0.1 million and $0.9 million in 2021 as the City is experiencing significant increases in response to the COVID-19 pandemic related to personal protective equipment (PPE), and cleaning and disinfecting. Technology costs have also increased to accommodate remote work arrangements.

Avoided Costs:
Avoided costs, currently estimated at between $8.8 million and $10.1 million for 2020 and between $3.1 million and $6.5 million for 2021 are comprised of workforce re-balancing which includes temporary layoffs of approximately 1,100 employees in April 2020 and current staff vacancies, reduced operating costs due to facility closures (e.g. materials, supplies, utilities) and cancelled/deferred discretionary spending such as conferences, training and education and professional fees.

Since the temporary layoffs in April, a significant number of employees have been recalled including:
- 385 employees in Recreation Services (Camps, Fitness, City Playhouse and Aquatics);
- 107 School Crossing Guards have been (re)hired for the 2020-21 school term; and
- 74 staff in Vaughan Public Libraries.

Rate Supported

Water / Wastewater Rate Income:
Forgone revenues of $1.5 million are expected due to the cancellation of the planned rate increase for Water and Wastewater in 2020. This will result in lower contributions to the water and wastewater reserves.

Collection of Property Taxes and Utilities (Rate):

The waiver of penalty on the Interim Property Tax billing instalments until July 1st temporarily impacted cash flow. Property tax collections to date have been stable and ongoing. Levy payments to the Region and Education payments to the Province have been granted deferrals of up to 90 days which is alleviating some cash flow pressure.

Changes from June 23, 2020 Projections

The following table provides a summary of the changes to the projections for 2020 and 2021 in both scenarios from the June 23rd report, excluding SRA funding:

	Scenario	2020 ($M)				2021 ($M)			
		Forgone Revenue	Additional Costs	Avoided Costs	Total Impact	Forgone Revenue	Additional Costs	Avoided Costs	Total Impact
1.	COVID-19 Conditions Persist until September 30, Recovery by March 31, 2021	(0.9)	0.9	0.4	0.4	(1.8)	0.1	(1.1)	(2.8)
2.	COVID-19 Conditions Persist until December 31, Recovery by December 31, 2021	(1.4)	1.0	(0.1)	(0.5)	(0.4)	0.5	(1.1)	(1.1)

Forgone Revenues:
Under Scenario 1, projections have been revised to reflect lower DAF ($0.7 million), Parking and Licensing fees ($0.2 million) for 2020 and lower DAF ($1.2 million) and Investment Income ($1.1 million) for 2021.

Under Scenario 2, projections have been revised to reflect lower DAF ($0.7 million), Parking, Permits and Licensing fees ($0.4 million) for 2020 and lower Parking and Licensing fees ($0.4 million) for 2021

Additional Costs:
Reductions have been identified to the following additional costs:

- Labour - between $0.6 million and $0.7 million for 2020 and between $0.1 million to $0.5 million for 2021.
- Non-labour (PPE, cleaning, signage, technology) - $0.3 million in 2020 under both scenarios.

Avoided Costs:
Changes have been identified to the following avoided costs:

- Workforce re-balancing – lower costs of between $0.7 million to $1.0 million for 2020, however, these costs are projected to increase in 2021 by $0.6 million to $1.0 million as facilities have re-opened and the ramp up to recovery will begin sooner.

- Facility Operating (maintenance) – higher costs of between $1.0 million and $1.2 million for 2020 and between $0.1 million and $0.9 million for 2021.
- Deferred / Cancelled Discretionary Spending – lower costs of between $0.3 million and $0.4 million in 2020 and between $0.1 million and $0.2 million in 2021.

Cash Flow Implications and Liquidity

Staff have been carefully monitoring cash flow during this crisis and will continue to analyze the City's position to ensure sufficient liquidity for ongoing operations.

The approved property tax assistance measures were designed to provide temporary relief to taxpayers during the COVID-19 pandemic. As mentioned above, the City's decision to waive the penalty on the Interim billing instalments until July 1 will result in lost revenues of approximately $0.7 million in 2020, as well as place potential pressure on the City's cash flows and liquidity.

The City has sufficient cash flow to provide for this period; however, if other due dates are extended, additional measures may have to be taken. The City's cash position is healthy due to:

- unrestricted operating cash balance as of July 31, 2020 of $175 million; and
- low outstanding debt and low debt service ratio as a percentage of own sourced revenues ($23 million and 2.3% respectively, as of December 31, 2019).
- Uncommitted reserves at June 30, 2020 total $537 million, including discretionary reserves of $221 million ($16.9 million in the Working Capital Reserve and $3.2 million in the Tax Stabilization Reserve); and
- Temporary borrowing of up to $80 million to manage short term cash flow needs (the City has never used this in the past).

Options to Mitigate the Financial Pressures in 2020

Potential measures to further offset the forecasted COVID-19 pandemic operating budget deficits in 2020 and 2021 could include:

- Additional workforce re-balancing - temporary layoffs, re-deployments, organization re-alignments;
- Continued spending restrictions – hiring, discretionary spend, non-essential expenditures;
- Manage timing of non-essential capital project delivery;
- Consider operating budget contingencies;
- Maintain strong operating cash balance;
- Review discretionary reserve balances;
- Consider temporary borrowing; and
- Additional funding support from senior levels of government (Phase 2 of SRA).

These options conform to the city's policy of keeping reserve balances at 50% of own-sourced revenues maintained.



OUR ECONOMY: IMPACT ON CITY BUSINESSES

The City of Vaughan remains committed to working with all levels of government to support entrepreneurs and small-business owners, and to maintain the competitiveness of the local economy during the ongoing COVID-19 global pandemic. Small business remains the backbone of Vaughan's economy. While the global COVID-19 pandemic persists, the City of Vaughan continues to take action to help local businesses recover from the unintended consequences of the virus. A variety of resources and relief programs continue to be successfully utilized by businesses throughout the community - including frontline services via telephone, teleconference or online.

To help our economy during the pandemic, Economic and Cultural Development (ECD), inclusive of the Tourism Vaughan Corporation (TVC), has been proactive in assisting Vaughan's business community, reaching thousands of businesses with programs, marketing, and advisory support.

In response to the COVID-19 crisis, ECD has three objectives and to achieve these objectives, has undertaken a series of actions with significant operational results:

Objective 1: To provide our business community with the most up-to-date, relevant, and reliable information possible concerning the pandemic and the economy	
Action	**Action**
Pivot department website landing page to a one-stop information center for all relevant business programs and announcements regarding COVID	27,252 page views on our websites from March to the end of August
Launch segment focused e-newsletters with targeted relevant information for: small businesses; arts and culture; tourism and hospitality; business development	206 newsletters delivered with a roughly thirty percent open rate
Objective 2: To help our business community navigate the various programs provided and decisions taken by other levels of government and business support agencies	
Action	**Action**
Maintain and enhance business inquiry service to provide business with quick and effective access to information	1,898 inquires handled from March 14 to August 31
Maintain and enhance business consultation service for support on strategy, relevant connections, and adjusting business models	513 consultations delivered from March 14 to August 31
Conduct corporate calling to ensure that businesses were aware of available opportunities like Ontario Together or York Region's PPE supply requests	More than 200 companies contacted from March 14 to August 31

Objective 3: To understand the impact of the crisis on the business community	
Action	**Action**
Conduct business impact survey in partnership with York Region's municipalities and Chambers of Commerce	Survey launched on May 27 and concluded in June with more than 350 responses, with Vaughan respondents representing the largest group of respondents in York Region
Conduct economic impact assessment in partnership with York Region	Conference Board of Canada delivered preliminary phase one results (discussed below) of a two-phased assessment: an economic impact projection in September 2020; and, an economic impact assessment after the World Health Organization (WHO) lifts the pandemic

The demand for these business support programs continues at an increased rate as the pandemic evolves.

- Compared to 2019, Vaughan Small Business and Entrepreneurship (SBE) saw an increase of 90% in business consultations in the month of March, and a 20% increase overall in consultations from March – May from the previous year. June and July saw a 150% increase in repeat consultations from previous months, which indicates businesses are getting good value from our services and coming back for further support and advice.
- SBE has seen an increase in new consultations with existing businesses since the pandemic began, with 163 from March – Aug 2020, compared to 35 in 2019 during that same time period. Start-ups are often frequent users of our services, but data indicates that the pandemic has introduced us to new existing businesses that have never accessed our services in the past.

ECD, inclusive of the TVC, has launched or supported a series of programs to help businesses maintain commerce to the extent possible under public health regulations, and to build resilience into our economy for the long term.

In supplementing response to COVID-19, ECD has used its business advisory and research resources to be proactive and achieve four objectives and from the declaration of the pandemic to the end of May, ECD, inclusive of the TVC, has launched or supported a series of programs to achieve these objectives:

Objective 1: To provide training and hands-on support to local businesses in pivoting operations to adapt to the new-normal	
Action	**Action**
Developed and launched Digital Boost to help main street businesses adopt digital tools	Completed the first cohort of Digital Boost and trained 213 registrants. A second cohort launched in September.

Launched the visitvaughan.ca website to help local attractions and accommodations maintain visibility	Secured support from Central Counties Tourism (CCT) and launched with all major Vaughan attractions and accommodations. More than 1,000 page views to date.
Supported the Open For Business online directory lead by Licensing and Permit Services	More than 200 businesses featured on the platform
Launched the Activate!Vaughan Health Innovation Challenge	Secured participation from ventureLAB, Mackenzie Health, Sterling Industries, and other stakeholders to support entrepreneurs who are innovating to support the healthcare system
Supported the Safe Travel program	Shared opportunity with local tourism businesses to apply for the Safe Travels Program. The World Travel Tourism Council (WTTC) in cooperation with the Government of Ontario created a self-certified Safe Travel Stamp based on worldwide tourism industry protocols. The stamp will allow travelers to recognize businesses around the world which have adopted the health and hygiene global standardized protocols – so consumers can experience 'Safe Travels'.
Objective 2: To educate businesses on the challenges and opportunities presented by COVID-19	
Action	**Action**
Partnered with local institutions like the Vaughan Public Libraries, the Vaughan Chamber of Commerce, and NiagaraU to deliver webinars and town halls	76 webinars to 3,690 viewers from March 14 to August 31
Supported the #ShopVaughanLocal Campaign lead by Corporate and Strategic Communications (CSC)	More than one thousand three hundred Instagram and twitter uses
Developed Interim Tourism Meetings and Events Strategy to secure future opportunities in consultation with industry partners	To support and collaborate with partners to recuperate, maintain and grow meetings and events when safe within the City by marketing Vaughan as a destination host city with an expected outcome of event lead generation. Over 22 individual partner consultations conducted to date.
Objective 3: To ease, wherever possible, extraordinary regulatory burdens on business	
Action	**Action**
Launched the Vaughan Business Action Plan	Eased noise restrictions bylaws to support movement of goods; supported hospitality industry by suspending the Municipal Accommodation Tax (MAT) to September 1, 2020
Supported the extension of the deadline for payment of interim and final installments of property taxes	Deadline extended twice to July 1
Supported the extension of the business license grace period by Licensing and Permit Services	Businesses granted an extra ninety days to renew expiring business licenses

Objective 4: To maintain community arts and cultural connections	
Action	**Action**
Digitized various art exhibitions to a virtual platform	Five digitized fine art galleries fostered unique online placemaking experiences during the COVID-19 pandemic through four virtual art exhibitions and the City's corporate art collection, welcoming 1,146 digital visitors and over 20,000 gallery viewer impressions to date.
Delivered the Vaughan InSpirit Festival digitally	Hosted more than 600 participants with more than 24,000 social media impressions
Developed the Vaughan Culture Days 2020 Festival and expanded programming to run from September 25 - October 25	Over 100 activations both digital and on location, where safe, lead by local cultural organizations, businesses and partners across the City will be featured. Vaughan has been chosen by the Ontario Culture Days provincial office as the featured City-Community in Ontario on closing day.

New key activities within the existing ECD Business Plan, 2020-23 make up the Vaughan Business Resilience Plan.

To serve the business community, ECD will continue to achieve our business plan's objectives, with the following additional key activities making up the Vaughan Business Resilience Plan:

New Key Activity: Secure Vaughan as the Region's largest employment center through programs that will help our business owners build resilience into their businesses and adapt to the new normal	
Action	**Action**
Review and support Vaughan's municipal policy regime to allow for businesses to succeed while protecting public safety	Worked with Bylaw and Licensing to expand patios for restaurants and other eating establishments
Deliver business development and entrepreneurship programs to help local businesses understand the opportunities available to them in Vaughan in a post-COVID context	Completed the first cohort of Digital Boost and trained 213 registrants. A second cohort launched in September. Launched the Activate!Vaughan Health Innovation Challenge. Providing a Food Business Accelerator Program with YorkU - YSpace; a five-month program helping scale high growth food and beverage ventures through customized workshops, expert mentorship and peer-to-peer circles.

Support marketing initiatives that promote local commercial activities	More than one thousand three hundred uses of #ShopVaughanLocal in social media More than 1,000 visits to visitvaughan.ca
Understand and share trends that were changing how business was conducted that have been accelerated by COVID-19 like alternative work arrangements, e-commerce, etc. through ongoing research and communications	Launched the Vaughan Rising Podcast Season 2 and blog series in early September to highlight business resilience strategies used in the Vaughan Community
New Key Activity: Build resilience into Vaughan's key strategic sectors (health, tourism, supply-chain and logistics, and manufacturing) to ensure that economic opportunities continue in Vaughan in a post-COVID world	
Action	**Action**
Understand the impact of COVID-19 on Vaughan's economy through formal stakeholder engagement via existing partnerships and boards to identify partnership opportunities in a post-COVID world to strengthen respective sectors	Launched the Economic Prosperity Task Force to identify economic opportunities in the community In partnership with York Region and Supply Chain Canada, scoped a supply-chain impact and resilience study to support local manufacturers
With government partners, assess, report on, and implement wherever possible available municipal financial tools to support business	Secured $110,000 through the York Region Recovery fund to provide additional grants through Starter Company Plus
Prepare emergency regulatory, program, and marketing packages to quickly support key industries in future crises	Catalogued bylaw work complete to date during the pandemic
Work inclusive of the TVC to engage with Vaughan's tourism sector to attract and host safe multi-day cultural festivals, sports events and meetings and conventions in a post-COVID context	Worked with colleagues across the City to explore a bid opportunity for Canada's National Youth Soccer Championships in 2022, 23, or 24
Work inclusive of the TVC to partner with regional, provincial and federal tourism marketing groups to promote Vaughan as a safe destination for domestic leisure and business travel, staycations and industry investment.	Worked with TIAO to deploy the Safe Travels Program: The World Travel Tourism Council (WTTC) in cooperation with the Government of Ontario created a self-certified Safe Travel Stamp based on worldwide tourism industry protocols
Ensure that the Vaughan Mackenzie Healthcare Precinct economic opportunity study is completed and considers the opportunities presented by the COVID pandemic in future-facing healthcare paradigms	Phase 1 of the Vaughan Healthcare Precinct Study has been delivered with Phase 2 incorporating lessons from COVID-19 in health innovation
Evaluate the next steps in the Vaughan performing arts center project to consider the potential impacts of COVID, ensuring that future work reflects how social distancing is changing how we consume the arts.	Working with Planning and Growth Management to explore next steps in this key strategic initative

New Key Activity: Share Vaughan's reimagined public spaces within social distancing measures and invite the community to experience the cultural fabric of Vaughan as the COVID-19 pandemic subsides through public art and cultural development and highlight Vaughan as a welcoming community	
Action	**Action**
Support local culture and heritage events and creative amenities through digital public engagement to maintain a sense of community and recognize Vaughan's culture during times of social distancing, and support the safe transition back to in-person engagements when permitted	2020 Culture Days - over 100 activations both digital and on location lead by local cultural organizations, businesses and partners across the city will be featured. Vaughan has been chosen by the Ontario Culture Days provincial office as the featured City-Community in Ontario on closing day.
Leverage public art on digital channels to inspire a sense of place-making and convey Vaughan's unique identity with the community and welcome people to experience Vaughan's public spaces when social distancing is lifted.	Digitized five exhibitions with 1,146 digital visitors and 20,000 impressions.

The COVID-19 pandemic continues to affect the local, provincial, and national economies. Early analysis forecasts a V-Shaped recovery if the situation remains relatively stable.

In Canada, the real Gross Domestic Product (GDP) fell more than 11% in the second quarter of 2020.[1] The Conference Board of Canada, in collaboration with York Region Economic Development and Planning have forecast a 5.9% decline in Vaughan's GDP for 2020. However, Vaughan's GDP is anticipated to recover in 2021.[2]

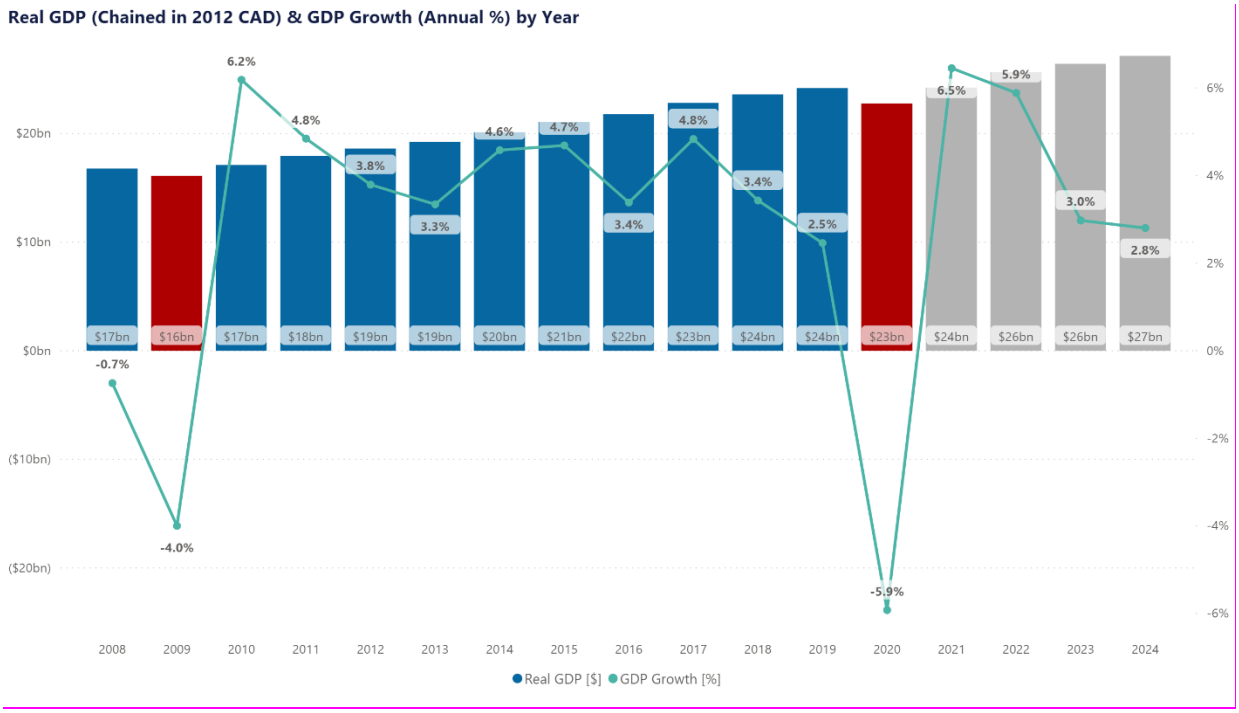
COVID-19 Impact on Vaughan's Gross Domestic Product (GDP): Prior to 2020, Vaughan's real GDP average annual growth rate (AAGR) was 4.2%. Moving into 2020, the 5.9% decline from 2019 to 2020, will reduce the 10-year AAGR to 2.9%. In 2021, Vaughan's 10-year AAGR will rise to 3.1%. In comparison, York Region's GDP is expected to fall 5.6% in 2020 and rise at a slightly slower rate than Vaughan.[3]

[1] "Gross domestic product, income and expenditure, second quarter 2020", Statistics Canada, Released August 28, 2020. (https://www150.statcan.gc.ca/n1/daily-quotidien/200828/dq200828a-eng.htm?HPA=1&indid=3278-1&indgeo=0 – accessed August 31, 2020).

[2] The Conference Board of Canada, in collaboration with York Region Economic Development and Planning.

[3] The Conference Board of Canada, in collaboration with York Region Economic Development and Planning.

Figure 1.



*Grey-coloured bars indicate forecasted years; red-coloured bars indicated major, negative economic events i.e. the global financial crisis and the global COVID-19 pandemic. Figure 1 illustrates Vaughan's real GDP performance from 2008 to 2020, as well as forecasting up to 2024. The line graph represents percentage change between years. Both red-coloured bars mark the recent, major economic events that have had a negative impact on Vaughan's economic performance.

ECD is continuously assessing its services and adapting to the Global COVID-19 pandemic to best serve the Vaughan Business Community.

The global pandemic is reshaping and reinforcing local economic development's value proposition. The City of Vaughan's Economic Development Department must continue to provide and enhance service based on three value propositions:

1. Continued close strategic alignment with partner departments like Bylaw and Finance that allows ECD to not only provide timely and accurate information, but also enact regulatory changes to support businesses
2. That Business Advisory services, including education and outreach, are key in providing local businesses with the information, connections, and strategies they need to succeed.

That local economic intelligence can help businesses, governments, and support organizations to make decisions on operations to help them pivot by identifying trends and opportunities.

OUR COMMUNICATIONS

As the global COVID-19 pandemic persists, the City of Vaughan continues to keep citizens informed about reopenings, closures and precautionary measures in place. The Corporate and Strategic Communications (CSC) department employs a variety of communications methods including Public Service Announcements, eNewsletters, social media, website content, mailers, links to various provincial and federal websites and resources, and much more. That is in addition to extensive internal communications efforts to ensure staff are well informed.

CSC also works closely with all levels of government to respond to COVID-19 and assists in providing information on the different roles of municipal, regional, provincial and federal governments during an emergency.

Here is a snapshot of the types and quantity of products distributed throughout the pandemic, from March 13 to August 30, 2020:

- CSC has issued approximately 1,450 COVID-19-related products to date, including 186 public service announcements, 24 news releases and 27 communications from the Mayor (statements and keynote addresses).
- More than 2,200 social media posts have been shared across the City's corporate Facebook, Instagram and Twitter accounts.
- Communicating with staff has been an integral component of the department's COVID-19 efforts. A total of 46 staff communications to all staff and People Leaders have been issued. These include all-staff emails from CSC and the City Manager's office and a dedicated internal COVID-19 webpage with up-to-date information for staff.
- Up-to-date information for residents has been an important aspect of COVID-19 communications, and a total of 227 City Update eNewsletters have been issued. A City Hall Connects hard-copy newsletter was also mailed to all Vaughan residents in April.
- The dedicated vaughan.ca/COVID19 webpage has received more than 79,200-page visits, while the vaughan.ca/news page has garnered more than 5,900. The vaughan.ca/ReopeningVaughan page has received more than 5,200 page visits since it was created in July.
- A large amount of graphic design, photography and videography collateral has been generated by the CSC team to support all of the ongoing COVID-19 communication efforts. A total of 2,143 different marketing and creative pieces have been produced. These include special signage and displays, City of

Vaughan digital signs, digital billboards (RCC), web graphics, social media graphics, advertising pieces and videos.

- More than 360 communications have been provided to Mayor and Members of Council, ensuring relevant, accurate and up-to-date content and messaging is available to share with constituents. These Council communications consist of 280 Council Communication Packages, in addition to Communication Update emails and Council Constituent responses.
- 110 Intergovernmental Relations (IGR) communications, including memos and letters to provincial Ministry offices on behalf of the Mayor, have been issued. This includes a daily IGR update to Council.

CSC's efforts have generated approximately 315 COVID-19-related (Vaughan focused) media products generated from news outlets (news articles, radio and television interviews). As well, the department's social media outreach has averaged approximately 1.3-million impressions. The City's corporate sites have been popular places for residents to get information, resulting in a significant increase in followers. In March 2020, the City had approximately 43,000 followers on its four platforms (Facebook, Twitter, Instagram and LinkedIn). As of Sept. 9, 2020, that number had risen to 51,750 – an increase of 8,750. Feedback from the community on social media has included the following:

- *"Hi, just wanted to let you all know what a fantastic job you all did for the reopening. Felt safe and secure and really enjoyed my workout."*
- *"Slow and steady wins the race … Thanks for taking a measured approach City of Vaughan."*

The area of focus of external outreach has been broad, ranging from facility closings/gradual reopenings and proper disposal of personal protective equipment (PPE), to support programs implemented for residents and business and new online services.

CSC's efforts are consistent with the 2018 Citizen Satisfaction Survey results, which says that the public would like the information in the form of hard-copy and digital communications. The preferred ways of contact are: newsletters and brochures sent through the mail (58 per cent); eNewsletters sent via email from the City (58 per cent); the City website (53 per cent); and signage, such as digital signs or road-side signs (51 per cent).

As the pandemic evolves, communications at the City of Vaughan will continue to evolve with it. CSC remains focused on providing Service Excellence to all stakeholders – both external and internal – by ensuring they are equipped with the information they need, when they need it.

Additional Communications Channels

The City's Recreation Services and Economic and Cultural Development departments, as well as Vaughan Public Libraries, also do extensive outreach to their stakeholders. Throughout the pandemic, they have actively connected with audiences to proactively share updates.

Recreation Services

Recreation Services webpage:

- regular updates to banners on homepage, featuring timely information (e.g., program cancellations, virtual programming, on-site summer camps)

Social media (Instagram, Facebook, YouTube):

- multiple posts daily of general recreation content, including 200+ videos created by staff
- unique videos highlighting re-opening of fitness centres and pools, and new precautionary measures
- several Instagram contests to generate awareness of initiatives and encourage participation (e.g., colouring for kids, May fitness challenge for adults, June is Recreation & Parks Month and Canada Day Cook-off for all ages)
- coverage of all news updates, timed with media releases

Recreation Services eNewsletter:

- regular updates sent to 10,000+ subscribers featuring timely information

Fitness Members:

- cold calls: generate awareness of the free fitness pack loans, and encourage participation in free, virtual workouts on social media
- targeted mailout: advising of re-opening and new precautionary procedures
- social media virtual tours: each Fitness Coordinator welcomed back members and discussed new health and safety protocols
- eNewsletters: regular updates on virtual classes, indoor/outdoor classes, and re-opening

Summer Camp Participants:

- emails to parents before the start of every session; survey emailed at end of session for feedback

- social media: behind the scenes coverage (photos/videos) throughout summer highlighting each week's theme

Corporate Sponsors:

- events team have contacted our **Corporate Sponsors** of the Vaughan Celebrates Program to check in on them and keep them apprised of status of City-led events and in particular Canada Day and Concerts in the Park.

Permit holders:

- calls/Emails sent to CSOs regarding permit cancellations and updates
- maintaining dialogue with Community Service Organization regarding permit cancellation along with ensuring that all return protocols and guidelines are understood and adhered to.

Vaughan Public Libraries

VPL Website:

- the VPL website has surpassed 550,000 page views since the closure of branches in March.
- the curbside pickup page leads the way with 51,780 views since its launch.
- the heavy use of digital downloads is reflected in the 40,600 views of the page that collates them all in one spot.
- the third most visited page is the VPL at Home web portal, which houses links to digital resources as well as online programs for all ages.
- pages that did not exist when branches closed in March now combine for more than 92,000 page views.
- Membership has also seen significant interest throughout the duration of the closure due to the promotion of temporary digital library cards. Visits to this page are up 20%.

VPL Newsletter:

- Twice weekly eNewsletters are sent to 15,083 recipients

Social Media:

- 12,125 follow VPL on social media across three different platforms: Facebook, Twitter and Instagram.
- A focus on growing these numbers remains a key part of VPL's strategy and will enable rapid customer communication throughout the remainder of the COVID-19 pandemic and beyond.

Financial Impact

The financial impact of the two scenarios discussed in this report to the City's Operating Budget in 2020 and Forecast in 2021 is summarized in the following table:

	Scenario	2020 ($M)						2021 ($M)			
		Forgone Revenue	Additional Costs	Avoided Costs	Rate Impact	SRA Funding	Total Impact	Forgone Revenue	Additional Costs	Avoided Costs	Total Impact
1.	COVID-19 Conditions Persist until September 30, Recovery by March 31, 2021	(25.2)	(1.0)	8.8	(1.5)	6.2	(12.8)	(10.7)	(0.1)	3.1	(7.8)
2.	COVID-19 Conditions Persist until December 31, Recovery by December 31, 2021	(29.1)	(1.0)	10.1	(1.5)	6.2	(15.3)	(25.4)	(0.9)	6.5	(19.7)

Confirmed Phase 1 funding of $6.15 million from senior levels of government as part of the Safe Restart Agreement will partially mitigate pressures in 2020. The City will consider all potential options to mitigate the remaining financial pressures including additional workforce re-balancing, the continuation of spending restrictions and capital project deferrals and apply for Phase 2 SRA funding, if required, by October 30, 2020.

Staff will continue to monitor the pandemic closely as it evolves and will provide regular updates to Council. Staff will also consult with Council prior to developing and during the development of the 2021 Operating Budget to reflect the most recent information of the pandemic and incorporate mitigation measures accordingly.

Broader Regional Impacts/Considerations

The City of Vaughan continues to work with York Region and the York Region Public Health Unit throughout the COVID-19 emergency response.

Conclusion

This report has provided the Ready, Resilient, Resourceful (RRR) Committee with updated information regarding the City's response to COVID-19. Information provided includes actions in support of our areas of focus including: Our People, Our Places, Our Services, Our Finances, Our Economy, Our Communications. In addition, an update is provided regarding the activities of the Emergency Planning program and the Emergency Operations Centre (EOC).

As COVID-19 persists, City building continues. In addition to the efforts of the City staff and members of Council to date, the City will continue to effectively respond to the COVID-19 pandemic and ensure the effective delivery of quality public services while ensuring the safety of our staff and residents.

For more information, please contact:

- Jim Harnum, City Manager and Acting Deputy City Manager Planning and Growth Management
- Sunny Bains, Acting Deputy City Manager, Community Services
- Michael Coroneos, Deputy City Manager Corporate Services and Chief Financial Officer
- Wendy Law, Deputy City Manager Administrative Services and City Solicitor
- Zoran Postic, Deputy City Manager Public Works
- Nick Spensieri, Deputy City Manager Infrastructure Development
- Margie Singleton, Chief Executive Officer Vaughan Public Libraries

Attachments

1. The Next 90 Days: COVID-19 Second Interim Action Report
2. Innovations and Process Improvements - Update
3. Business Integration Plan in Response to COVID-19

Prepared by

Deryn Rizzi, Fire Chief, Vaughan Fire and Rescue Service. ext 6301
Kathy Kestides, Director, Office of Transformation and Strategy. ext 8412

Approved by



Jim Harnum, City Manager

Attachment 1



COVID-19

Second Interim Action Report

The Next 90 Days

(April 14 to July 13, 2020)

Table of Contents

Executive Summary 3

Background 4

Chronology of Events 5

- April 14 to 30, 2020 5
- May 1 to 31, 2020 10
- June 1 to 30, 2020 14
- July 1 to 13, 2020 18

Data Insights – City Operations 20

- Managing New Service Delivery Methods 20
- Communications 21
- Emergency Response and Enforcement 22
- City Building 23

Recommendations 27

- Business Continuity Planning 27
- Emergency Plan and Procedures 27
- Training and Exercises 27
- Resources 28
- Policy 28

Conclusion 29

Executive Summary

In an emergency event, it is important that an analysis of the response be conducted. The first interim action report covered the monitoring phase from January to March 2020 and the first 30 days of the response from March 13 to April 13, 2020. The second interim action report analyzes the next 90 days (April 14 to July 13, 2020) of managing the pandemic. The flow of managing the pandemic moved from immediate response, to re-establishing services and returning to a level of standard operations in a new normal.

The analysis contained within this report and associated recommendations are reflective of continuous improvements and program development and are not a measure of event management or mitigation success levels. It is necessary for a timely analysis to be conducted to ensure that Emergency Response Plans and Emergency Management Program elements are relevant and proactive. Through the evaluation process non-emergency management recommendations were identified and provided to the Senior Leadership Team Executive for review and consideration.

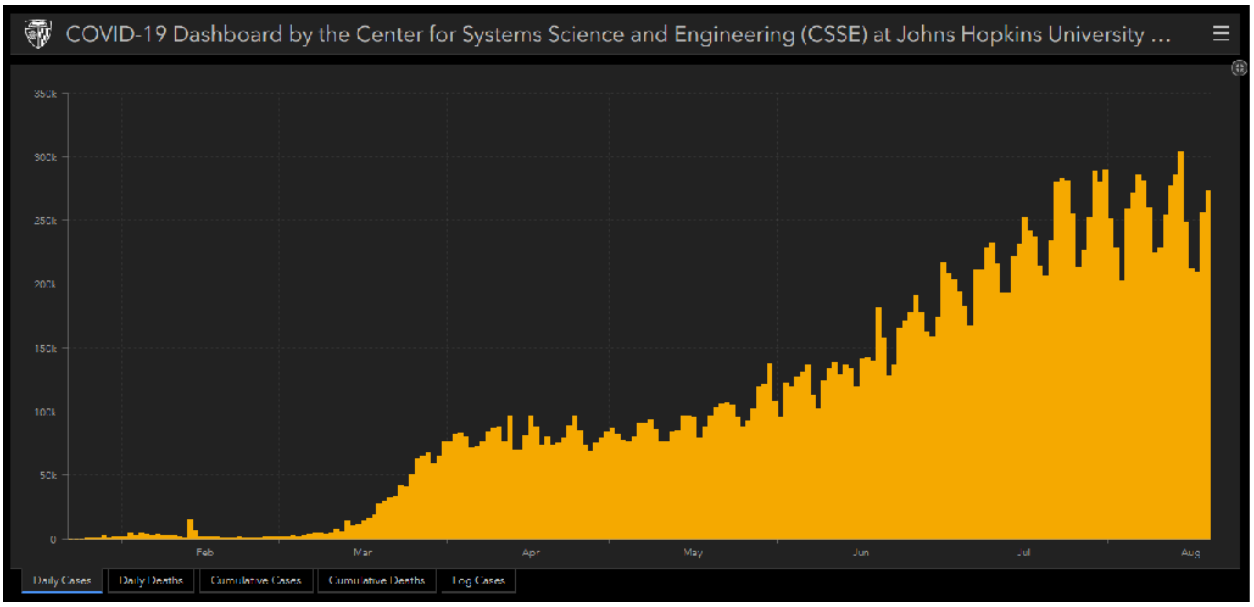
Review of this stage of the response was based on interviews with the Senior Leadership Team and responses from the staff survey. Feedback from staff the staff survey indicated that;

- 95% had some degree of knowledge of our response.
- 72% were confident in how the Emergency Response Plan was executed.
- 79% had confidence in the Senior Leadership Team during the pandemic.
- 81% were confident in the ability of the City to be resilient and adaptable.
- 80% agreed that the City communicated well to the public.
- 78% agreed that internal communications were well done.
- 87% stated their immediate manager regularly communicated to them.
- 84% agreed that they had access to the necessary information to do their job.
- 87% agreed that they could carry out their work remotely.
- 76% agreed that the transition to work from home went well.
- 69% agree and 31% are uncertain or disagree that adequate mental health supports are in place.
- The top two challenges to working from home are care of children and homeschooling, and work environment set-ups.

Background

Between April 14 and July 13, 2020 the situation evolved from reaching the peak of the outbreak to Stage 1 openings of limited businesses and outdoor spaces, to Stage 2 where more businesses were permitted to reopen, social gathering limits were expanded to 50 people indoors, 100 people outdoors and 10 person social bubbles; and culminating with the announcement on July 13 that 24 Public Health Unit regions could enter Stage 3 later in the week.

As the situation began to improve in Canada, the number of cases began to rise globally in some key hotspot areas of the United States of America, Brazil, India, Russia, Peru and South Africa. But the news was not all bad. European countries, Australia, New Zealand, South Korea and China had their new case counts drop significantly and they began the process of easing restrictions.



Daily New Case Counts from Johns Hopkins University

The Vaughan Public Libraries Research Team diligently tracked the steps nations from around the globe had taken to flatten the curve, the approaches to easing restrictions, best practices, medical research and vaccine development. The research showed how in the case of the United States that easing restrictions too quickly can have severe detrimental effects creating a surge in outbreaks. From across Canada we gained an understanding of the cautious approaches used to ease restrictions in each of the provinces and territories. The data provided helped the City of Vaughan establish a measured and cautious approach to reopening specific to our situation.

Chronology of Events

April 14 to 30, 2020

The new case counts of COVID-19 across the Canada reached the peak of the outbreak during the last two weeks of April, but ongoing measures to curb the spread were necessary at all levels of Government. To contain the spread of the virus, eight provinces and territories closed their borders to inter-provincial travel. Both Quebec and Manitoba had set up check points on the border with Ontario and turned back non-essential travellers. As a result of the weeks of restrictions, demonstrations occurred in Calgary, Toronto and Vancouver.

Federal

The federal government instituted additional measures to reduce the spread of the virus by suspending camping and group activities in the National Parks, extended the closure of the United States of America and Canada border and mandated that all passengers on Canadian transportation systems wear face coverings.

Supply shortages for cleaning and disinfecting products, hand sanitizers and medical grade masks continued. To address a supply shortfall, Health Canada approved the use of technical grade ethanol in the production of hand sanitizer.

The number of cases in institutional settings of long term care facilities, retirement and group homes escalated rapidly particularly in Quebec and Ontario resulting in significant impacts to staffing resources. The Canadian Armed Forces were deployed to support high-priority long term care homes during the height of the COVID-19 outbreak.

The financial impacts on all aspects of society continued to be a concern. The federal government announced a number of financial aid programs that totalled over $11 billion to support small and medium sized indigenous businesses, vulnerable citizens through charitable and non-profit organizations, post-secondary and recently graduated students, fishing and seafood processing sector and employers to rehire and/or continue to employ workers. Funding of $1 billion was allocated to support medical research and vaccine development. The federal, provincial and territorial governments established a partnership to provide funding to assist with the cost of rent for small businesses.

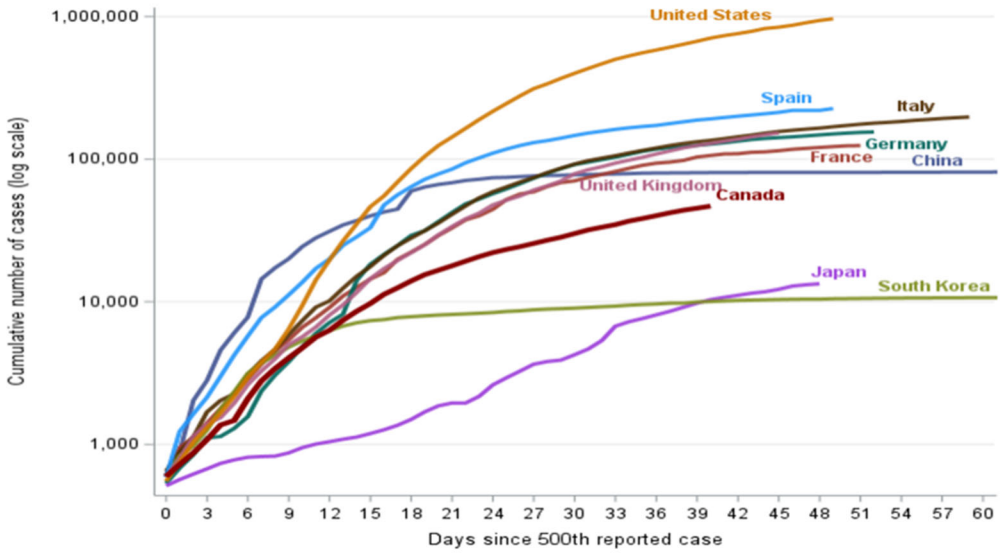
Joint planning between the federal, provincial and territorial governments established the following common principles for restarting the economy:

- Protecting the health of Canadians.
- Easing restrictions gradually.
- Protecting high risk groups (vulnerable due to age, underlying health conditions, remote locations, close living spaces and temporary or unstable living spaces).

- Ensuring our public health capacity remains strong to prepare for and respond to any future waves of the pandemic, including enhanced testing and contact tracing.
- Supporting a broad range of economic sectors.

Towards the end of April, Canadians began to see a glimmer of hope with both Prince Edward Island and New Brunswick having few new cases. Both provinces started easing restrictions by allowing some outdoor activities to resume. On a global scale, Germany who was a hotspot area announced that they had the virus under control and were allowing small shops to reopen with strict safety protocols. Denmark and Norway announced that schools were being reopened.

Figure 8. Cumulative cases of COVID-19 in Canada compared to other countries by date of report



Source: Public Health Agency of Canada

Ontario

Hospital capacity across the province was expanded to 2,000 acute and critical care beds in preparation for a possible surge in the number of people with severe cases of COVID-19. A directive was issued to redeploy medical staff where they were most needed and family physicians and retired nurses and support staff were recruited to help support the response. The Ontario government expanded its list of essential workers who were eligible for emergency childcare during the COVID-19 outbreak. This included but was not limited to people who worked in the food supply chain, emergency services, municipal essential services, retirement homes, grocery stores, pharmacies, and the military.

The number of COVID-19 cases in Ontario peaked on April 20 which lead to the development of a three-stage reopening approach that included:

- Stage 1: Opening select workplaces that could immediately modify operations to meet public health guidance. Opening some outdoor spaces like parks and allowing for a

greater number of individuals to attend some events. Hospitals would also begin to offer some non-urgent and scheduled surgeries, and other health care services.

- Stage 2: Opening more workplaces, based on risk assessments, which may include some service industries and additional office and retail workplaces. Some larger public gatherings would be allowed, and more outdoor spaces would open.
- Stage 3: Opening of all workplaces responsibly and further relaxing of restrictions on public gatherings.

Before the next stage could be entered, monitoring would take place over 2 to 4 week period to identify trends in case numbers. In order to move to the next stage a positive progression was required. Workplace-specific health and safety guidelines were issued in preparation for the eventual easing of restrictions

A shift in the origin of cases from travel related to community spread occurred. The Ministry of Health added more criteria to the assessment tool that included allergy-type symptoms. Institutional settings became the hotspots for cases. The province committed to increasing the rate of testing which was now conducted in long term care facilities, retirement homes and congregate care settings on both staff and residents. Testing protocols also changed in that only essential and health care workers were retested at the end of the 14 day period.

Legislation was enacted to enable insurance companies to give rebates on auto insurance. The government invested in the agri-food sectors and established a program to match sector employers with job seekers. Through the Canada Emergency Commercial Rent Assistance program, the province committed $241 million to support small business. The Guaranteed Annual Income Payments to seniors and persons with disabilities were doubled for six months. A website was launched to gather proposals on temporary changes to rules and regulations to remove barriers to business in conducting operations during the pandemic. To support truckers, the province added food, rest and washroom locations to the 5-1-1 APP.

York Region and the Greater Toronto and Hamilton Area (GTHA)

York Region created the Business Recovery Support Partnership that focused on the needs of the business community. With community gardens being deemed essential, Public Health developed and issued safety protocols. The municipalities across the GTHA worked collaboratively to create a report of the costs incurred in managing COVID-19 that was presented to the provincial and federal governments to lobby for financial aid.

Vaughan

The City became the hotspot of COVID-19 case in York Region with outbreaks in 10 care facilities and essential workplaces. Along with managing the COVID-19 response the Office of the Chief Information Officer had to manage a large volume of spam attacks on the City's network and Emergency Planning was monitoring a severe weather alert for a windstorm.

The efforts of staff were focused on City building, managing the pandemic response, routine operations, protecting safety of staff and residents and planning for recovery.

City Building

To promote City building:

- A portal was launched to receive building permit applications.
- Essential capital project that needed to continue were identified.
- An information package was issued to help citizens understand the operational changes to City services due to COVID-19.
- To reduce the financial pressures on charities and not for profit organizations that leased space in City buildings, rent was deferred.
- A small business registry was launched to inform our citizens of business that were operating.
- Economic Development created a playbook to assist business with reopening once restrictions were eased.
- To further reduce the financial burden on citizens, water and wastewater late fees were deferred for 60 days.

Human Resources

- A framework was created to redeploy 45 staff members affected by lay-offs to support By-Law and Compliance on the Parks Education Team.
- Facility operators and coordinators were recalled to the community centres.
- The Guardians of Government project was launched that showcased the efforts of staff in maintaining service delivery and managing the emergency.
- Departments continued to conduct virtual townhall meetings to maintain staff engagement.

Innovations in Service Delivery

New processes were implemented that included:

- The creation of the Data Collection and Research Teams and the Lessons Learned Team to collect information, best practices, triggers and decision-making criteria from around the globe to help inform our response and decision-making efforts.
- Corporate Services conducted an analysis of the financial impacts of the response on the operating budget.
- Recreation analyzed the long term revenue impacts in the event community centres remained closed beyond June. Recreation Services increased the number of virtual fitness program offerings in their online library.
- Vaughan Public Libraries (VPL) expanded their online French materials library that was featured by Radio Canada L'Heure program. VPL continued to evolve their service

delivery by creating an online quick reference chat option, and guest readers from various departments for the online story time program.

- The Office of the City Clerk and Office of the Chief Information Officer tested technology systems to allow citizen participation in e-Council meetings.

Community Safety

Protocols and activities were implemented to protect the safety of staff and the community that included:

- Facilities Management installed HEPA filters in all firehalls.
- A two-week pause on external contractors working in City buildings was implemented.
- A protocol was developed to allocate City vehicles to staff to ensure physical distancing and infection prevention.
- The first meeting of the Community Wellness Taskforce took place.
- Public Works began planning for options to sanitize the City that received additional support through a time limited donation of heavy equipment. They engaged with citizens to gain support on the Working Together to Keep Vaughan Clean initiative to reduce littering on public property.
- The Task Force established a sub-group to begin developing a re-integration plan to prepare for the eventual return of staff to City buildings. Public Works and Infrastructure Development began work on creating recovery operations plans for 30/60/90 days.

May 1 to 31, 2020

Federal

May began with Emergency Preparedness Week and across Canada the focus was on promoting safety measures to protect ourselves throughout the pandemic. Cruise ships with over 100 overnight passengers were prohibited from operating in Canadian waters until October 31, 2020. An increase in deceptive marketing claims on products that supposedly treated or prevented COVID-19 occurred.

More financial aid packages were announced that included support to the agri-food sectors for training and health and safety programs, the Canada Child Benefit payment was increased, wages of low income essential workers were increased, a one time payment to seniors, a Regional Relief and Recovery Fund to support local economic recovery, the fishing sector and for indigenous persons living off reservations and funding for not for profits and charities. An online portal was launched to assist Canadians in finding financial assistance programs. The Youth Employment and Skills program was enhanced to create new positions for youth in the agriculture sector. The Canada Emergency Wage Subsidy program was extended by 12 weeks. The application process for the Canadian Emergency Student Benefit was opened and the Canada Summer Jobs program was implemented to keep young people employed. Eligibility criteria for the Canada Emergency Business Account was expanded to allow for more small business owners to apply.

An investment was made in antibody discovery technology and authorization was given for serology testing. Tariff relief was provided on certain medical goods to ensure the supply needs for personal protective equipment (PPE) were addressed. The National Research Council of Canada announced their collaboration with CanSino Biologics on development of a vaccine.

Ontario

The Province developed a regional approach to reopening and easing restrictions. The first easing of restrictions allowed for seasonal businesses and the construction sector to restart operations on May 1. Garden centres, safety supply stores and hardware stores opened followed by professional sport training facilities, provincial parks and retail stores with street entrances and curbside pick up. Additional seasonal businesses were permitted to open on May 16. Outdoor recreational amenities, sports fields, off-leash dog areas, picnic sites, benches and park shelters are the next amenities that were given the green light to open.

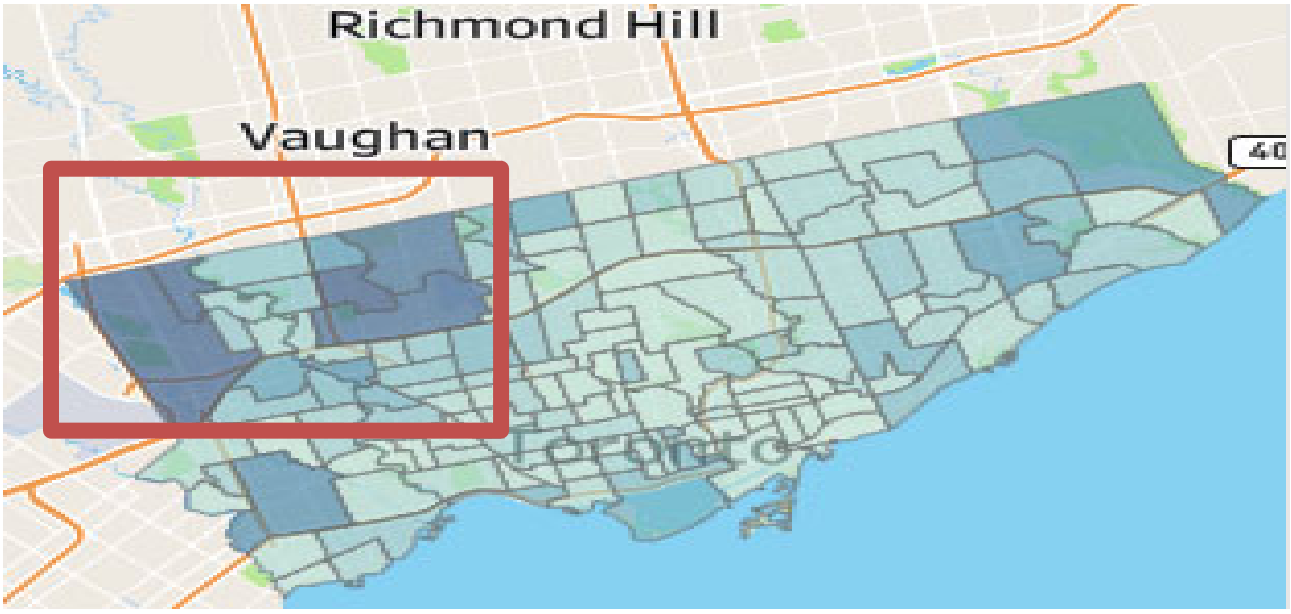
An order was enacted that protected licensed childcare spaces for parents. The declaration of emergency and orders were extended to June. Changes were made to legislation allowing corporations to operate virtually and electronically. Student loan repayments were deferred for six months. An investment was made in research programs for the development of vaccines, diagnostic tools, drug trials and social science.

Long term care facilities struggled with containing the virus in residents and staff. Many facilities faced staffing shortage and a process was implemented to provide the opportunity for school board employees to voluntarily redeploy to care facilities. Mandatory orders were issued for hospitals to assume management of the hardest hit long term care facilities to try and bring the outbreaks under control. The Canadian Armed Forces issued a report outlining the poor conditions in the care homes they were supporting and subsequently an independent commission was appointed to investigate. A concerning development was raised related to a small percentage of children who contracted the virus developing multi-system inflammatory vasculitis (Kawasaki Syndrome). COVID-19 testing was expanded to include people who were asymptomatic, staff and residents in care facilities, specific high risk neighbourhoods, Regions, Hospitals, institutions and workplaces. The Chief Medical Officer of Health recommended wearing masks or face coverings when out in public and physical distancing could not be maintained.

York Region/Toronto

The Region upgraded their COVID-19 website to display more data and analytics. A significant milestone was reached where the number of resolved cases outpaced the number of new cases. Workplace outbreaks increased as the source of infection. A temporary homeless shelter was established at Kingsbridge in King Township. Towards the end of May, the Region reopened the off leash dog park in the Regional Forest.

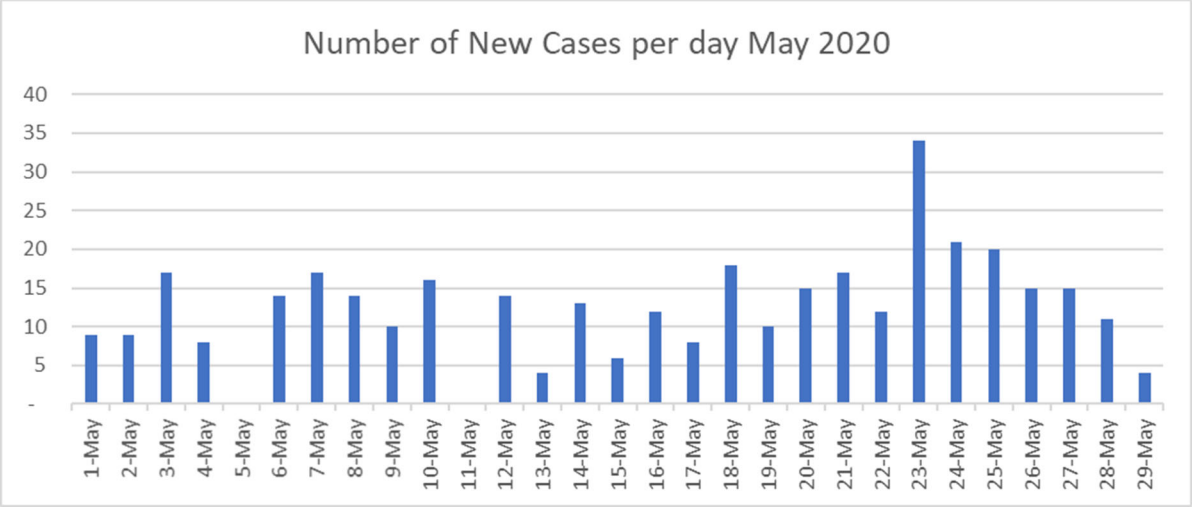
Toronto Public Health released a heat map that identified the number of COVID-19 cases by Ward which showed several hotspot areas along our mutual southwest border.



Source: COVID-19: Status of Cases in Toronto

Vaughan

The number of COVID-19 cases in workplaces rose to seven companies and four additional institutions. The City collaborated with York Region Public Health to target education and infection prevention messaging to these sectors. The first heat wave warning of the year was issued by Environment Canada and a draft protocol for cooling centres was developed. As the Province announced the easing of restrictions, the instability of the pandemic situation in City led the Emergency Management Team to decide that a measured and cautious approach to reopening was necessary.



Service Delivery Innovation

Service delivery continued to evolve with:

- The automation of the expense reimbursement process.
- The first of many development applications was received through the Building Standards Portal.
- Other service delivery milestones were achieved through the issuing of the first curbside marriage license and the first virtual Design Review Panel meeting.
- Recreation Services launched the fitness equipment loaner program that was well received by residents.
- VPL added the virtual summer reading program to its online offerings and began curbside pick up of materials at the three resource libraries.
- Recreation Services staff showed their ingenuity and quickly developed virtual camps to provide activities for children during the summer.
- Public Works adjusted their customer service representative operating hours to better align with and support Access Vaughan.

Community Safety

- Public Works implemented water system flushing in preparation for the restart of industrial operations.
- Public Works resumed some day-to-day operations such as the water meter replacement program, summer planting, catch basin clearing and woodlot cleaning. Illegal dumping on Huntington Road continued to be a problem, and concrete barriers were installed at the end of the road to deter this activity.
- A consultation with residents was conducted to obtain their recommendations on how to reduce the volume of garbage.
- Safety and Health and Emergency Preparedness Week was celebrated through virtual messages on infection prevention to staff and residents.
- Physical assessments were conducted on the Joint Operations Centre and City Hall to identify health and safety requirements to accommodate return to work for staff.
- Facility Management began installing engineered solutions to accommodate physical distances in City buildings.

Programs Review

The impacts of the restrictions on our business operations led to:

- Public Works and Recreation Services conducting a review of their services and organizational structures.
- Public Works identified alternatives for seasonal work and Recreation Services developed a new organization structure to mitigate financial impacts caused by the pandemic.

City Building

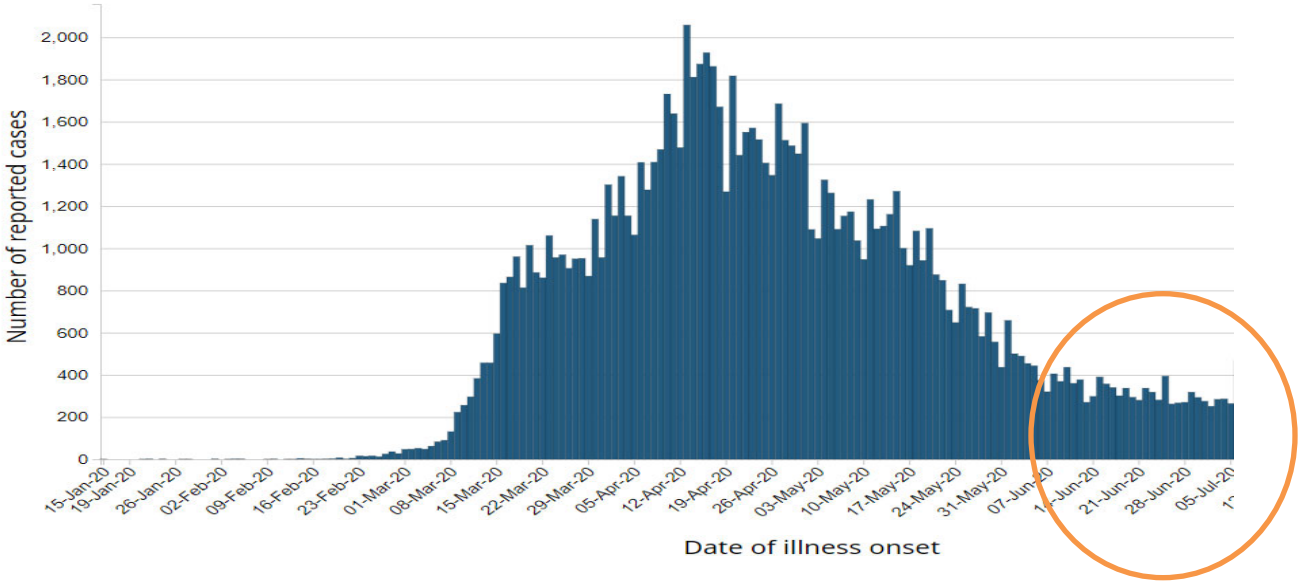
City building activities continued with:

- Plans to restart public hearings.
- Implementation of a program to improve the interior appearance of community centres.
- The development of a process to facilitate restaurants expanding patios.
- Economic and Cultural Development conducted stakeholder engagement sessions to understand how businesses were coping through the pandemic and how the City could help.
- The announcement of more restrictions being eased reduced the number of businesses that remained closed to 13%.

June 1 to 30, 2020

Federal

Across Canada the number of new cases consistently decreased and reached a plateau. Each Province and Territory had eased restrictions to varying degrees.



Source: Coronavirus disease 2019 (COVID-19): Epidemiology update Government of Canada.

The federal government announced funding for municipalities through a one time payment of the Gas Tax Funds to aid in moving infrastructure projects forward. The Canada Emergency Business Account application criteria was expanded to broaden the eligibility of small business owners who could apply. The CERB was extended to 24 weeks. One time funding was provided to persons with disabilities. Legislation was enacted to extend the temporary lay-off period beyond 13 weeks. The Canadian Armed Forces were deployed to provide support to the Woodbridge Vista Care Community facility.

Camping at National Parks and historic sites resumed. Temperature screening at all Canadian airports became mandatory. Travel restrictions were eased to allow Foreign Nationals who have immediate family members who are Canadian citizens or permanent residents to travel to Canada if they did not have COVID-19, were recently exposed to the virus and would be staying for at least 15 days.

Ontario

The replication of the virus number (RO) ranged between 0.7 to 1 which provided a positive indicator that the Province could consider entering Stage 2 of their reopening plan. The decision was made to implement a phased approach to easing restrictions as municipalities were affected to different degrees by the pandemic. Plans were developed for reopening

childcare centres and post secondary education institutions. Large outbreaks are identified in migrant workers on farms in southwestern Ontario. On June 10, the Premier announced that 24 Public Health Unit Areas could enter Stage 2 which excluded the Greater Toronto Area. Ontario parks, beaches and campgrounds were reopened. Social gatherings were increased to 10 people, places of worship reopened to a maximum of 30% of their capacity and distancing measures in place and 50 people could attend weddings and funerals. On June 19, York Region was permitted to move into Stage 2.

To coincide with the Stage 2 openings, the Province released health and safety guidelines for each sector. The imposed restriction of a maximum of 30 days supply of prescription medication was lifted. Family members are permitted to visit relatives in long term care facilities, retirement homes and group homes but with strict limitations. The suspension on planning timelines was lifted on June 22nd. With daycares reopening, all essential worker emergency childcare centres were closed on June 26. The Province directed that the William Osler Health System assume management of Woodbridge Vista Care Community to implement measures to bring the outbreak under control.

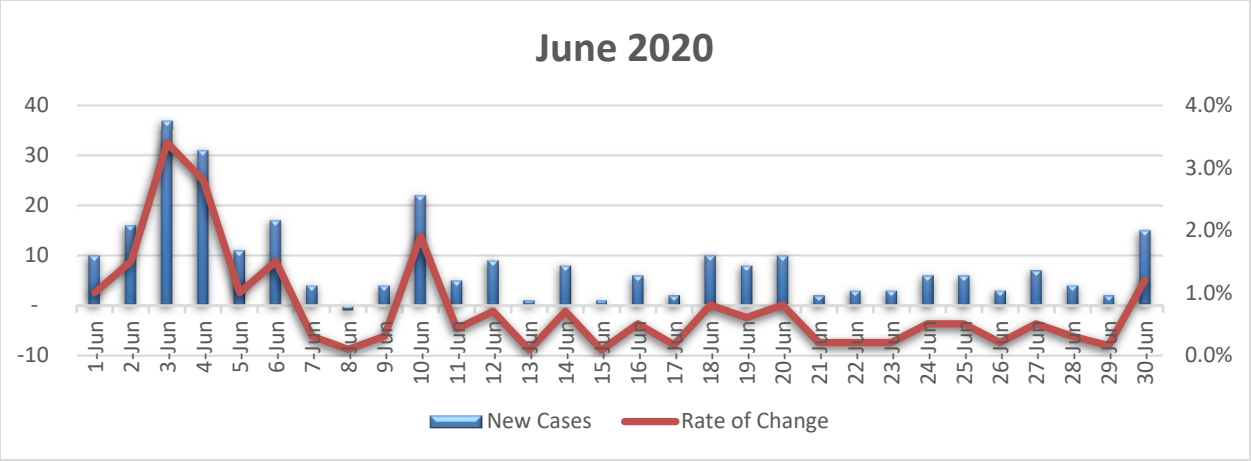
The Infectious Disease Emergency Leave for Workers program was extended. Legislation was enacted that temporarily halted or reversed evictions of commercial tenants and provide protection against lock out and seizure of assets. The Shop Local campaign was launched to support businesses across Ontario and 37 infrastructure projects were moved forward to help stimulate the economy. The emergency order and declaration were extended into July.

York Region

Public Health issued an order to comply with infection control protocols to Woodbridge Vista Care Community due to the large number of COVID-19 cases in staff and residents. A shift in case demographics occurred with more people under the age of 19 years being infected with the virus. York Region moved into Stage 2 on June 19th.

Vaughan

The City continued to be the hotspot for the virus, but new cases reported each day began to decrease. Only one workplace and institutional outbreak occurred with five existing outbreaks being closed. The number of active cases in the City dropped below 200. Community based case outnumbered institution-based case by 3:1. The rate of change of new cases dropped below 1%.



June brought other challenges on top of managing our COVID-19 response. June had significant weather events of a severe thunderstorm warning and three subsequent weeks of heat wave warnings. The emergency shelter plans were modified to ensure a safe haven could be provided for residents if needed that incorporated the physical distancing restrictions.

Stage 2 Openings

The Stage 2 openings necessitated that we pivot again in our service delivery:

- The popular concerts in the park series, group swimming lessons, group and lane swims and drop in recreation programs were cancelled and the Thornhill Outdoor Pool remained closed.
- Excitement was building for our first virtual Canada Day celebration.
- Tennis courts, off-leash dog park, sports fields, benches, gazebos, picnic shelters, basketball courts, park washrooms and splashpads were opened for citizens to use.
- Preparation were underway for in-person camps that would be starting in July.
- Facilities Management was busy installing plexiglass shields on community centre counters.
- Public Works identified 32 no mow zones in selected parks and stormwater management ponds.

Service Delivery Innovations

Traditional in building services were remodelled to:

- Regularly scheduled curbside marriage licenses, online payment for garbage tags, online fitness classes, and the VPL virtual Reading Buddies program.
- Public Works ran a pilot program for curbside drop-off of replacement blue and green bins that was well received by the community.
- VPL expanded its curbside pick up program to all community libraries.
- VPL eliminated overdue fines and unblocked the affected cards. This practice was later adopted by several other municipalities.

Normalizing of City Services

- The City moved into a level of stability and business as usually operations became the norm for most departments.
- Solid waste collection returned to its usual schedule.
- The water sampling stations program was activated and the Maplewood Booster Pumping station was commissioned.

City Building

City building continued with:

- 10 Council/Committee of the Whole meetings, two Public Hearings, five Task Force Meeting and three advisory committee meetings.
- The inaugural Ready, Resilient and Resourceful committee meeting was held on June 23.
- The first interim action report on the pandemic response with recommendations was reviewed by the Emergency Management Program Committee and the Ready, Resilient and Resourceful Committee. The report captured lessons learned in the warning phase (January to March 12) and the first 30 days of the response (Mar 13 to April 13).
- The businesses that continued to be impacted by closure with the Stage 2 openings dropped to 8%.
- A by-law was enacted to permit patios and extension of patios at restaurants, bars and banquet halls.

Community Safety

- Human Resources conducted health and safety reviews of the community centres in preparation for in person camps.
- Assessments were conducted of school crossing guard sites.

July 1 to 13, 2020

Federal

Nationally the number of new cases, hospitalizations and deaths related to COVID-19 steadily declined and the situation became more stable. The Canadian Armed Forces withdrew their personnel from the long-term care facilities they were supporting. The announcement that Edmonton and Toronto would be the hub cities for the National Hockey League play-in and play-off series, caused cheers of joy from Canadian fans. Municipalities lobbied for the federal and provincial governments to provide financial aid of $10 billion to help offset the response costs to COVID-19 and lost revenue caused by mandatory closures.

The gravity of the financial impact of COVID-19 is felt across the nation with the release of the economic and fiscal update:

- The federal deficit was projected to be $343.2 billion.
- The economy was expected to shrink by 6.8%
- The debt to Gross Domestic Product Ratio (GDP) was 49%.
- Federal revenue was expected to decline to $268.8 billion.
- Job losses or reduced hours were experienced by 5.5 million Canadians.
- Canada Emergency Business Account had 688,000 applicants approved at an estimated impact of $27.41 billion.
- The Canada Emergency Wage Subsidy estimated impact was $82.3 billion.
- CERB – 8.16 million Canadians received a total of $53 billion and the costs were expected to rise to $80 billion.
- Canada Emergency Student Benefits has 600,000 applicants with $1.4 billion paid to date and the cost was expected to rise to $5.2 billion.

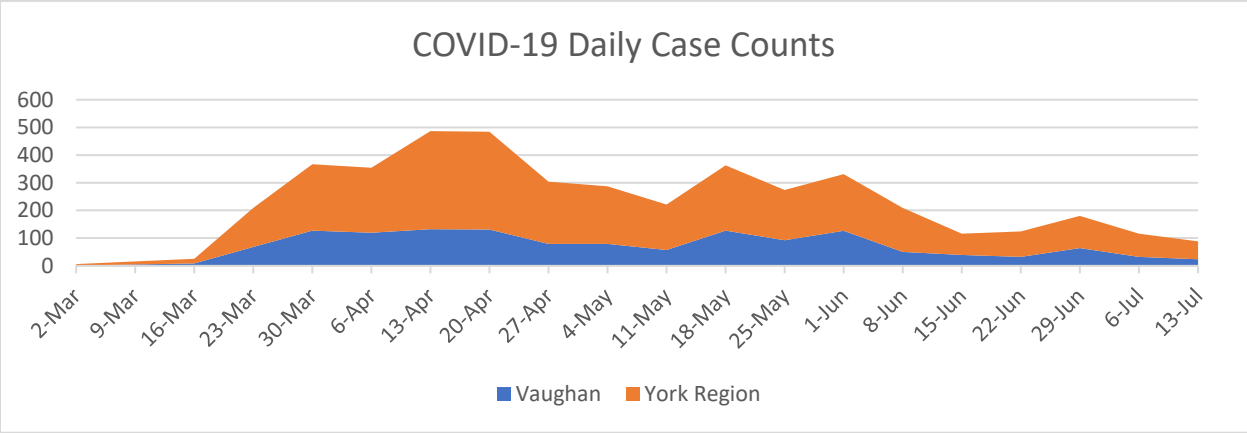
Ontario

The Province kicked-off July with free admission to Ontario Parks on Canada Day. More restrictions were eased with in person court appearances resuming, outdoor public gatherings were increased to 100, indoor public gatherings were increased to 50, the daycare cohort was increased to 15 and the announcement on July 13 that 24 Public Health Regions could enter Stage 3 at the end of the week. The declaration of emergency and orders were extended to July 24. The government proposed Bill 195 that would keep the emergency orders in place once the declaration lapsed. The provincial plan for economic growth, renewal and recovery was released.

York Region

The Region announced a $500,000 fund to support small business. Effective July 2, wearing of face coverings or masks became mandatory on York Region Transit. York Regional Council approved a policy for mandatory face coverings or masks while in public spaces, with the onus

on the business or building operator/owner to enforce the policy. Case data showed that there was a higher rate of infection in younger age groups (under 20 years) but a steady overall decline in new cases, hospitalization and the need for intensive care. Public Health proposed that a mobile testing clinic be run in Vaughan in one of the hotspot areas and joint planning was initiated.



Vaughan

Virtual Canada Day celebrations were headlined by the Barenaked Ladies. Most departments continued to operate business as usual in a new normal. The community gardens reopened to the public. VPL demonstrated their spirit of innovation with a virtual science fair that received 29 high quality submissions.

A significant outbreak of COVID-19 occurred in 29 migrant workers at the Ravine Mushroom Farm. Hours of operation were extended for all splash pads to help our residents cope with more heat wave warnings. Building Standards received a large volume of pool permit applications.

The 43 non-emergency management related recommendations from the first interim action report were forwarded to the Senior Leadership Team Executive and implementations plans were developed.

Data Insights – City Operations

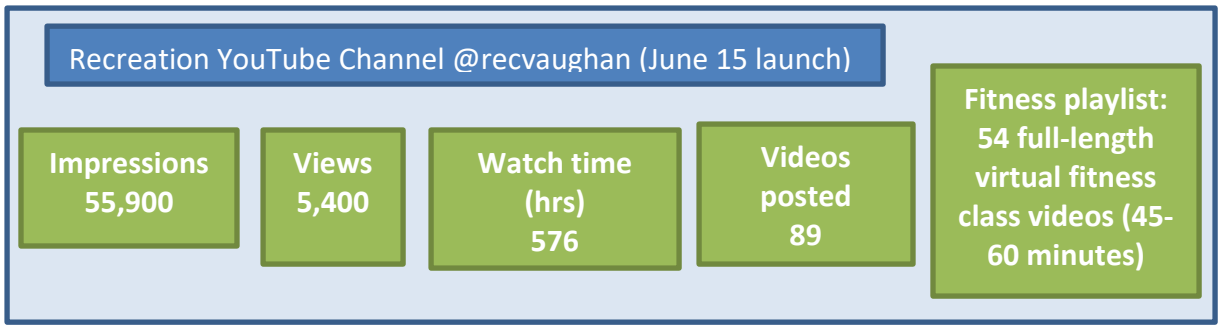
The Data and Analytics Team coordinated with City departments to collect statistical data on City operations throughout the pandemic. As the pandemic wore on, we continued to focus on managing to deliver services to the best of our ability. The following data insights demonstrate how the City evolved in managing new ways of service delivery, communications, emergency response and enforcement and City building.

Managing New Service Delivery Methods

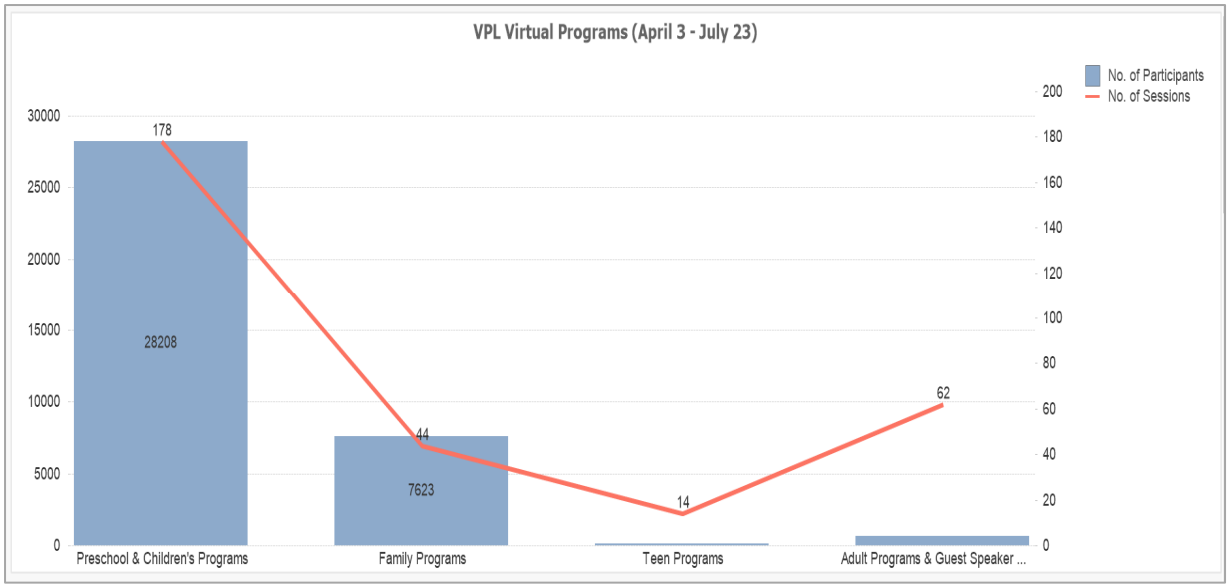
Virtual Recreation Programs

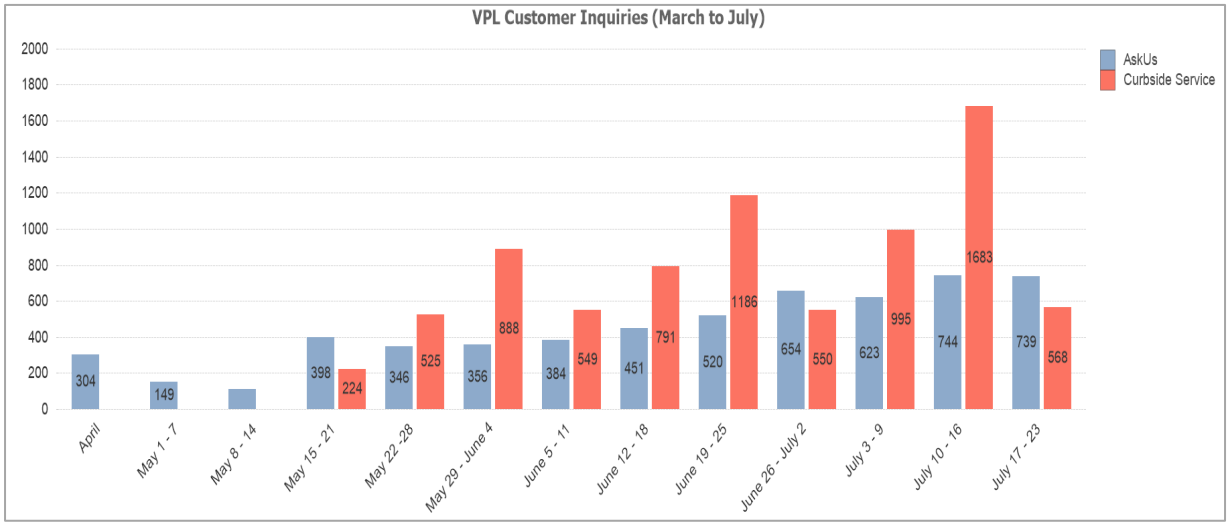
COVID-19 Virtual Recreation Resources webpage had 17,000 views of

- COVID Resources (March 30 launch)
- Together Vaughan (May 16)
- Virtual Summer Adventures (May 29)
- Camps (on-site) (June 19)



VPL enhanced their offerings through a variety of means including a greater virtual presence with almost 300 virtual sessions held predominately for preschool and children's programs that resulted in close to 36,000 participants. The Curbside Pickup program was extended to all locations.

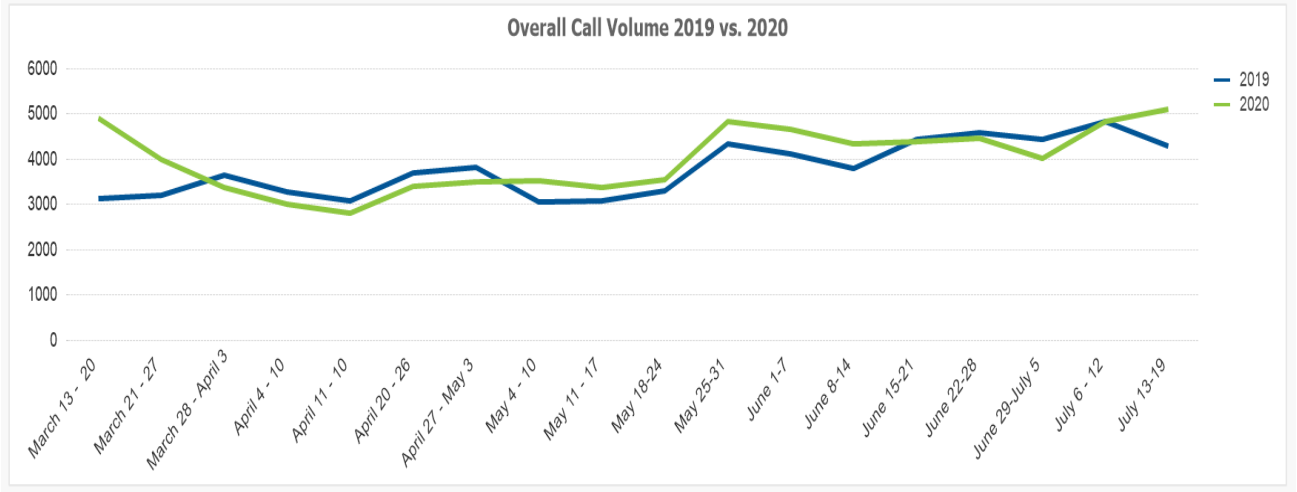




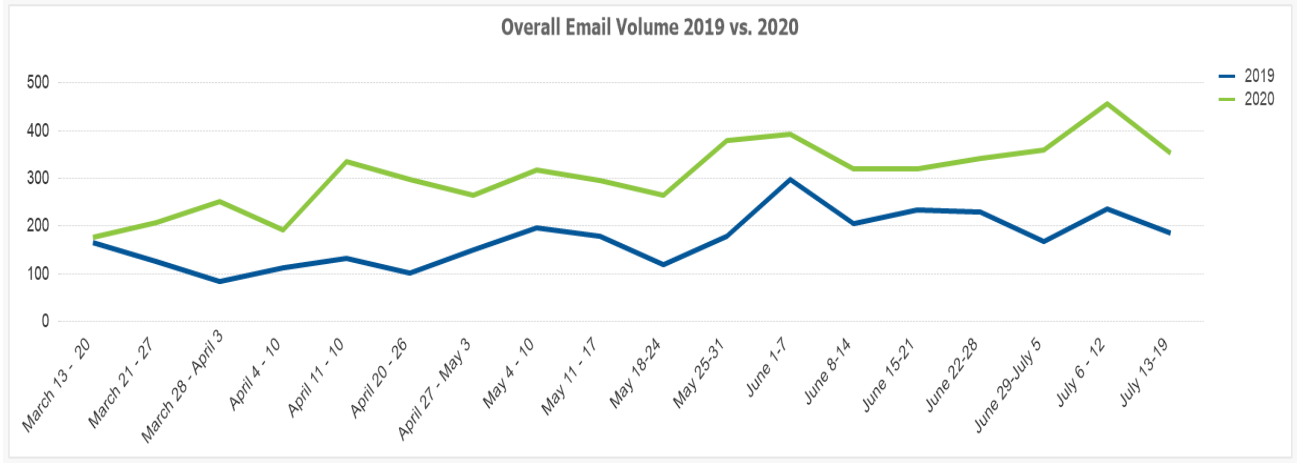
Communications

Corporate and Strategic Communications issued over 1,100 pieces since March 9, with an average of over 55 pieces per week. The week of June 15-21 had the most items produced to date (98). Predominant pieces include Communications to Council, City update eNewsletter & external media. These efforts have resulted in approximately 215 COVID-19-related (Vaughan focused) media products generated from news outlets (news articles, radio and television interviews). Of the total website visits, vaughan.ca/COVID19 accounted for a third of the visits. The dedicated COVID-19 webpage on vaughan.ca received 66,581 page visits. The Newsroom page on vaughan.ca (vaughan.ca/news) received 5,004 page visits.

As the first point of contact for citizens with the City, Access Vaughan experiences increased call (6%) and email volumes (78%). The average talk time with residents rose by 38%.



Cumulative email volume was up 78% overall from 2019 during the same time period

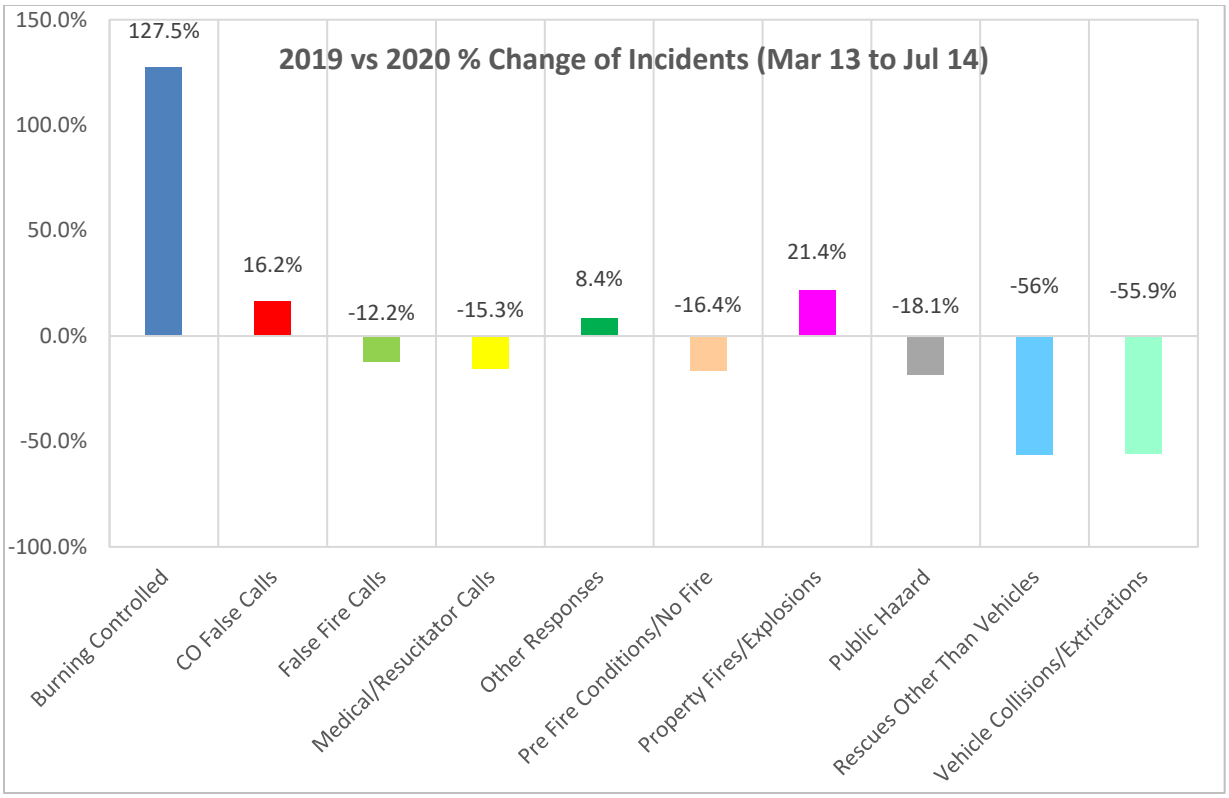


Emergency Response and Enforcement

Maintaining community safety and enforcing the provincial orders posed challenges. Legal and Administrative Services played a key role by providing advice on the multitude of emergency orders and the implications of moving into Stages 2 and 3. With more people being at home, the number and types of emergency situations that required a response changed. Enforcement of the provincial orders became the primary duty of the By-Law and Compliance, Licensing and Permit Services staff.

Vaughan Fire and Rescue Service (VFRS)

The number of fires increased 21% from March 13 to July 14, 2020 in comparison to the same timeframe in 2019. Backyard fires, carbon monoxide (CO) false alarms, and "other" responses increased between 2019 and 2020. There was an overall reduction in medical calls, rescues, motor vehicle collisions and public hazards.



By-Law and Compliance, Licensing and Permit Services

The department followed up on complaints related to orders issued under the *Emergency Management and Civil Protection Act* (EMCPA), the Parks By-Law and the COVID-19 Emergency Measures By-Law (CEM).

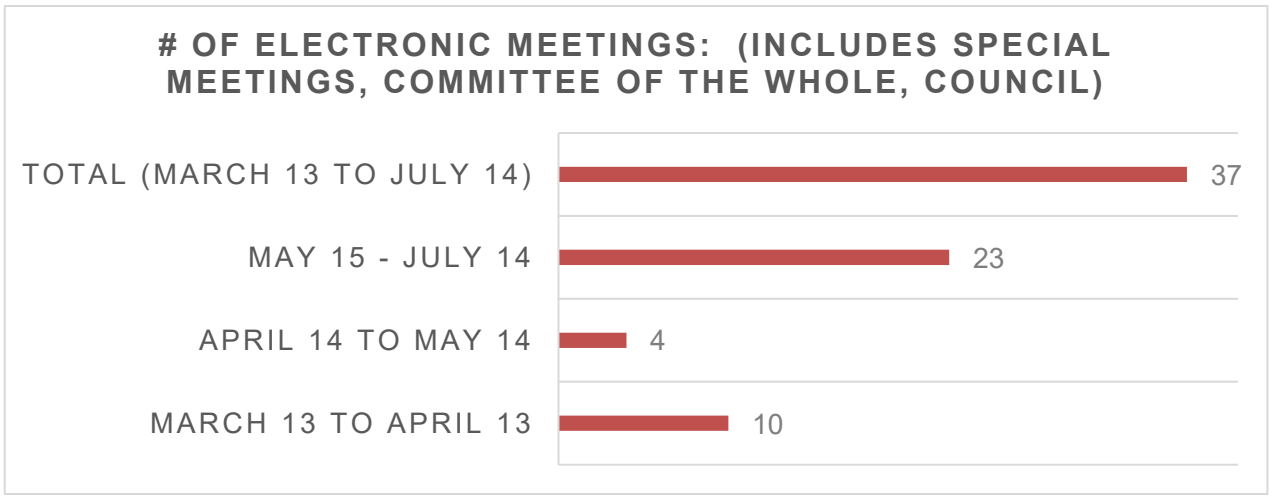


City Building

Despite the pandemic, City building did not stall. Council, Committee and Public Hearings continued with platforms established for citizen participation. Economic Development was

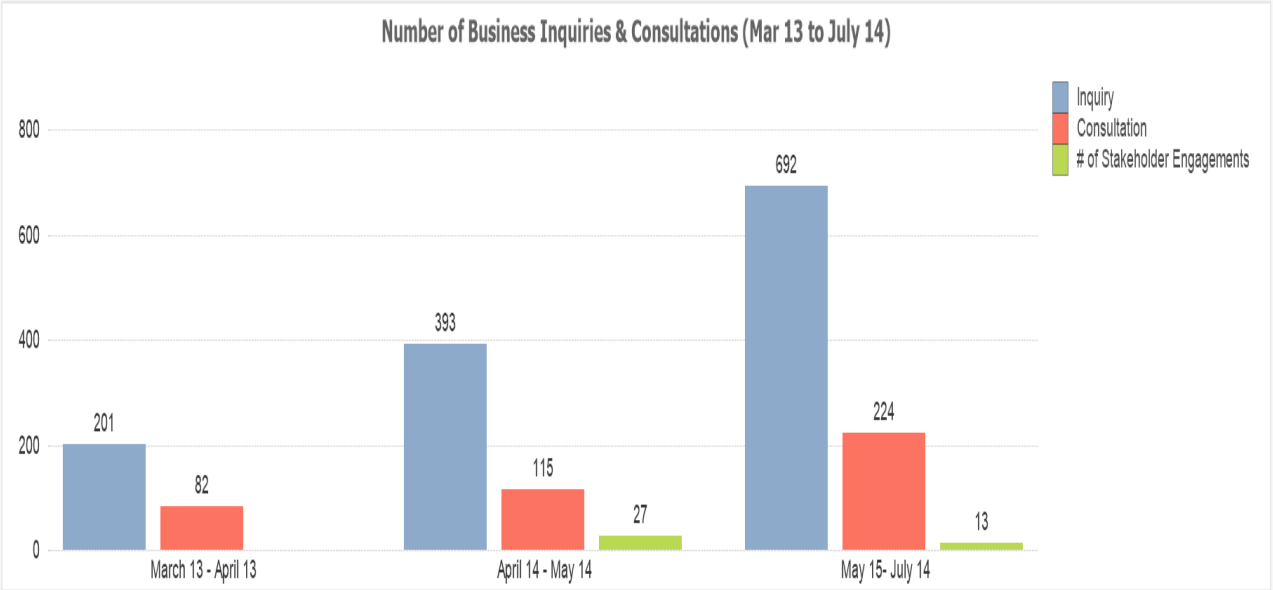
busy supporting our business community, growth in the Vaughan Metropolitan Centre exceeded targets and permit applications and inspections were higher than the same period in 2019.

Office of the City Clerk



Council and Committee of the Whole Online meetings averaged just over 200 attendees per meeting.

Economic and Cultural Development

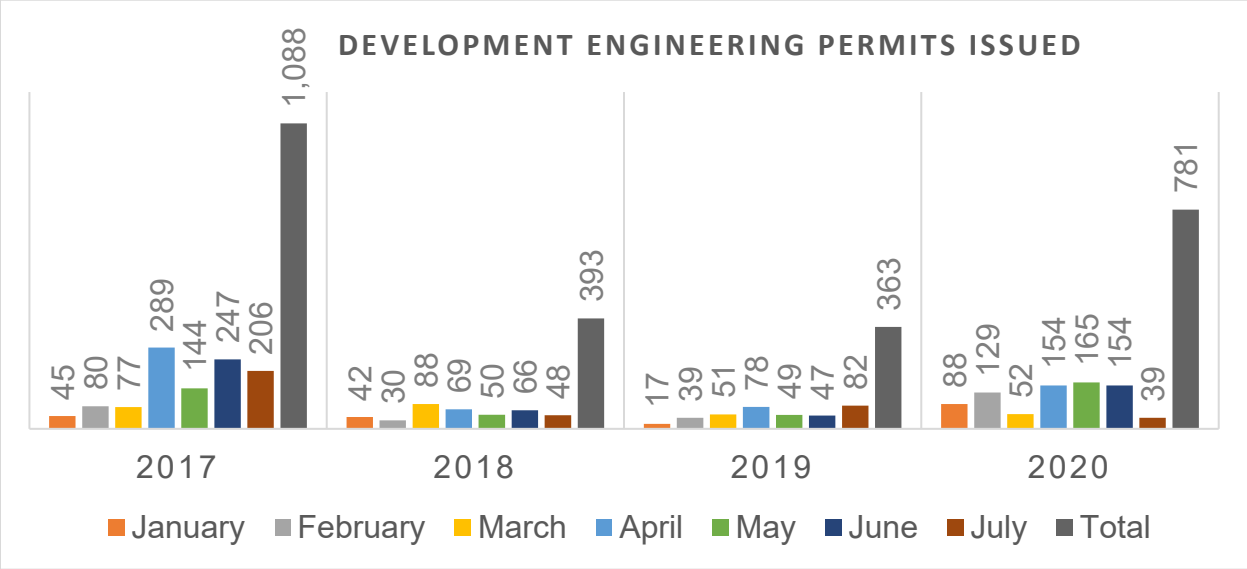


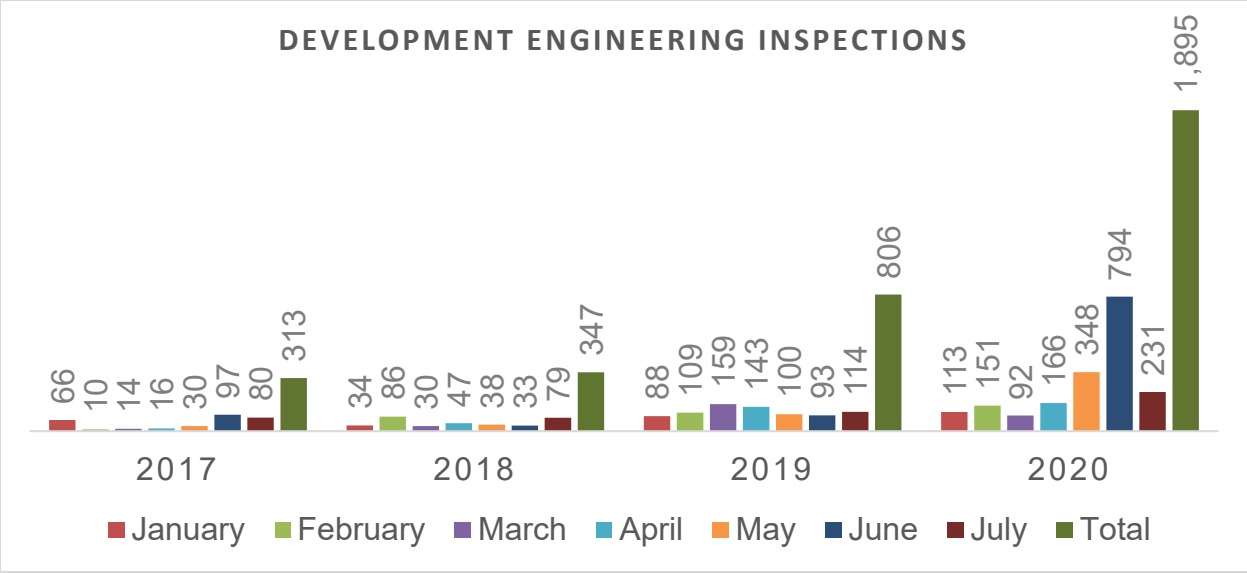
Economic and Cultural Development had over 1,200 business inquiries and over 400 consultations . From April 14 over 50 webinars were held resulting in over 3,000 attendees.

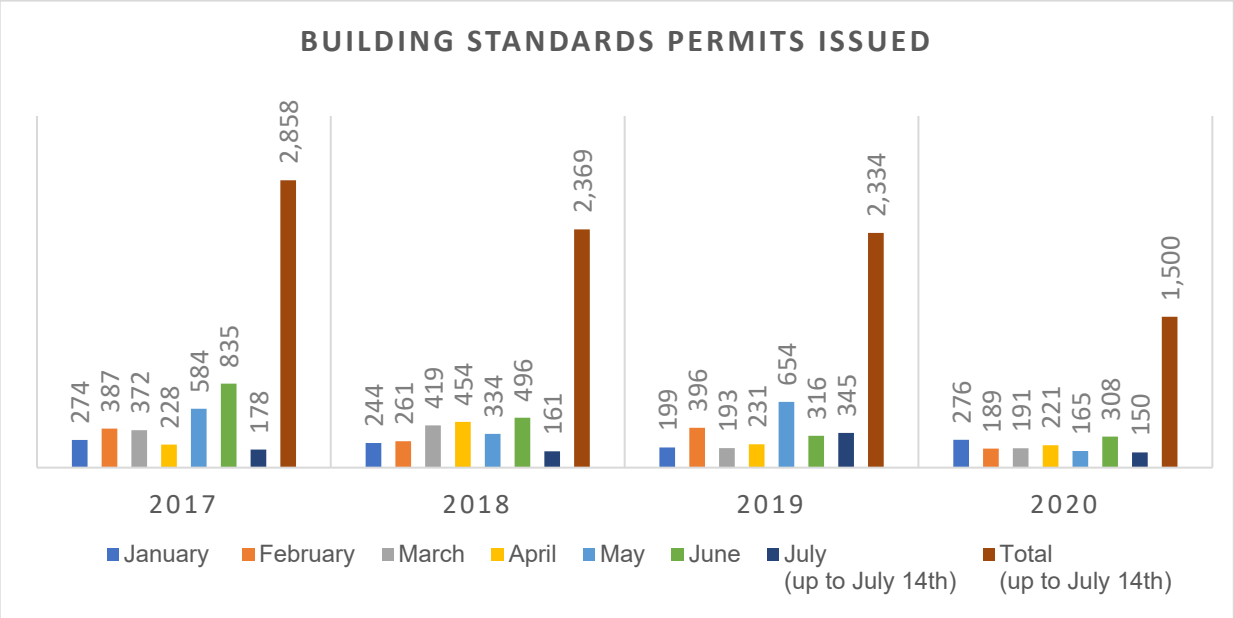
Vaughan Metropolitan Centre Growth

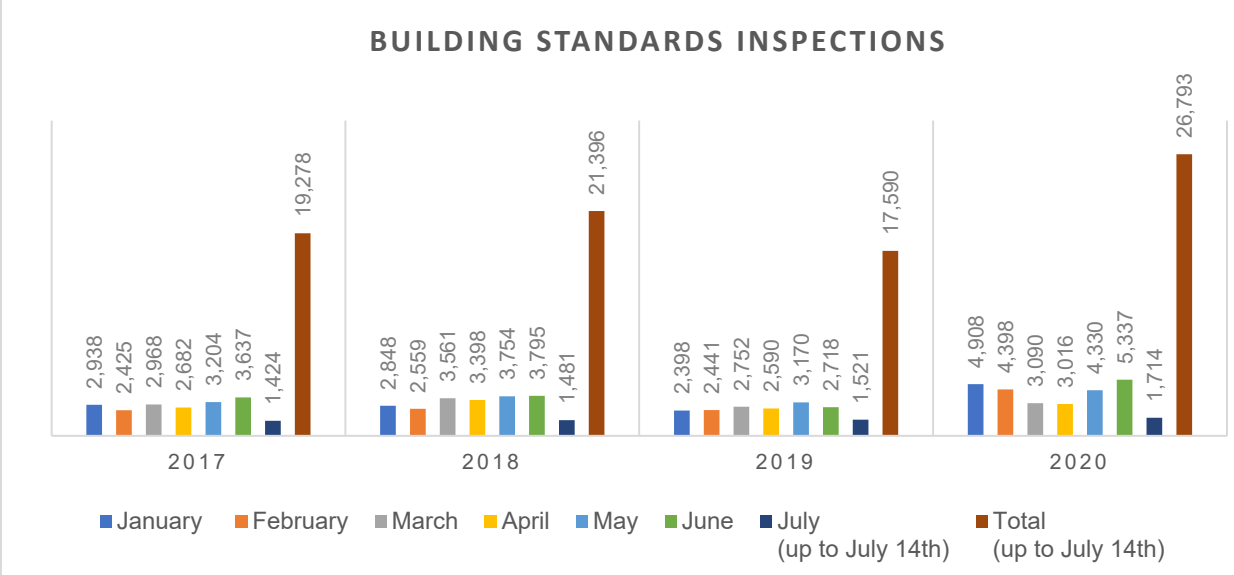
	% SECONDARY PLAN TARGETS
RESIDENTIAL (units) 27% Increase by May 2020 compared to 2019	**267%**
OFFICE (f^2) 17% Increase by May 2020 compared to 2019	**103%**
RETAIL (f^2) 9% Increase by May 2020 compared to 2019	**71%**

Development Engineering and Building Standards Permit Applications




DEVELOPMENT ENGINEERING INSPECTIONS
66 10 14 16 30 97 80 313
34 86 30 47 38 33 79 347
88 109 159 143 100 93 114 806
113 151 92 166 348 794 231 1,895
2017
2018
2019
2020
January
February
March
April
May
June
July
Total


BUILDING STANDARDS PERMITS ISSUED
274 387 372 228 584 835 178 2,858
244 261 419 454 334 496 161 2,369
199 396 193 231 654 316 345 2,334
276 189 191 221 165 308 150 1,500
2017
2018
2019
2020
January
February
March
April
May
June
July (up to July 14th)
Total (up to July 14th)


BUILDING STANDARDS INSPECTIONS
2,938 2,425 2,968 2,682 3,204 3,637 1,424 19,278
2,848 2,559 3,561 3,398 3,754 3,795 1,481 21,396
2,398 2,441 2,752 2,590 3,170 2,718 1,521 17,590
4,908 4,398 3,090 3,016 4,330 5,337 1,714 26,793
2017
2018
2019
2020
January
February
March
April
May
June
July (up to July 14th)
Total (up to July 14th)

Recommendations

The recommendations from the first interim report as listed below have been updated to reflect additional recommendations (in bold font) which fall within the responsibilities of the Emergency Planning Program.

Business Continuity Planning

- Conduct annual reviews of Business Continuity Plans (BCP) that align with business planning process.
- Create a central electronic storage file for all department BCP's.
- All departments understand interdependencies through shared BCP portal.
- Coordinate with Office of Transformation and Strategy to review BCP tool and process.
- Through the BCP process identify essential services and employees and develop a succession plan in the BCP.

Emergency Plan and Procedures

- Revise the Emergency Response Plan to include feedback from the debriefing sessions.
- Include Data Collection team in Strategy Section of the EMT.
- Include Lessons Learned team in the Emergency Response Plan for debriefing purposes.
- Develop a pandemic management appendix to the Emergency Response Plan.
    - **Include protocols for a phased reduction of services.**
- Revise virtual EOC procedures.
- Develop a recovery plan appendix to the Emergency Response Plan.
    - **Include protocols for a phased approach for reopening.**
- Provide support to departments on developing specific incident response protocols.
- Develop an emergency preparedness and resiliency strategy.
- Establish procedure for EMT to sign-off review of the Emergency Response Plan annually.
- Revise the situation report form and procedure.
- Create a decision record template.

Training and Exercises

- Conduct business continuity planning process training.
- Develop training modules on the emergency plans, the responsibilities of each department and the roles of each level of government in an emergency for staff.
- Conduct annual training on the EOC Dashboard and documentation for EMT members.
- Provide Council training on the Emergency Response Plan and procedures.
- Include issues faced in the pandemic in future exercises.

- **Department-specific emergency scenario training.**

Resources

- Coordinate with Human Resources to revise the staff skills inventory to include credentials.
- Coordinate with Human Resources to include staff skills inventory in Halogen.
- Consult with Logistics Section Chief, Finance Officers, Administration Section Chiefs on recommendation to establish an “emergencies fund” for disaster events.
- Coordinate with all EMT Sections to create a central inventory of all resources (equipment, vehicles, supplies etc.) in the City.
- **Coordinate with Section Chiefs to identify resources to stockpile.**

Policy

- In consultation with Legal Services develop a standing emergency measures by-law with delegated authority.

Conclusion

The second interim action report on the COVID-19 pandemic response captured insights for the next 90 days while they were fresh in the minds of staff. The findings of this report will be integrated with the first and future interim action reports that will be created at milestone points throughout the duration of the pandemic. The City was able to adapt to new ways of delivering services and has great capacity for creativity and innovation. Through research and data analytics we have learned from our own and the experiences of others to develop thoughtful plans to ensure that our path forward is cautious and measured to protect the safety and health of our staff and community. The lessons learned and recommendations will be included in revisions to emergency management plans, procedures and program activities.

Innovations and Process Improvements in Response to COVID-19 Pandemic

Updated September 2020

BACKGROUND

On June 23, 2020 at the first Ready, Resilient and Resourceful (RRR) Committee meeting, the Innovations and Process Improvement report outlining 125 changes the organization has undertaken to respond to the pandemic, ensure ongoing service delivery and improve our operations and the way we deliver services was presented. As a follow-up to this report, on June 29, 2020, Council requested further information detailing the sustainability and cost savings where applicable for each initiative.

The following provides a summary of **161*** various innovations and process improvements implemented to date since the onset of COVID-19. These initiatives have proven benefits in efficiencies, effectiveness and capacity building for the future.

**Since the release of the original report on June 23, 2020, 36 additional initiatives have been undertaken bringing the total number of innovations and process improvements implemented to 161 to date.*

Types of changes include:

- **Organizational Enhancement,** which includes safety measures, impacts to ensure employee morale, work enablement, and process efficiencies to ensure staff are productive and citizens are receiving quality public services.
- **Service Delivery Enhancement,** which includes improvements and enhancements to existing services with beneficial changes that allow us to do things in a different way while still providing the best service possible.
- **Service Delivery Innovation**, which includes new service offerings and programs or revamped ways of doing business.

Types of benefits and/or impacts of the innovation/improvement include:

Process Improvement, which leverages technology, automation and process efficiencies to ensure lean, cost effective processes.

Financial Efficiency, which leads to cost savings, cost avoidance, better productivity and more value for the tax-payer dollar.

Productivity Gains, increasing organizational benefits by doing value-added work more effectively.

Customer Satisfaction, which considers citizen quality of life and perception of City administration.

Service Outcomes, are enhanced ensuring service delivery meets citizen expectations and are right sized for the community.

Partner Relationships, which leverages community partnerships and encouraging collaboration.

Safety, ensuring citizen and staff safety.

Employee Morale, which aims to enhance attitudes, satisfaction and overall outlook of employees.

PORTFOLIO OVERVIEW

Innovations and Process Improvements (Updated Sept 2020)	
Administrative Services and City Solicitor	7
City Manager's Office	15
Community Services	28
Corporate Services and Chief Financial Officer	16
Infrastructure Development	15
Planning and Growth Management	34
Public Works	37
Vaughan Public Libraries	9
TOTAL	**161**

SUMMARY OF ESTIMATED IMPACTS	
Identified one-time savings: 1. Virtual Recreation Guide 2. Modified Service Delivery for Summer Camps 3. Deferral of Grass Trimming	**$330,000**
Identified ongoing savings: 1. Project and Change Management in-house Training 2. Lean White Belt Training 3. Yard Waste Collection	**$185,500**
Identified time savings: 1. Electronic Request of Attachments and Tracking	**10 hours**
Initiatives with future anticipated cost savings/cost avoidance:	**59 initiatives** **$305,400**
1. Speaker Series 2. E-Learning Resources 3. Service Counter Transformation 4. PPE Tracking 5. Electronic Paystubs 6. Combined Reimbursements 7. Electronic Transfer Requests 8. Virtual Recruitment 9. Electronic Claims Processing 10. Remote Work Capabilities 11. E-Signatures 12. Accelerating State of Good Repair Works 13. Recovery Planning 14. Alternate Funding Sources 15. Recovery Planning 16. Program Management Process 17. COVID-19 Centralized Site 18. Virtual Workshops 19. Online Portal 20. Electronic Permitting Process 21. Electronic Development Applications 22. Virtual PAC Meetings 23. Electronic Circulation 24. Electronic Review of Development Application Reports, OPAs, By-Laws, Agreements 25. Electronic Request of Attachments and Tracking 26. Virtual Evening Meetings 27. Virtual Learning (OPPI, CIP, OALA, OAA) 28. Virtual Meetings Heritage Vaughan	

29. Virtual Applicant Consultation
30. Heritage Easements Agreements
31. Archeological Clearances
32. Virtual Design Review Panel Meetings
33. Capital Project Studies Management
34. Capital Projects RFP, Proposal Evaluation and Procurement Meetings
35. Capital Project Financial Planning, Prioritization and Tracking Meetings
36. Contract Administration
37. Green Directions Expansion
38. Off-Leash Dog Area Engagement
39. Staff Education and Professional Development
40. Improved Triaging
41. Various Public Works Long-Term Contracts
42. Compost Piles
43. Water Trailers
44. Reservoir Planters
45. "Grow With Vaughan" Horticulture Sponsorship Program
46. Solid Waste Collection
47. Online Payment Offerings
48. Maintaining Licenses and Credentials
49. Implementing Grow Zones
50. Satellite Operating Locations
51. Paperless Forestry Inspection Work Orders
52. Street Sweeping – Roads and Sidewalks
53. Deterring Illegal Dumping
54. Virtual Summer Reading Club, Teen Summer Challenge and Virtual Science Fair
55. Virtual Adult Programming
56. eBooks and eAudiobook Collections
57. Digital Library Cards
58. Virtual Storytime and STEAM (Science Technology Engineering, Arts and Math) programming
59. Replacement of staff desktop computers with laptops

Initiatives with future anticipated time savings:	**64 initiatives 1137 hours**

1. E-Signature
2. Committee of Adjustment Application Process
3. Workload Balancing and Tracking
4. Collaborative Document Platforms
5. Vaughan Business Action Plan
6. Promoting Economic Prosperity
7. Making Connections
8. Enterprise Project and Change Management Office
9. Data and Analytics
10. Information Broadcasting System
11. Wait Time Announcements

12. Service Counter Transformation
13. Virtual Service Offerings
14. Virtual Service Offerings
15. Virtual Service Offerings
16. Modified Service Delivery for Summer Camps
17. PPE Tracking
18. Electronic Paystubs
19. Combined Reimbursements
20. Electronic Transfer Requests
21. Virtual Recruitment
22. Electronic Claims Processing
23. Remote Work Capabilities
24. E-Signatures
25. Contract Repository
26. Updating Building Checklists and Evaluations
27. Recovery Planning
28. Alternate Funding Sources
29. Recovery Planning
30. Program Management Process
31. COVID-19 Centralized Site
32. Bid and Tenders Central Repository
33. Enhanced Communications
34. Virtual Workshops
35. Online Portal
36. Electronic Permitting Process
37. Electronic Development Applications
38. Virtual PAC Meetings
39. Electronic Circulation
40. Virtual Meetings Heritage Vaughan
41. Virtual Applicant Consultation
42. Heritage Easements Agreements
43. Archeological Clearances
44. Virtual Design Review Panel Meetings
45. Capital Project Studies Management
46. Capital Projects RFP, Proposal Evaluation and Procurement Meetings
47. Contract Administration
48. Off-Leash Dog Area Engagement
49. Staff education and Professional Development
50. Improved Triaging
51. Water Trailers
52. Solid Waste Collection
53. Online Payment Offerings
54. Commitment to Safe Drinking Water
55. Paperless Forestry Inspection Work Orders
56. Safety and Communications Protocols for School Crossing Guard Program
57. Virtual Summer Reading Club, Teen Summer Challenge and Virtual Science Fair

58. Virtual Adult Programming
59. Digital Databases
60. eBooks and eAudiobook Collections
61. Digital Library Cards
62. Digital "Ask-Us" Service
63. Virtual Storytime and STEAM (Science Technology Engineering, Arts and Math) programming
64. Replacement of staff desktop computers with laptops

Note: All above noted changes/initiatives have been embedded into ongoing operations and will continue post-COVID.

Initiatives undertaken temporarily in response to COVID-19; will return to normal operations post-COVID:

1. Curbside Marriage Licensing
2. Burial Permits
3. Community Services Data and Information Repository
4. Business License Deferrals
5. Parks Education and Compliance for Physical Distancing
6. Operation Guardian
7. Open for Business
8. Outdoor Patio Policies and Regulations
9. Fitness Equipment Loaner Program
10. Recreation Fees
11. Onsite Staff Health Assessments
12. Contact Tracking
13. Property Tax Payment Extensions
14. Elderly Home-Owners Tax Assistance
15. Staff Redeployment Strategies
16. Accelerating Facility Equipment Upgrades
17. Rent Relief Program (TBD)
18. Solid Waste Collection Double-Up Days
19. Water/Wastewater Rate Freeze
20. Stormwater Charge Deferral
21. Street Sweeping – Joe Johnson Equipment Donation
22. Increased Road Cleaning – Rural Road Debris
23. Increased Road Cleaning – Road Islands
24. Centralized COVID-related Team Repository
25. Enhanced COVID-related Communication
26. Library Curbside Pickup

Attachment 3



Business Reintegration Plan

A GUIDE FOR COVID-19 PANDEMIC PREPAREDNESS AND RECOVERY

VAUGHAN

The various protocols set out in this document constitute recommendations, based on various guidance provided by Public Health Agency of Canada, Public Health Ontario, York Region Public Health, and other authorities having jurisdiction, as well as the City of Vaughan's Health and Safety division and Facility Management department. As the COVID-19 situation evolves the City will review and update this Plan accordingly.

Table of Contents

Introduction 1

Executive Summary 1
Background 1
Risk Assessment 2
Applying the Hierarchy of Controls 3
Protecting Yourself and Co-Workers 3
Internal Responsibility System 3
Governance and Decision Making 4
Start-Up Checklist 4

Start-Up | Phase One 5

Administrative 5
Staffing, Work and Break Schedules 5
Meeting Guidelines and General Office Use 5
Communication, Training and Orientation 7
Pre-screening 8
Physical Distancing Guidelines 8
Transportation and Vehicle Guidelines 9
Emergency Procedures 10

Cleaning and Disinfecting 10

Personal Protective Equipment 11
Cloth Face Masks 11

Workplace Layout and Methods to Follow Physical Distancing 12
Communal Area Instructions 12

Case Response/Management 14
Symptomatic Employee Isolation Protocol (at work) 14
Isolation Guidelines for Symptomatic Employee 15

Visitors, Contractors, Suppliers 15
Restricted Entry 15
Agency Workers 15

Inbound Parcels/ Packages Guidance 16

Start-Up | Phase Two 17

Start-Up | Phase Three 18

Appendices 19

Appendix 1: Health and Safety Directive for Worksite Visits During COVID-19 20
Appendix 2: Animal Services, (Tigi Court) 27
Appendix 3: Facility Management 28
Appendix 4: Public Works | Yard Operations (Woodbridge and Dufferin) 31
Appendix 5: Recreation Services | Community Centre Facilities 32
Appendix 6: Vaughan Fire and Rescue Service 33
Appendix 7: Vaughan Public Libraries 35

Business Reintegration Plan

EXECUTIVE SUMMARY

The City of Vaughan's *Business Reintegration Plan* has been developed as a guide for the safe reintegration of staff back into City facilities. On March 17, 2020, the City declared a state of emergency as a result of the COVID-19 pandemic. Since that time, many staff have continued to report for work in City facilities each day due to the essential and critical nature of their work; however, many more staff were reassigned to home-based work and have remained operational while working from their home.

This Plan has been developed and is supported collectively by members of the City's Emergency Management Team and Joint Health and Safety Committees, in consultation with documentation from public health agencies and safe work associations. This Plan is in conjunction with the City's *Health and Safety* program and *Health & Safety Directive for Worksite Visits During COVID-19* (Appendix 1).

BACKGROUND

According to the World Health Organization (WHO), COVID-19 is spread primarily from person-to-person through close contact. With guidance from our public health officials in Public Health Ontario and York Region Public Health, the City has developed this Plan to commence the reopening of City facilities to City staff and eventually, the citizens of the City of Vaughan. One key component of the City of Vaughan's response plan is a start-up process of shared practices for guidance to protect employees and ensure their health and well-being are cared for during COVID-19.

Employees are reminded that in addition to the employer's obligations, they have a legal obligation to take the necessary measures to protect their own health and safety in the workplace and to ensure that they do not endanger the health and safety of other persons in the workplace. Employees have a role to play in identifying and eliminating risks or hazards in the workplace and they should tell an employer representative if they see any risks or hazards or have suggestions.

This start-up document is sorted by category with specific guidance that departments shall use to develop recovery plans that address and consider requirements for their respective area or service. Each category provides clear guidance on the requirements for pre-screening when coming to work, maximum number of staff permitted in work locations, guidance on scheduling, personal protective equipment (PPE), cleaning and disinfecting, physical distancing practices and case management response to positive or suspected cases.

Communication will be critical to this recovery plan; a detailed communication strategy will assist people leaders and workers to understand the complexity of our current environment, and how we will recover, by implementing processes and programs to address the "new normal."

The following pages list best practices for the restoring of operations and services. The practices found in the corresponding sections will offer guidance to ensure all departments, management and employees are aware and equipped with consistent practices to maintain a safe workplace for all.

RISK ASSESSMENT

With the exception of emergency fire service, work activities at the City of Vaughan do not fall within any of the work categories identified by Public Health to be at a high risk of contracting COVID-19; and as such, employees are not considered to be at an elevated level of risk of exposure. Despite this, a physical review of work locations and some work practices have been undertaken to ensure adequate controls are undertaken to ensure that workers are being protected to the best of the City of Vaughan's ability, given the current information and tools available. Please see Appendix 2 to 7 for specific hazard reviews of various workplace departments and facilities.

High Exposure Risk – High exposure risk jobs are those with high potential for exposure to known or suspected sources of COVID-19. Workers in this category include:

- Healthcare delivery and support staff (e.g., doctors, nurses, and other hospital staff who must enter patients' rooms) exposed to known or suspected COVID-19 patients. (Note: when such workers perform aerosol-generating procedures, their exposure risk level becomes very high.)
- Emergency Service workers (e.g., Fire Department) attending to emergency medical calls where it may be known that suspected COVID-19 patients are present.

Medium Exposure Risk – Medium exposure risk jobs include those that require frequent and/or close contact with (i.e., within 6 feet of) people who may be infected with COVID19, but who are not known or suspected COVID-19 patients. In areas where there is ongoing community transmission, workers in this category may have contact with the general public (e.g., By-Law Enforcements, Emergency Public Works Operations, Fire Services)

Lower Exposure Risk (Caution) – Lower exposure risk (caution) jobs are those that do not require contact with people known to be, or suspected of being, infected with COVID-19 nor frequent close contact with (i.e., within 6 feet of) the general public. Workers in this category have minimal occupational contact with the public and other co-workers.

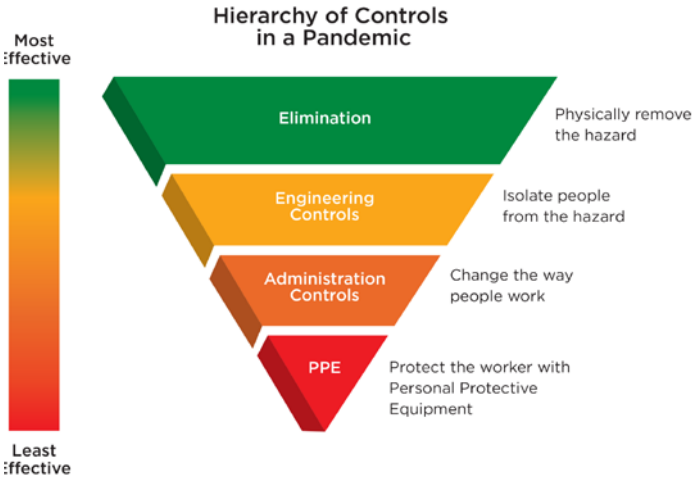
It is recommended that, at this time, efforts be focused on work activities that are being allowed to resume by the Provincial government that were previously closed and those that continue to operate with plans to continue or begin to reopen shortly. In the case that it is necessary to perform moderate or higher risk work, control measures must be put into place and documented to ensure workers health. The Hierarchy of Controls must always be considered first. No controls should be put into place if they create new or different hazards to workers. Included on the following page are suggestions for control measures, however, these are not limited.



APPLYING THE HIERARCHY OF CONTROLS

Hierarchy of controls is a systematic process used to minimize or reduce exposure to hazards. Using a sequence of elimination, starting at the base and working down to the apex of the triangle, controls are ordered by priority and in decreasing effectiveness.

A comprehensive strategy to reduce the risk of COVID-19 transmission in the workplace includes the following controls:

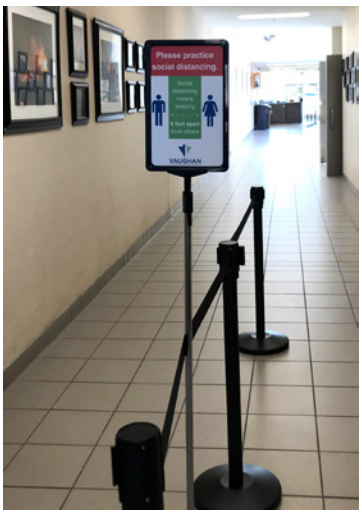


Elimination – Physically removing the hazard. This may involve considering if the work is essential and, if not, suspending the work activity.

Substitution – Replace the hazard (This is not a possible solution from a COVID-19 perspective).

Engineering controls – Isolate people from the hazard from the placement of barrier between the hazard (COVID-19) and the worker.

Administrative controls – These are employer dictated work practices and policies that reduce or prevent hazardous exposures (e.g. social (physical) distancing practices, hygiene practices).



Personal protective equipment (PPE) – While engineering and administrative controls should be considered first when selecting controls, the use of personal protective equipment (PPE) may also need to be part of a suite of strategies used to protect employees.

PROTECTING YOURSELF AND CO-WORKERS



WASH

Wash your hands frequently - for at least 20 seconds.



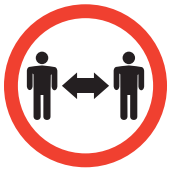
COVER

Sneeze into your sleeve or elbow and throw away soiled tissues as soon as possible, followed by hand washing.



AVOID

Do not touch surfaces then your mouth, eyes or nose.



DISTANCE

Practise social distancing by not shaking hands, hugging, etc.



ISOLATE

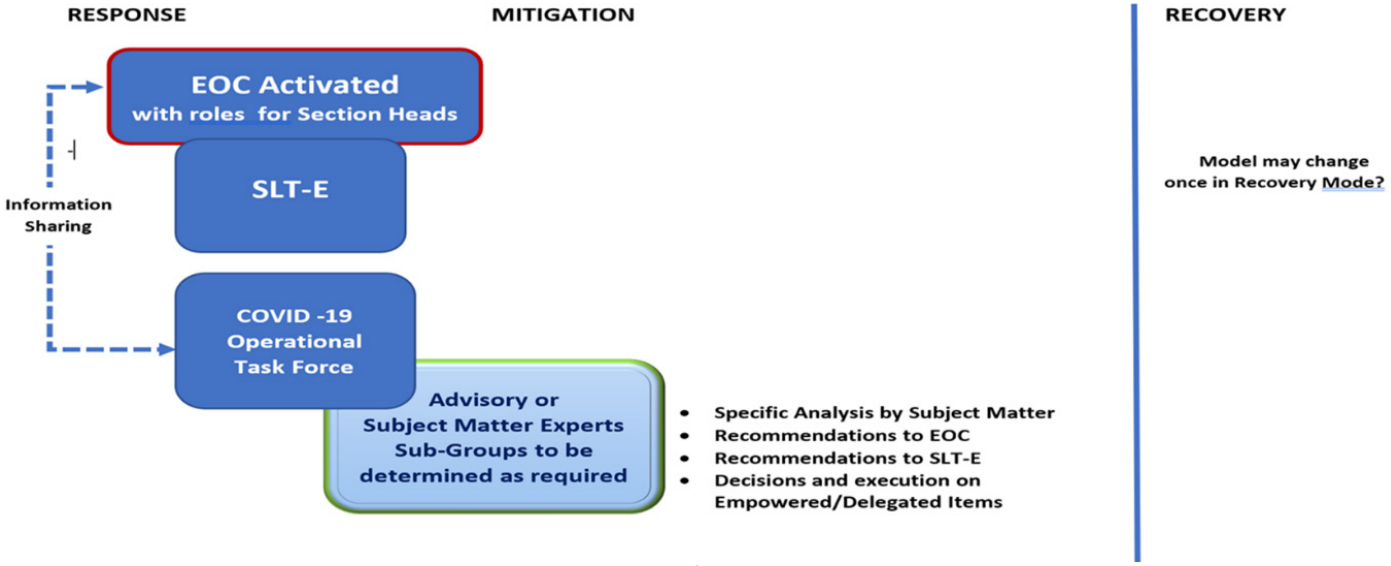
Stay home if you become ill and prevent the spread of the illness

INTERNAL RESPONSIBILITY SYSTEM

One of the primary purposes of the Occupational Health and Safety Act (OHSA) is to facilitate a strong Internal Responsibility System (IRS) in the workplace. To this end, the OHSA lays out the duties of employers, supervisors, workers, constructors and workplace owners.

The IRS means that everyone in the workplace has a role to play in keeping workplaces safe and healthy. Workers in the workplace who see a health and safety problem such as a hazard or contravention of the OHSA in the workplace have a statutory duty to report the situation to the employer or a supervisor. Employers and supervisors are, in turn, required to address those situations and acquaint workers with any hazard in the work that they do.

GOVERNANCE AND DECISION MAKING



START-UP CHECKLIST

Phase 1	Phase 2	Phase 3
Up to 30% maximum person load at designated city facilities Designated facilities include City Hall and Joint Operations Centre.	Up to 50% maximum person load at designated city facilities Designated facilities will include those listed in Phase 1 with addition of any new facilities where public admittance will occur.	"New Normal" TBD - person load at all facilities All action items noted Phase 1 and 2 are to be initiated with additional items.
Up to 30%	**Up to 50%**	**"New normal" TBD**

In all phases of staff reintegration, working from home will remain an option.

Phase One: Up to 30% maximum person load at designated City facilities – no public admittance

Designated facilities include City Hall, Joint Operations Centre.

Phase One allows for a maximum of up to 30% of City staff permitted into the workplace. This limit is based on the safest estimate that would allow staff to safely enter the workplace, navigate pathways, enter their departments, washrooms and other common areas (cafeteria, walkways, washrooms) without conflicting with the 6 feet physical distance guideline and where hygiene/disinfectant practices can be effectively implemented and maintained where common areas are used. The actions noted in this phase may be adjusted based on guidance from local, provincial and federal public health agencies.

Departments, where higher percentage of staff are required beyond the 30% cap, are advised to consult directly with Facility Management and Human Resources to evaluate spacing issues, workplace adjustments and health and safety considerations before staff return to the workplace.

Recreation Services and Vaughan Public Libraries operate under unique business and service models. The up to 30% guidance is dependent on their own unique recovery plans, the minimum number of staff required to be on-site while adhering to physical distancing, hygiene and disinfecting controls.

Phase Two: Up to 50% maximum person load at designated City facilities – limited public admittance

Designated facilities will include those listed in phase one with addition of any new facilities where public admittance will occur.

All actions items noted in phase one are to be initiated with the addition of items, such as, but not limited to: limited restriction of public shared areas; continued restricted use of meeting rooms; consideration of opening certain services to the public; and food services area safety. The actions noted in this phase may be adjusted based on guidance from local, provincial and federal public health agencies.

Phase Three: "New normal" TBD or higher person load at all facilities - all action items noted phase one and two are to be initiated with addition of the following items:

Actions in this area will need to be dependent on guidance from local, provincial and federal public health agencies.

ADMINISTRATIVE

Staffing, Work and Break Schedules

Department leaders are to identify:

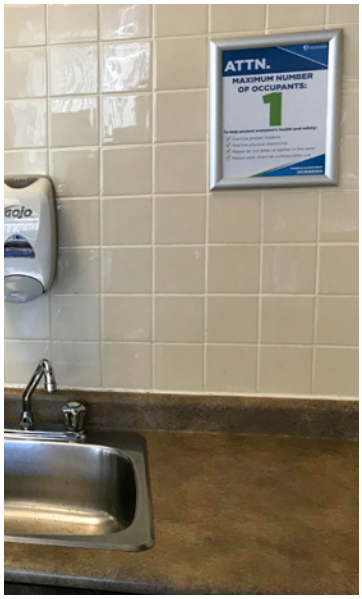
- Critical operations and associated staffing requirements for staff to be on-site.
- They are to determine which staff can continue to work remotely (i.e., away from the workplace) and to continue to allow staff to do so.
- Staff who have been identified as vulnerable for contracting COVID-19 as per Public Health Ontario guidelines, shall continue to remain working remotely based on operational feasibility and medical guidance.
- The remainder of the staff are then to be considered eligible for on-site work through a rotation schedule. For example:
  a) Shift A Week 1, Shift B Week 2, Shift C Week 3, Shift D Week 4
- It is of critical importance that staff who are present on-site are documented so that Contact Tracing can take place if a staff member tests positive for COVID-19 while having been in the workplace.
- Staff reporting to work on-site are encouraged to maintain a personal contact diary for each day in the office. The contact diary will not be asked to be shared with the Corporation until and unless there is an outbreak of COVID-19 and contact tracing is required by York Region Public Health or the City. A contact diary should consist of the following:
  a) Date
  b) Time
  c) Persons made contact with (other staff, contractors, general public)
  d) Location where contact took place (office, off-site meeting with citizen at field location, etc.)

People leaders are to assess their staffs' current work schedules, break schedules, lunch periods and planned meetings in order to eliminate risks associated with congregating staff and close contact. Start times, breaks, lunch periods are to be staggered, where feasible.

Meeting Guidelines and General Office Use

- **Meeting Rooms:** All meeting rooms will be closed during Phase 1. The opening of meeting rooms will be determined based on guidance from public health officials and will be considered during later phases of the reopening of City facilities.
- **Staff Meetings:** All meetings shall be held virtually through Phone/Skype. Where in-person meetings are deemed urgent and necessary, physical distancing, hygiene controls and PPE shall be adhered to.
- **Inter-office Movement of Staff:** Staff are restricted from travelling between departments. Travel by staff between departments should be eliminated entirely and only in exceptional/urgent circumstances will staff be allowed to travel between departments.
- **Equipment/Material:** Staff is restricted from sharing equipment (tools, office supplies, stationary, etc.) and the sharing of documents should be limited to the least extent possible and ensure hygiene practices are maintained before and after transfer between staff. Examples would include computers, pens, documents, and hand-tools in Facilities and Operations.
- **Kitchenette Area Safety:** Restrictions apply for the use of kitchenettes with respect to the number staff using a department kitchenette. One person allowed at any given time. Increase cleaning of refrigerators, microwaves and vending machines.





- **Workspace Self-Cleaning:** Staff are to be advised to self-clean their workspace daily with special attention to most used surfaces such as keyboards, monitors, chairs, desks and cubicle dividers.
- **Copy Rooms:** Limited to one to two-person maximum depending on the size of the room and that physical distancing can be achieved. No congregating outside of copy room areas impacting travel routes. Where possible, limit touch points on photocopy equipment.



Photocopy room at the Joint Operations Centre



Photocopy room occupancy limit at Vaughan City Hall.



Joint Operations Centre photocopy room maximum occupancy.

Communication, Training and Orientation

Effective, timely and frequent communication is necessary to create the shared sense of safety and security among staff and ease the process of returning to work. In addition to including the details of the transition, a communications plan should anticipate employee concerns and questions. Effective communication will help employees practice better awareness of their surroundings for physical distancing and more.

Pre-Start Communication

- Recovery Q&A's - Development of specific recovery Q&A's to advise all staff prior to returning to the workplace of the "new normal." Staff will be educated on big picture strategy that the City has developed to reintegrate staff back into the workplace in as safe a way as possible to ensure physical distancing is maintained by the following means:
  a) Controlled Point of Entry - Staff will be advised to enter and exit the workplace through a designated entrance point
  b) Staggered shifts, work and break schedules
  c) Number of staff permitted to be on-site at any given time
  d) Pre-screening protocols for when staff arrive to work each day
  e) Where possible, physical adjustments to walkways, workstations (heightened and lengthened dividers), and common areas
  f) Common area management (washrooms, cafeteria, kitchenettes)
  g) Enhanced disinfecting measures
  h) Clear expectations and consequences for non-compliance
- Separately, departments will determine and advise which of their staff are to remain working from home (based on operational feasibility) and which staff are expected to come back into the workplace. This will include providing a schedule for staff to follow with respect to which days they are to be physically in the workplace, start-times, end-times, breaks, lunches, point of entry into the facility, etc.
- Staff will be advised to take the provincial self-assessment prior to coming into the workplace and that if there are restrictions for them being in the workplace, they should stay home.

Instructions for Arrival

Staff are to be provided with clear instructions of what to expect when they arrive in the workplace from the point of driving onto City property and how and where to park their vehicles to the point of entry into the facility, where to walk, steps to follow throughout the course of their workday and ultimately a safe exit out of the facility. These are the specific instructions that staff can expect:

- Staff are to be reminded to take the provincial self-assessment prior to coming to work each day that they are scheduled to be on-site. Click **here** to access the provincial self-assessment.
- Parking in designated areas and in alternate spots, if possible.
- Staff and contractors are to be advised of designated points of entry and exit points.
- Staff and contractors are required to take and be cleared through the provincial self-assessment prior to entering City of Vaughan worksites. Staff and contractors will be requested to confirm that they are cleared to be in the workplace.



Training and Orientation

- Demonstrations or training will be required to introduce new behaviours to employees in anticipation of arrival back on-site.
- Provide instructions for bringing work equipment back into the facility and sanitizing items, such as laptops, phones, work bags, materials, etc.
- Employees are to be alerted to changes in the work environment (e.g., no availability of meeting rooms, limited use of lunchrooms, kitchenettes and restrictions applicable to elevators, washrooms and stairs), walking in marked and designated zones as they make their way through City facilities.

- The City will utilize multiple communication channels to reach staff, including phone, email, Skype in order to reach 100% of staff.
- People leaders shall conduct regular and routine follow-ups with staff when on-site to ensure staff are compliant with all directives and to address employee concerns.
- Staff are to be advised that any concerns regarding their own health and safety shall be brought forward to their immediate supervisor to address.

Pre-screening

- All staff are required to take the provincial self-assessment each day prior to arriving for work to determine if they are fit to be in the workplace or whether they should self-isolate and remain at home. The test is to be taken each day prior to coming to work. The provincial test is changed regularly in order to remain current with the latest health guidance.
  - **https://covid-19.ontario.ca/self-assessment/**

Screening and Reporting

- Staff are required to wear their identification/security badge each day when arriving at a City worksite.
- Staff are to tap their security badge at a designated location as they enter the building each day. This allows the City to track who is on-site each day and for public health contact tracing purposes in the event of a positive COVID-19 case in the facility.
- **By tapping their identification card on the Security Card Tap entry system each day, staff are confirming:**
  a) they have conducted the provincial self-assessment, and
  b) the self-assessment results did not restrict them from attending on-site work.
- For facilities where there is no Security Card Tap entry, people leaders are to establish a manual attendance tracking system to ensure all staff at a worksite are recorded and indicate that staff have expressly confirmed they have taken the self-assessment and the test did not restrict the staff member from attending work.

Physical Distancing Guidelines



Physical distancing is a simple yet very effective mechanism to prevent potential infection, that relies on simple distance to avoid infection. In order to decrease the transmission of COVID-19, Vaughan staff, contractors and visitors are required to practise physical distancing. It is a simple and effective prevention measure that can help prevent the transmission of COVID-19.



When someone coughs or sneezes, they spray small liquid droplets from their nose or mouth. If you are too close, you can breathe in the droplets.

In practice this means:

- Staying 6 feet away from others as a normal practice.
- Eliminating contact with others, such as handshakes or embracing coworkers, visitors, or friends.
- Avoiding touching surfaces touched by others, to the furthest extent feasible.
- Avoiding anyone who appears to be sick, or who is coughing or sneezing.
- Strict adherence to 6 feet physical distancing within departments and communal areas such as corridors, stairwells and washrooms.
- Staff and visitors are to use appropriate designated pathways when entering the building to their department and should abide by all signs, posters and floor decals.
- The sharing of telephones, keyboards, desks or workstations are eliminated from daily practices. Where staff must share a computer due to operational requirements, hygiene and disinfectant practices must be used by staff when using the equipment, i.e., enhanced washing of hands before and after use and wiping down equipment after staff members use the equipment.
- Staff are encouraged to park their vehicles (personal or work vehicle) in alternate parking spots to ensure no two staff members open their doors side by side thus encroaching on 6 feet physical distancing guideline.
- Where possible physical layout adjustments to walkways and zones have been made to ensure physical distancing is provided.



Physical Distancing in Workspaces and Common Areas



Respect barriers and distances between workstations.

Avoid shared tools or ensure disinfecting in between use.

Watch for visual cues that reinforce distancing common areas.



Allow for 2 meters (6 ft.) distance between employees during meetings.

Be aware of distances in elevators, smoking areas and hallways.

Immediately report any symptoms of illness to supervisor or HR

Transportation and Vehicle Guidelines

To implement COVID-19 physical distancing practices during vehicle operations, departments shall incorporate the following measures, where applicable:

- Limit to one employee per vehicle wherever operationally possible.
- In vehicles with multi-row seating, where the 6 feet physical distancing practice can be achieved, a limit to two employees per vehicle can be considered with one employee driving and one employee in the opposite rear passenger seat.
  a) Employees will not switch seats during the shift.
  b) If possible, as an added precaution, keep windows open for enhanced ventilation
  c) same employee(s) shall use the same vehicle for the duration of the shift with proper disinfection protocols after use.



- If physical distancing of 6 feet cannot be achieved in vehicles with multi-row seating, administrative controls with personal protective equipment for both occupants should be implemented to minimize any likelihood of exposure to workers.
- When refueling vehicles or gas containers, employees shall sanitize their hands before and after available to ensure proper hygiene during this process. Avoid touching your eyes, nose, and mouth.
  a) Once the fuel stop is complete, if wearing hand protection, remove gloves and ensure you wash your hands or use hand sanitizer.
- Employee personal vehicles may be used at the discretion and authorization of the Manager.
- Employees will ensure proper sanitizing methods are used at the start, during and end of each work shift. See hygiene practices for additional information.
- Supervisors will assign vehicles accordingly.

Vehicle Disinfection

Employees who are required to operate City or personal vehicles for City business during COVID-19 should implement the following vehicle disinfection practices:

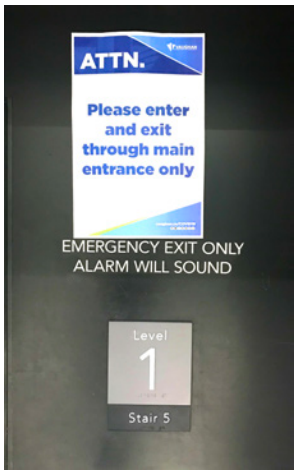
- Each vehicle operator shall use disinfectant cleaners to clean and disinfect "high touch" surfaces, such as door handles, steering wheel, gear shift, seat belt, and control knobs routinely and at the beginning and end of the work shift.
- Check to confirm that the necessary sanitizing equipment is available in the vehicle such as hand sanitizer and disinfectant wipes prior to each shift.
- Dispose wipes in a garbage bag as not to have to touch it again.

Emergency Procedures

CODE		PROCEDURE
YELLOW	Fire, gas leak, explosion **INSIDE** the building	Evacuate the building immediately.
RED	**HOLD AND SECURE** threat **OUTSIDE** the building	Lock doors and stay in the building. Do not let anyone inside the building.
RED	**LOCKDOWN** threat **INSIDE** the building	Stay out of sight and low to the floor. Put cell phone on silent. Stay hidden until police give all clear.
BLACK	Bomb threat or suspicious package	Search your area for anything suspicious and take your personal belongings when evacuating.
WHITE	Severe weather (lightning storm, tornado)	Take shelter. Stay away from outside windows/walls. Move to an interior room of the building.
BLUE	External event (chemical leak, explosion)	Take shelter. Go to the highest point in the building to an interior room. Single story buildings move to interior room.

In the event of an emergency colour code situation during COVID-19, the following measures must be considered:

- In the absence of designated emergency personnel on site, supervisors are to be familiar with the necessary emergency measures for their respective work areas.
- To limit access points into and out of a building during COVID-19, emergency exit areas are restricted for non-emergency use. In the event of a building evacuation, all staff shall evacuate through the closest exit to them and meet at their designated assembly point. Employees shall take appropriate measures to ensure physical distancing by spreading out in assembly area, as much as possible.



Emergency Medical Situations

In cases where a person may require medical attention during COVID-19, first aid responders shall take the following measures:

- Don the following personal protective equipment (e.g. medical grade face mask at minimum, nitrile gloves and appropriate eye protection).

CLEANING AND DISINFECTING

Viruses may live on hard surfaces for possibly days. Evidence based best practices will be followed to ensure effective cleaning and disinfecting has been completed regularly. These and other measures have been implemented to minimize the transmission of the virus through environmental sources, specifically hard surfaces.

As frequently as possible, hard surfaces that are commonly touched by staff will be cleaned with a neutral detergent followed by a disinfectant solution. Hard surfaces include:

- Handrails, doorknobs/handles, elevator buttons, sinks, counters, fixtures, light switches, workstations, etc.

Disinfectant soap is available in all washrooms. Staff are encouraged to wash hands frequently.



Hand sanitizer is available throughout the facility strategically located in common, easy access areas such as lobbies, atriums and corridors.

Staff are encouraged to use disinfectant wipes, that will be available in common areas, to sanitize surfaces that they are in contact with and that are used close to the face, such as phones, smartphones, radios, hard hats and similar items.

PERSONAL PROTECTIVE EQUIPMENT

Where hazards related to COVID-19 cannot be eliminated through administrative and engineering controls, departments may need to consider the use of personal protective equipment such as face masks, gloves and eye protection.

Prior to considering any of these personal protective measures, departments must first consider if the following criteria are met:

- engineering and administrative controls may not be appropriate, and
- the likelihood of COVID-19 contact is present; or
- where physical distancing measures cannot be maintained due to the work activity or work environment.

Should personal protective equipment be necessary, the supervisor shall ensure employees are instructed and informed on proper handling and removal of personal protective equipment to prevent unnecessary contamination. If you have deemed personal protective equipment to be essential, all personal protective equipment purchases shall be done through Procurement Services. Supervisors are to understand that the use of one personal protective equipment method alone may be insufficient to provide an adequate level of protection and other equally relevant protective measures should also be adopted. (e.g. eye and hand protection).

Cloth Face Masks

City of Vaughan staff are required to wear a face mask or covering in any public space, including:

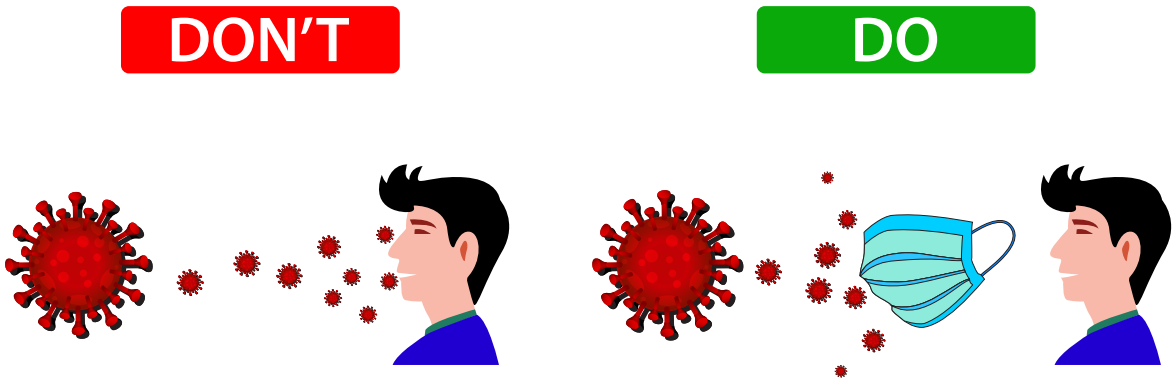
- hallways
- washrooms
- lobbies and common areas
- reception areas
- elevators
- the cafeteria

Exceptions include people who cannot wear a mask for medical reasons or those who require accommodation in accordance with the Ontario Human Rights Code.

Staff should review the Mandatory Mask or Face Covering in Community Settings health and safety directive.

Employees should be aware that this option will NOT protect them from contracting COVID-19 but may limit the possibility of transmission in the community setting. Employees must be aware that enhanced hygiene practices must be implemented as there is a tendency for users to inadvertently touch their face and potentially their eyes where the risk of transmission is possible.

COVID-19 Face Mask Precautions



Stepping out without a mask

Covering your mouth with a mask

WORKPLACE LAYOUT AND METHODS TO FOLLOW PHYSICAL DISTANCING

Communal Area Instructions

Staff are to be reminded to avoid touching surfaces touched by others to the furthest extent possible. Ensure physical distancing is maintained. The avoidance of non-essential gatherings and contact with others must be stressed.

For Phase 1, staff are to sit diagonally from one another, not side by side, back to back or front to front. For Phase 2 and 3, an increased number of staff will be reintegrated into City buildings.



- **Hallways/Corridors:**
  Staff are to adhere to signage and pathway markings.
- **Stairs:** Staff to maintain maximum distance by walking wide right.





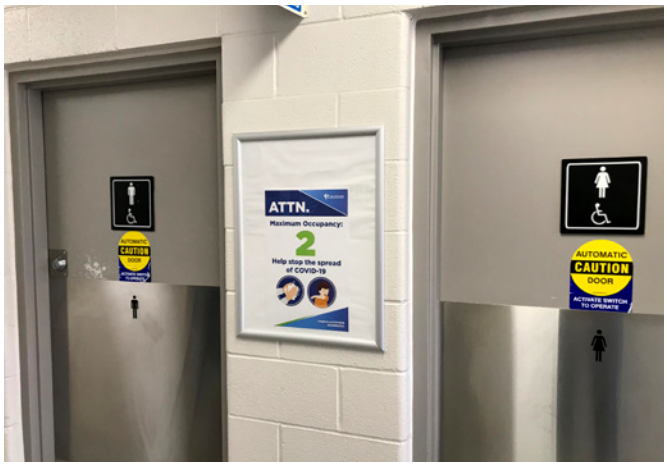


- **Elevators:** Maximum of one (two may be okay) persons at a time, waiting in the queue while adhering to physical distancing while queuing. Staff and visitors are to strictly adhere to signs and floor markings to ensure physical spacing is maintained while entering elevators.





- **Washrooms:** (two-person rule per washroom) Includes physical barriers to areas to ensure 6 feet distancing maintained. Urinals and sink stations will be marked so that physical distancing can be maintained. Maximum capacities will be posted on washroom doors. Touchless door openers in some areas have been installed to eliminate direct contact with outside doors.



- **Fitness Areas/Communal Showers:**
  These are restricted use.

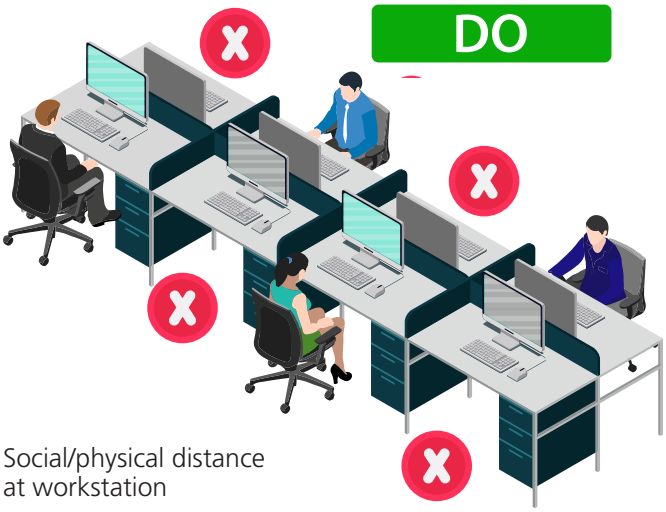




COVID-19 Workstation Precautions

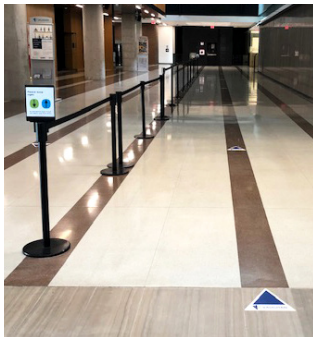


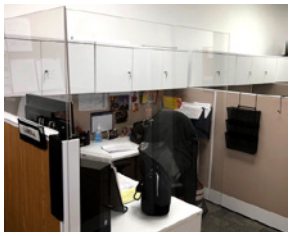
Crowding at workstation



Social/physical distance at workstation

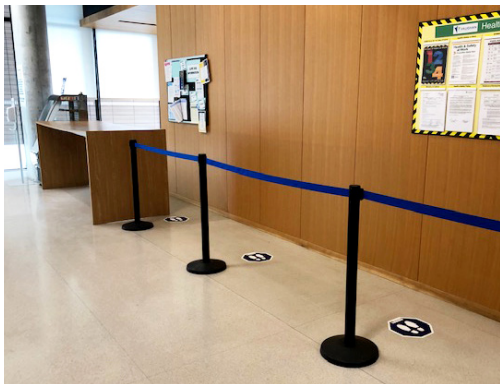




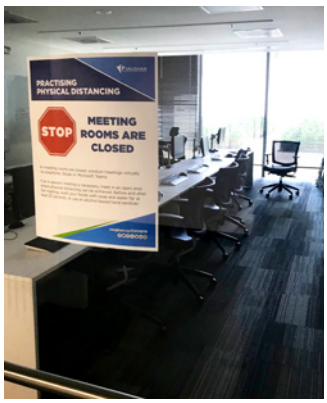








- The images above offer examples of how departments can stagger employees in an open office layout to achieve physical distancing.
- Departments are required to review their workplace layout and traffic flow methods to ensure physical distancing practices.
- Utilization of barriers and layout modification, where possible.
- Physical barrier controls such as cubicle extenders/risers may be installed where high traffic and deemed high risk zones are present and physical distancing practices cannot be fully achieved. Workstation adjustments (cubicle extenders in high traffic zones) and increase in cubicle barriers in high traffic areas and to create physical barriers between staff.
- **Reception/Security Area Safety:** Where physical distancing cannot be maintained, install clear plastic barrier reception markings on the floor to promote physical distancing, require all personnel including contractors to use personal pens, disinfect sign-in tablets prior to each use, provide disinfectant wipes.
- **Cafeteria/Lunchroom:** To be used to warm up food and obtain water or snacks only. There will be NO congregating in the cafeteria or designated lunchrooms. Seats and tables have been removed. Lunches and meals taken at City facilities are taken at workstations only.
- Implement visual reminders such as signage and floor markings.
- Review meeting requirements and replace with virtual methods to limit face to face.
- **Meeting Rooms/ Public Spaces:** Prohibited use of meeting rooms or public shared locations within the facility such as community seating areas. The use of meeting rooms may be considered for Stages 2 or 3.



CASE RESPONSE/MANAGEMENT

The following information in this section outlines considerations for responding to an individual who reports symptoms at the workplace or how to respond when a person has declared close contact with a positive case, or a person presumed to have the virus.

Symptomatic Employee Isolation Protocol (at work)

If a worker reports feeling symptomatic for COVID-19 at work, they must notify their supervisor immediately. They will be taken to the designated isolation area for further evaluation and arrangements will be made for the employee to return home or to seek medical attention.

Each City facility will have its own designated isolation room

- City Hall: Garden Room
- Joint Operations Centre: First Aid Room

An employee who tests positive for COVID-19 must inform their supervisor immediately and their doctor is obligated to notify the Public Health authority also.

- If the employee is physically in the workplace when reporting their positive diagnosis, the supervisor is to ensure they are isolated from other staff immediately and arrangements are to be made for the employee to get home to commence self-isolation or to a medical facility as quickly and safely as possible for medical treatment, if required.
- The supervisor shall restrict all co-workers from accessing areas, tools, vehicles, and materials recently frequented or touched by the employee diagnosed with COVID-19.
- The supervisor shall notify their Manager, Occupational Health Safety and Wellness immediately.
- The Human Resources department will immediately contact the following staff:
  a) Fire Chief
  b) Manager of Emergency Management Planning
  c) Director of Facility Management and/or Deputy City Manager of Infrastructure Development
- Human Resources will contact employee to commence investigation for contact tracing purposes including determining dates, times, places, equipment, vehicles and people that the affected employee came into contact with.
- Human Resources will report to York Region Public Health and provide all relevant details from contact tracing investigation and obtain guidance on all appropriate and necessary steps to protect health and well-being of all affected staff, up to and including the following:
  a) Contacting staff who may have had "close contact" with affected employee and providing direction as per York Region Public Health COVID-19 protocols which may include self-isolation/self-monitoring for those who have come into "close contact" with employee.
  b) Arrange with Facility Management to engage 3rd party cleaning company to disinfect areas identified in investigation, which may include: offices, washrooms, common areas, vehicles, surfaces, and materials.



Isolation Guidelines for Symptomatic Employee

The staff member is to be isolated by asking them to go to their car if available or to a designated isolation room. If severely ill, the staff member is to be isolated in a designated isolation room. The staff member is to be provided with a surgical mask. The supervisor or designate shall remain with the ill staff member while adhering to the 6 feet physical distancing guideline while the emergency contact person is contacted and arrives. Emergency services shall be called only if the ill staff member is suffering a medical crisis such as difficulty breathing. The City will proceed with the following steps:

- Send the individual home or health care facility.
- Have them contact their doctor or public health for further guidance.
- Complete contact tracing at the site.
- Staff members who have been deemed to have had close contact with the ill staff member are to be sent home to self-isolate as per public health guidelines.
- Areas frequented by the affected staff shall be cleaned and disinfected.

VISITORS, CONTRACTORS, SUPPLIERS

Restricted Entry

- The City has imposed a ban on visitors to all City facilities until further notice.
- Contractors, couriers, and suppliers are allowed on-site under strict controls outlined by individual departments who have arranged for contract services to be performed. This would typically be under the purview of Facility Management, Recreation Services and the Office of the City Clerk.
- Contractors attending the workplace must complete the provincial pre-screening, sign in and out at every visit, practise physical distancing and where physical distancing may not be achieved, ensure the necessary PPE is worn.

Agency Workers

- Ensure agency workers are aware of expectation for daily health checks related to COVID-19 symptoms and/or exposure.
- Co-ordinate with Agency to ensure Vaughan daily health checks are being performed.
- Confirm with Agency procedure for agency workers to report symptoms and/or exposure.



INBOUND PARCELS/ PACKAGES GUIDANCE

According to the World Health Organization (WHO) and Public Health Agency of Canada (PHAC), there is no known risk of coronavirus entering Canada on parcels or packages. In general, because of poor survivability of coronavirus on surfaces, there is a low risk of spread from products or packaging shipped over a period of days or weeks.

Although the potential exposures to the coronavirus while handling and receiving packages is low, there is still a need to exercise caution because of the following circumstances:

- Receiving a physical package and being in close contact with the delivery courier.
- Handling delivered packages and the cardboard or plastic packaging without personal protective equipment (PPE).
- Exchanging paperwork during delivery, as well as clipboards and pens.
- Sharing the scanning equipment keypad and stylus pen.

Controls

- Request a contactless delivery. Contactless deliveries involve the delivery driver leaving the package on your doorstep.
  a) When accepting delivery of materials externally or internally, contactless delivery is mandatory.
  b) For external deliveries, departments must request in advance that couriers place parcels at central drop location at the facility.
- Avoid the use of shared materials. Canada Post and many other delivery services have implemented policies where they no longer request signatures. However, there may be instances where proof of receipt (signature) is still needed. In these cases:
  a) Use your own pen when signing for the delivery and avoid the use of shared pens.
  b) If you are required to use a stylus or your finger to sign for receipt of the delivery, wipe down the keypad before use.
  c) Wash your hands immediately after receipt of the package.
- Practise good hygiene. Health Canada recommends following basic hygiene practices:
  a) Wash your hands frequently with soap and water for at least 20 seconds.
  b) If using hand sanitizers, they must be alcohol based (with greater than 60% alcohol) to be effective.
  c) Sneeze or cough into a tissue and discard it or into your elbow or sleeve.

Start-Up | Phase 2

In all phases of staff reintegration, working from home will remain an option.

KEY AREAS OF CONSIDERATION:

- Limited restriction of public shared areas where physical distancing practices can be achieved. This will include limited seating.
- Consideration for opening certain services to the public.
- Meeting Rooms
  a) All meeting rooms will have limited access to avoid in-person gatherings, limit number of chairs.
  b) Require meetings to be online or teleconference rather than face to face.
  c) Signage limiting meetings to be commensurate with Public Health guidelines.
  d) After use - wipe down tables/chairs, remotes, screens, switches, etc.
  e) Postings to communicate to workers that the area has been cleaned following a meeting.

Start-Up | Phase 3

In all phases of staff reintegration, working from home will remain an option.

- Service counters will be modified with the installation of partitions to act as barriers.

Further actions in Phase 3 will be in conjunction with various guidance provided by Public Health Agency of Canada, Public Health Ontario, York Region Public Health, and other authorities having jurisdiction, as well as the City of Vaughan's Health and Safety division and Facility Management department. As the COVID-19 situation evolves the City will review and update accordingly.

Appendices

APPENDIX 1: Health and Safety Directive for Worksite Visits During COVID-19

APPENDIX 2: Animal Services (Tigi Court)

APPENDIX 3: Facility Management

APPENDIX 4: Public Works | Yard Operations (Woodbridge and Dufferin)

APPENDIX 5: Recreation Services | Community Centre Facilities

APPENDIX 6: Vaughan Fire and Rescue Service

APPENDIX 7: Vaughan Public Libraries

APPENDIX 1: Health and Safety Directive for Worksite Visits During COVID-19

Issue date: April 8, 2020 **Revision Date**: May 14, 2020

Any omissions or correction should be brought to the attention of the Originator.

OVERVIEW

This Directive follows the City of Vaughan's Corporate Occupational Health and Safety Policy and is a companion to departmental level standard operating procedures.

City of Vaughan employees shall always conduct themselves in such a manner as to ensure maximum safety to themselves and the public. According to Public Health Ontario, COVID-19 is primarily transmitted via droplets and fomites during close contact and airborne spread has not been reported for COVID-19.

PURPOSE

To provide safe measures for employees working in the community, at home or in the workplace during COVID-19.

RESPONSIBILITIES

Managers and Supervisors shall:

- Identify the requirements for equipment (hand sanitizer, disinfectant wipes, etc.) as determined by the hazards inherent in the work. Ensure senior management is aware of future equipment needs and that the necessary budget is available.
- Ensure employees receive applicable instruction for entry into work sites as it relates to COVID-19.
- Ensure that all employees adhere to this COVID-19 directive and comply with any additional training and/or instructions related to their work activities during COVID-19.

Employees shall:

1. Adhere to this directive and bring forth any deviations from this directive to their immediate supervisor.
2. Carry City issued identification when attending a City business worksite.
3. Use or wear the equipment, protective devices or clothing provided as required.
4. Report to his or her supervisor the absence of or defect in any equipment of which the employee is aware and which may endanger himself, herself or another employee.

Contractors:

- Individuals contracted to enter and perform work during COVID-19 on behalf on City of Vaughan shall work in a manner that is consistent with this directive.

CONTENTS

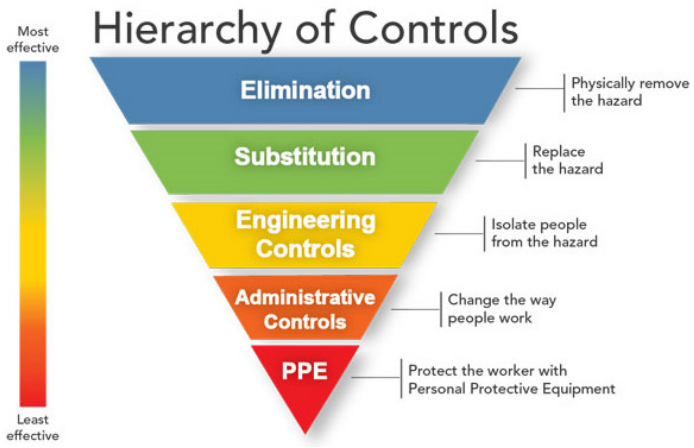
1. Hazard Risk Analysis (hierarchy of control) for COVID-19 related work activities
2. Employees required to access work areas at occupied residential or community business premises
3. Employees required to access City facilities/sites
4. Construction work activities at City facilities and off-site locations
5. Non-Compliance to COVID-19 practices
6. Social (Physical) Distancing practices
7. Vehicle Use during COVID-19
8. Vehicle Disinfection during COVID-19
9. Sharing of materials/equipment
10. Hygiene Practices
11. Personal Protective Equipment

PROCEDURE

Controlling exposures to occupational hazards such as COVID-19 is a fundamental way to protect employees. The hierarchy of control below has been used to achieve reasonable and effective control measures for various work activities. Multiple control strategies can be implemented concurrently and or sequentially.

This hierarchy of controls shall be considered for any COVID-19 related specific work activities that may not be listed in this directive.

This hierarchy of control can be represented as follows:



Elimination: Physically removing the hazard. This may involve considering if the work is essential and, if not, suspending the work activity.

Substitution: Replace the hazard (This is not a possible solution from a COVID-19 perspective).

Engineering controls: Isolate people from the hazard from the placement of barrier between the hazard (COVID-19) and the worker.

Administrative controls: This is an employer dictated work practices and policies that reduce or prevent hazardous exposures (e.g. social (physical) distancing practices, hygiene practices).

Personal protective equipment (PPE): While engineering and administrative controls should be considered first when selecting controls, the use of personal protective equipment (PPE) may also need to be part of a suite of strategies used to protect employees.

The following work practices have been created using the hierarchy of controls in order to provide effective safe work practices to minimize any potential exposure of COVID-19 to employees:

EMPLOYEES REQUIRED TO ACCESS WORK ACTIVITES AT OCCUPIED RESIDENTIAL OR COMMUNITY BUSINESS PREMISES

1. Prior to any entry into an occupied area or premise, departments shall request the occupant to complete the Public Health Ontario's COVID-19 Pre-screen requirements to determine if any individual(s) are required to self-isolate as per COVID-19.
2. If the occupant has been advised to self-isolate as per the provincial self-assessment, staff shall not enter the occupied area. They should notify the occupant that work will be reschedule at a later time, as appropriate.
3. If entry is considered essential, the supervisor in conjunction with the employee shall determine how this work activity will be achieved and what equipment requirements are necessary to complete the tasks.
4. All attempts shall be made to complete the essential task with minimal contact to employees. Departments shall consider implementing any relevant department operating procedures that will assist in achieving this work activity.
5. Prior to entry, the occupant must be made aware of the physical distancing requirements prior to any scheduled work at the premises. If the occupant fails to adhere to these requirements, work may be cancelled until further notice.
6. If the work is deemed non-emergency, the supervisor and/or employee shall make attempts to reschedule the service or the work at a later date when pandemic measures have minimized or have been eliminated.

EMPLOYEES REQUIRING ACCESS TO CITY OF VAUGHAN WORK FACILITIES/SITES

1. Employees who are unable to work from home or may need to visit the workplace from time to time must, prior to any entry to the workplace, complete Public Health Ontario's COVID-19 Pre-screen self-assessment. If the test results compel the employee to self-isolate, they must comply with the guidance provided and contact their supervisor for further direction.
2. Every employee permitted to be in the workplace must maintain a physical distance of at least six feet from other persons in the workplace. For additional information on physical distancing, see the "physical distancing" section. For Vaughan Fire and Rescue Service staff, this applies to non-emergency situations and whenever feasible.
3. Employees who need to access a City facility are required to sign-in as per the building's visitor sign-in process. Employees shall have on them City issued identification.
4. Supervisors and employees must consider a check-in and out process for employees when attending the workplace. This will ensure supervisors have an understanding of their employee's whereabouts when in the workplace.
5. To minimize situations where employees may be attending the workplace alone, departments are encouraged to schedule work visits in small groups (2-3 employees) to minimize hazards associated with working alone. Physical distancing practices must be in place when implementing this practice.

EMPLOYEES/CONTRACTORS ACCESSING CONSTRUCTION WORK ACTIVITES

Contractors attending City of Vaughan facilities:

For construction activities occurring at a City facility during COVID-19, the following measures must be established:

1. Each contractor must adhere to the visitor/contractor sign-in procedure. This shall be maintained by facility operators responsible for the site. For emergency and COVID-19 reasons, it is important to know which contractors were in the facility, where in the facility and at what time they were in the facility.
2. Contractors must be aware of the Public Health restrictions for persons in the community. They must be aware of Public Health Ontario's COVID-19 Pre-screen self-assessment tool prior to entry to a City facility.
3. Contractors who are performing work at our City facilities must adhere to physical distancing practices (e.g. 6 feet distance rule from other persons). If this cannot be achieved, alternative measures need to be considered (e.g. delay of work, implementation of PPE requirements, etc.)

Employees attending a Construction site

1. For workers who may be required to attend a construction site, contractors must have in place a COVID-19 action plan for the site. Employees shall have City issued identification on them during this visit.
2. Workers can review the province's guide on COVID-19 best practices while work is being performed on a construction site. Click here for guidelines developed by the Province of Ontario.
3. The province's guideline outlines the following action areas to address COVID-19:
   - **Post and communicate COVID-19 related policies:** The contract site must have written measures in place to outline the constructor's action plan to address COVID-19 on the project.
   - **Physical distancing practices:** The site must have practices in place that speak to physical (social) distancing practices on the site.
   - **On-site sanitation:** The construction site must have additional measures to ensure additional cleaning practices or hygiene products are available on the site for workers.
   - **Ability to adjust on-site and production schedules:** The constructor of the site should make considerations, where possible, to allow different trades to be on different time schedules to allow for improved physical distancing practices.
   - **Tracking and monitoring the workforce:** The site should have a sign-in process or method in which to track what trades and workers have been on the site and when.
4. Should the following practice above be absent from a construction activity and is impacting the safety of the worker, the worker must review the non-compliance section of this directive to ensure appropriate action is taken.

NON-COMPLIANCE

If an employee perceives or identifies a health and safety concern related to COVID-19 while attending any worksite for City business, they should:

1. If necessary, remove themselves from the area of concern and notify the supervisor responsible for worksite (e.g. site supervisor of construction site, resident, etc.) and report the COVID-19 safety concern. If the safety concern is not resolved at this point, the worker shall promptly notify their immediate supervisor and relay their safety concern and what steps have been taken.
2. The supervisor shall promptly investigate the safety concern and contact the person responsible for the worksite to discuss the concern and implement any appropriate corrective actions, if necessary. If the supervisor cannot resolve the safety concern, they must notify their Director/Manager who will investigate the matter.
3. If it is deemed necessary, the Director/Manager will assess the worker's health and safety's concern and actions taken by the supervisor and determine what further action is necessary to resolve the worker's health and safety concern.
4. If the issue is a worksite not under the control of the department (e.g. construction site) and there is no resolution in correcting the safety concern, the Director/Manager shall report the health and safety concern and steps taken to the Human Resources Workplace Health and Safety Specialist who will determine if advice/assistance from the Ministry of Labour is necessary to resolve the safety concern.
5. The Human Resources, Workplace Health and Safety Specialist or Originating department shall formulate a written response to the Originator of the safety concern indicating what actions will be taken to address the concern, if any. The safety concern report will be considered complete and closed.

PHYSICAL DISTANCING

Employees while conducting any work activities shall practise physical distancing:

1. All necessary attempts shall be made to refrain any employee from attending a work area, if not necessary, whether the activity is indoors or outdoors.
2. Employees who are required to attend work sites are required to practise physical distancing of six feet while conducting any work activities.



Click here to obtain copies of this poster.

3. Employees are required to inform the occupant that while conducting City business that they are practising social (physical) distancing of six feet for the protection of both the employees and the publics' protection and request co-operation in this practice.
4. If the supervisor or employee feel that physical distancing is not possible in the circumstance, the supervisor/employee will discuss/investigate other appropriate reasonable measures to comply with physical distancing protocols.

VEHICLE USE

To implement COVID-19 physical distancing practices during vehicle operations, departments shall incorporate the following measures, where applicable:

1. Limit to one employee per vehicle wherever operationally possible.
2. In vehicles with multi-row seating, where the six feet physical distancing practice can be achieved, a limit to two employees per vehicle can be considered with one employee driving and one employee in the opposite rear passenger seat.
   a. Employees will not switch seats during the shift.
   b. If possible, as an added precaution, keep windows open for enhanced ventilation
3. If physical distancing of 6 feet cannot be achieved in vehicles with multi-row seating, administrative controls with personal protective equipment for both occupants should be implemented to minimize any likelihood of exposure to workers.
4. Employee personal vehicles may be used at the discretion and authorization of the Manager.
5. Employees will ensure proper sanitizing methods are used at the start, during and end of each work shift. See hygiene practices for additional information.
6. Supervisors will assign vehicles accordingly.

VEHICLE DISINFECTION

Employees who are required to operate City or personal vehicles for City business during COVID-19 should implement the following vehicle disinfection practices:

1. Each vehicle operator shall use disinfectant cleaners to clean and disinfect "high touch" surfaces, such as door handles, steering wheel, gear shift, seat belt, and control knobs routinely and at the beginning and end of the work shift.
2. Check to confirm that the necessary sanitizing equipment is available in the vehicle such as hand sanitizer and disinfectant wipes prior to each shift.
3. Dispose wipes in a garbage bag as not to have to touch it again.

SHARING OF MATERIALS

The World Health Organization suggest that COVID-19 may persist on surfaces for a few hours or up to several days. This may vary under different conditions (e.g. type of surface, temperature or humidity of the environment). If you think a surface may be infected, clean it with simple Health Canada approved disinfectant to kill the virus. Clean your hands with an alcohol-based hand rub or wash them with soap and water. Avoid touching your eyes, mouth, or nose.

HYGIENE PRACTICES

Employees while conducting the necessary work activities shall practice good hand hygiene:

1. Use soap and water if available as a primary method. If this method is unavailable, the use of a hand sanitizer frequently, covering all surfaces of your hands and rubbing them together until they feel dry.



*Click **here** to view or obtain the Health Canada proper handwashing poster*

2. Supervisor and employees shall assess what additional equipment requirements (e.g. sanitizing wipes) are necessary to carry out routine work activities.

PERSONAL PROTECTIVE EQUIPMENT

1. Prior to considering any personal protective measures, it is very important to ensure all administrative and engineering controls have been considered prior to considering personal protective measures.
2. If personal protective equipment is required, it is recommended that the following personal protective equipment measures only be implemented in emergency work operations where:
   a. engineering and administrative controls may not be appropriate, and
   b. the likelihood of COVID-19 contact are present; or
   c. where physical distancing measures cannot be maintained due to the work activity or work environment.

3. During emergency or critical work activities where engineering or administrative controls cannot be achieved and additional personal protective measures are necessary, the supervisor shall ensure employees are instructed and informed on proper personal protective donning and removal to prevent unnecessary contamination. See personal protective equipment donning and doffing practices in this directive.
4. Employees must understand that the use of one personal protective equipment method alone may be insufficient to provide an adequate level of protection and other equally relevant protective measures should also be adopted (e.g. eye and hand protection).
5. **Use of Industry Approved Respiratory Facepieces**
   - In emergency work activities or situations where physical distancing practices cannot be implemented and likelihood of COVID-19 is present, respiratory facepieces (e.g., N-95 mask) may be necessary. Non-CSA approved masks are not recommended under any circumstances.
   - Employees required to use this equipment must be instructed and understand general hygiene and offer clear direction on the limitations and use of this equipment. This equipment should only be considered in situations where COVID-19 contact is present.
   - During emergency work activities that incorporate personal protective equipment measures to protect the employee from COVID-19 contact, employees must combine this equipment with proper hand hygiene and other necessary protective measures (e.g. physical distancing) to prevent transmission.
   - The use of non-CSA N-95 approved type cloth face masks is NOT considered personal protective equipment and as such is not permitted for use during any work activities.
6. **Management of Respiratory Protection**

   If respiratory protection is necessary, appropriate use and disposal are essential to ensure that they are effective and to avoid any increase in risk of transmission associated with incorrect use and disposal.

   The following advice on correct use of respiratory protection based on public health standard practices:
   - Employees must be clean shaven where the mask meets the face to ensure a proper face seal.
   - Place mask carefully to cover mouth and nose and tie securely to minimize any gaps between face and mask;
   - Ensure you mold the mask around your face to maximize the face seal.
   - While in use, avoid touching the mask;
   - Remove the mask by using an appropriate technique (i.e. do not touch the front but remove by the headband from behind);
   - After removal or whenever you inadvertently touch a used mask, clean hands by using an alcohol-based hand rub (if available) or soap and water;
   - Replace masks with a new clean, dry mask as soon as they become damp/humid or contaminated;
   - Do not reuse single-use masks;
   - Discard single-use masks after each use and dispose of them immediately upon removal.
7. **Personal Hand Protection**

   Hand protection such as disposal nitrile or latex gloves should be used as an additional measure, not as a substitute for hand washing for COVID-19 protection. Gloves must be put on before any entry to a work area and they should be removed, and hands washed immediately after the work activity.

- Disposal gloves shall be used only for and discarded right after the work activity to minimize any potential spread of transmission or cross contamination of materials. Hand protection is the last personal protective equipment (PPE) that is to be removed when removing all PPE.
- Employees must ensure when removing disposable hand protection not to touch the outside of the glove. Employee must peel the glove from the inside out as to prevent unnecessary contact and transmission of materials.
- Disposable hand protection may not be effective in situations where moderate or frequent material handling activities will occur and where there will be likelihood of equipment failure (e.g. glove tears). In such cases, alternative hand protection will need to be considered.
- If you are unaware of what type of glove may be necessary, you can click **here** to obtain more information on hand protection selection.

8. **Eye Protection**
   - Eye protection such as safety glasses or goggles are recommended where there is a potential for splattering or spraying of blood or other body fluids (e.g. salvia droplets).
   - When considering safety glasses, ensure the spacing around the eye orbit is limited. If you can fit your fingers in between your glasses and face, you may need to consider alternative eye protection.
9. **Body Protection (e.g. Gowns\Tyvek suits)**
   - This equipment is only required under extreme circumstances where close contact to suspected COVID-19 and the potential for body transmission is present (e.g., firefighter attending a medical call).
10. **Removal of PPE:**
    - PPE should be removed in an order that minimizes the potential for cross-contamination. Click **here** to view a video on proper donning and doffing personal protective equipment removal practices.
11. **Donning (putting on) PPE shall be done in this order:**
    Click **here** to view a video on proper donning and doffing personal protective equipment removal practices
    1. Body Protection (Gown/Tyvek suit)
       NOTE: This equipment is only required under extreme circumstances where close contact to suspected COVID-19 and the potential for body transmission is present (e.g. firefighter attending a medical call). If not, continue to the next step of applying the respirator.
    2. Gowns
       - Fully cover torso from neck to knees, arms to end of wrists, and wrap around the back
       - Behind neck and waist

       Suits
       - Unfold and step into the suit and ensure zippers are fully closed.
    3. Mask or Respiratory
       - Secure ties or elastic bands at middle of head and neck
       - Fit flexible band to nose bridge
       - Fit snug to face and below chin
       - Fit-check respirator
    4. Goggles or Safety Glasses
       - Place over face and eyes and adjust to fit
    5. Gloves
       - Extend to cover wrist

Doffing (removing) PPE shall be done in this order:

1. Gloves
   - Outside of gloves is contaminated!
   - Grasp outside of glove with opposite gloved hand; peel off
   - Hold removed glove in gloved hand
   - Slide fingers of ungloved hand under remaining glove at wrist
   - Peel glove off over first glove
   - Discard gloves in an appropriate waste receptacle.
2. Goggles or safety glasses
   - Outside of goggles or safety glasses is contaminated!
   - To remove, grasp the eye protection firmly and remove it away from the head. Do not slide the eye protection over the head. This can increase the likelihood of contamination.
   - Place the eye protection in secure area and ensure it is washed with soap and water prior to next use.
3. Body Protection (Gown/Tyvek suit)
   NOTE: This equipment is only required under extreme circumstances where close contact to suspected COVID-19 and the potential for body transmission is present (e.g. firefighter attending a medical call). If not, continue to the next step of respirator removal.
4. Gown removal:
   - Gown front and sleeves are contaminated!
   - Unfasten ties
   - Pull away from neck and shoulders, touching inside of gown only
   - Turn gown inside out
   - Fold or roll into a bundle and discard
5. Suit removal
   - Unzip the suit
   - Pull the suit away from neck and shoulders, touching inside the suit only
   - Turn the suit inside out
   - Fold or roll the suit into a bundle and discard
6. Respirator or Mask
   - Front of mask/respirator is contaminated — **DO NOT TOUCH!**
   - Grasp bottom, then top ties or elastics and remove
   - Discard this equipment in an appropriate waste receptacle along with the other disposal PPE during this removal

- END OF DIRECTIVE -

APPENDIX 2: Animal Services (Tigi Court)

The following information and guidance is applicable to the Tigi Court facility and staff who frequent this location.

- Entrance is strictly controlled as the public cannot enter without an appointment.
- Front counter has a plexi-glass screen.
- Only one staff person is covering the counter at any given time with the Manager or Supervisor, Animal Services being the only person occupying the front office, thereby ensuring 6 feet distance between staff occupying the front area offices.
- There is safe zone taped off at the front entrance to indicate spacing.
- There is the one corridor to the back area which is treated as a "right of way" where only one staff member can access the pathway.
- The back office where officers sit is a four-cubicle set up. One recommendation was made to sit people diagonally instead of side to side. This would create a better set up for seating and movement.
- One recommendation is to extend cubicle dividers so as to create a barrier between staff while seated and when moving.
- There is a lunch table that is six feet long with clear markings and signage on the table for sanitizing before and after use. Two people can comfortably eat without impacting one another. Common touch areas are to be treated more rigorously with disinfecting protocols.
- Tough Books have been ordered for staff to work more effectively while in remote locations.
- The back-work area for animal attendants has a shared computer and regular hygiene is a required when multiple staff utilize the same equipment. As above, common shared areas and equipment should be disinfected by staff before and after use.
- The washroom is one person per use only, which is a positive element to infection control. Staff should be reminded to sanitize areas before and after use.
- The corridor in the back-work area is quite wide, more than 6 feet and allows for staff to pass each other without conflicting with the 6 feet physical distancing guidelines.
- Staffing has been reduced from regular 13/14 to approximately 5-7 on-site at any given time and these numbers fluctuate periodically.
- There is excellent adherence to disinfecting protocols that all staff abide by noting the inherent risks and hazards in managing animals, for the well-being of animals, staff and visitors.
- A change in schedule has been instituted to allow for 2 animal attendants on-site at any given time and this has created ample space for staff to move about without conflicting with one another while maintaining effective coverage for animals in the shelter.
- With respect to identifying an isolation room if a staff member were to become ill, the Manager, Animal Services has identified two possible areas where staff members can be isolated and guided out of the facility without impacting other staff members. They are the gymnasium and the storage room.
- Animal Services utilizes its own sourced disinfectant named Prevail for which there is ample supply

- END -

APPENDIX 3: Facility Management

WORKPLACE MEASURES

Facilities

- **Review the current state of City Hall, Joint Operations Centre, Works Yards**
  a) Assessment of the current conditions at all facilities. Facilities that have remained operative but closed to the public will require additional measures outlined in the plan when more staff are returned to the workplace.

- **Engineering interventions**
  a) Based on recommendations from national and international facility management associations (ASHRAE, BOMA, IFMA) Facility Management (FM) have implemented measures to reduce the possible transmission of the virus and improve the IAQ. The measures listed below will continue and additional actions taken.

- **HVAC (MERV 13)**
  a) Approximately 400 filters have been changed at City Hall, JOC, works yards, community centres, libraries, fire halls. Filters have been upgraded to the higher efficiency MERV 13.

- **Humidity levels 40-60%**
  a) Building science research indicates that increased humidity levels in buildings can have an impact on the transmission of the virus.
  b) Studies have shown that higher humidity in facilities can also boost the individual's immune system. Recommended levels of 40-60% are under consideration.
  c) FM has raised the levels and will continue to monitor conditions and direction from ASHRAE.
  d) Higher humidity levels in buildings can pose problems which must be taken into consideration.

- **HEPA filtration**
  a) HEPA filtration is an effective method of disinfection. HEPA filters have been installed where possible and portable unit's c/w ultraviolet light have been installed at all fire halls.

- **IAQ Management (fresh air, dumps)**
  a) Building sciences support the recommendation to increase the amount of fresh makeup air in buildings than the existing operating standard identifies.
  b) Introducing more outside air will have a positive effect on IAQ.
  c) Control systems have been temporarily shuttered to allow for manual override of systems to increase the amount of fresh air and air changes in buildings.
  d) Where possible, with new systems, full "dump" of all air with total replacement with outside air is being done.

- **Review the initiatives, interventions and initiatives completed and planned**
  a) Before the pandemic developed and since, FM has committed to research and development of building science.
  b) Indoor Air Quality has been an area of concern for the industry and extraordinary evidence-based measures have been taken and others under consideration for City-owned buildings.

- **Minimalist approach (controls, limitations)**
  a) To prevent overloading and taxing facilities, the approach taken must include caution. Introducing the workforce back into facilities is best taken in limited measures with a gradual approach to returning everyone.

- **Physical interventions, ADO, Doors open, floor markings, barriers, limiting access, closing areas: meeting rooms, cafeteria, etc.**
  a) Assessments are underway which will lead to implementation of measures such as floor markings, physical barriers, access restrictions, signage, etc., to assist with maintaining the required physical distancing.

- **Touchless Technology**
  a) FM has been actively implementing measures to reduce the need for individuals to have to physically interact with the building.
  b) Dyson units are being installed initially at CH and JOC which are mounted on the sink/vanities that supply water and hand drying.
  c) Dyson wall mounted hand drying units have been installed in some areas.
  d) Dyson is a highly effective system featuring HEPA technology.

- **Offices, Workstations, washrooms, elevators, common areas, etc.**
  a) Where possible a touchless approach will be taken to eliminate the need for individuals to physically have to touch surfaces.
  b) A touchless approach is not universal and there will remain areas which will continue to require an individual to touch something. Enhanced cleaning and disinfecting protocols are implemented for those areas.

- **Communications, signage**
  a) For all communication of new protocols, measures and initiatives in the facilities FM will rely on Corporate Communications support.
  b) All signage, floor marking, etc., must be professionally done, comply with Corporate standards and not negatively impact the integrity of the facility.

- **Cleaning and Disinfecting Protocol**
  a) An evidence-based best practice is being implemented regarding cleaning and disinfection of all City buildings.
  b) Industry research and development of new, effective measures to clean and disinfect surfaces and areas continues and FM will monitor developments.
  c) New techniques to manage fomites and fomite transmission will be implemented wherever possible and based on tested industry practices.
  d) Ultraviolet, ozone, ionizers, plasma are areas under consideration.
  e) Engineering interventions have been implemented and will continue to improve IAQ standards.

- **Cleaning and Disinfection processes, procedures, protocols review**
  a) The review and assessment of how buildings and facilities are being cleaned and disinfected will continue with a focus on new measures to improve conditions and standards.
  b) FM will develop an evidence-based best practices approach to cleaning and disinfecting that will be implemented at all City owned facilities.

- **Fomites and fomite transmission**
  a) The Centre for Disease Control (CDC) uses the term "fomite" for any surface that is contaminated by bacteria or virus. Fomite transmission is the transfer of germs or viruses from the surface to the individual.
  b) It is important to state that although viruses can live on surfaces for periods of time there has not been a documented case of an individual getting the virus from touching a surface.
  c) Cleaning and disinfecting following rigid standards and monitored through effective, consistent quality control measures can have positive effects on the workplace environment.

- **Evidence-based best practices plan**
  a) An initiative is currently underway to develop an evidence-based best practice plan for all City buildings and facilities.
  b) The plan will be developed based on industry best practices.

- **Research and Development**
  a) FM continues to follow new and developing technology coming from industry experts in the continued effort to improve conditions at facilities.
  b) Examples of areas under consideration:
     i. Germicidal Ultraviolet (GUV), ozone, ionizers, plasma, copper
     ii. Wash/dry single bar touchless
     iii. Dyson hand dryers vs. paper towel

- **Contract Cleaning Service**
  a) At various facilities FM relies on external resources to complete daily cleaning and disinfection of buildings. This presents a risk that is being mitigated through ongoing oversight of the contract service.

- **Cleaning contract review, assess, revise existing tasks**
  a) Cleaning contract terms, conditions and service requirements is currently being reviewed and will be revised to reflect new measures required.
- Cleaning and Disinfecting Frequencies
  a) Building and facilities have always been cleaned and disinfected daily. The pandemic has forced a review of the methods, products and techniques used but also the frequencies to which these tasks are completed. Increased scheduling of cleaning and disinfecting has been implemented as a short-term measure and will be assessed and considered post pandemic.

- **PPE, Review, assess products (sanitizer, wipes, disinfectants being used)**
  a) Assessment has been completed and will now be a scheduled practice for all products used to clean and disinfect City buildings both internally (staff) and externally (contract services).
  b) Only compliant products meeting strict requirements and approved by governing and regulatory agencies (Public Health, CDC, Ministry of the Environment, etc.) and proven effective against bacteria and viruses will be permitted.

- **Eliminate 1-step procedure, implement 2-step: clean, disinfect**
  a) Common practice has been to complete cleaning and disinfecting in one single step using products that claim to do both in one step.
  b) This practice will stop, new requirements based on industry and Public Health recommendations is to clean first (eliminate organic materials) from surfaces and then disinfect (kill, destroy bacteria, viruses).

- END -

APPENDIX 4: Public Works | Yard Operations (Woodbridge and Dufferin)

- Washroom – Additional washrooms have been provided to expand capacity for outside workers to ensure hand hygiene.
- Shifts have been staggered for start times, breaks, lunches and finish times.
- Lunches and breaks are to be taken on-site such as parks.
- Meeting rooms are restricted to the extent that chairs are to be removed or stacked with no more than 5 per room. This measure allows for adherence to physical distancing guidelines while staff are on-site.

Physical

- Physical distancing markers and posters have been posted in operation areas as reminders to ensure physical distancing is maintained.
- Vehicle use and physical distancing while in City vehicles for Public Works staff has been addressed with new SOP. For further information on vehicle use and vehicle disinfecting protocols, please reference Public Works Pandemic Guideline (social/physical distancing and vehicle disinfection).
- Staff have been trained on Health and Safety Directive

Materials

- The sharing of tools, equipment, supplies, vehicles, etc. between staff is to be restricted. When handling of materials between staff is required, strict disinfecting controls are to be instituted before, during and after use.

- END -

APPENDIX 5: Recreation Services | Community Centre Facilities

The guidance provided below is applicable to all Community Centre settings as the general layouts are similar in nature. These suggestions do not take into consideration specific recreation programs (e.g. fitness, aquatic, etc.) as these programs will require more insight and guidance directly from the Recreation Services department.

- Protocols for restricting use of shared tools, equipment (photocopiers, hand tools, etc.) and documents and in cases where equipment must be shared, a tool cleaning protocol is required.
- Marked arrow traffic lanes and floor signage is recommended in all main corridors from all entrances with in and out lanes at each entrance. Floor signage will be sourced by the Facility Management department.
- An isolation room is to be identified near an entrance/ exit to the building for cases where staff can be isolated should they exhibit symptoms like that of COVID-19 while in the workplace.
- Hand sanitizer is to be made available by each information counter and in areas where more frequent traffic flow occurs (e.g. controlled entry and exits points of the building).
- Physical distancing protocols are required for the main information counters (barriers) such as crowd control, post ropes and plexiglass barrier guards and perimeter line markings.
- Some facilities may have challenges with physical distancing at the information front counter due to tight spacing. Directional signage along with barrier protection by the main counter will be required.
- Owing to the potential for staff to congregate and to improve upon physical distancing practices, lunchrooms should be restricted to heat food and clean dishware.
- Staff must be encouraged to eat their lunches at that their own workstation or in designated areas away from each other to ensure physical distancing is maintained.
- Signage posted outside the lunchrooms should reflect this direction. Chairs should be removed from these areas to discourage staff prolonging their time in these areas.
- The use of shared workstations should either be restricted from further use or have a continuous hygiene protocol in place. Persons using shared workstations shall disinfect the area before, during and after use.
- It is recommended to have one controlled point of entry and a separate point of exit for staff starting and finishing their work shifts.
- A sign in process is required to track who comes into a facility and when for contact tracing purposes.
- Washrooms must be adjusted to a maximum of two person per washroom with urinals reduced to one and stalls reduced by one for both male and female so that there is spacing between the two, if there are three.
- Washrooms such as those found in the front information counter at Al Palladini Community Centre should be restricted as they pose a physical distancing challenge.
- Staff should be encouraged to leave a parking space open between vehicles to enhance physical distancing practices.
- All common area chairs/table are to be removed or taped off to restrict staff from gathering and being in conflict with 6 feet physical distancing guidelines.
- As a general rule, staff are not to be permitted to shower at Community Centres owing to the high likelihood of droplet transmission. Use of other amenities in the building such as saunas shall be restricted from use.
- Staff should be limited to their own work areas and discouraged from accessing other areas throughout the building, if not necessary.

Hygiene Controls

- Staff are to be reminded of the need to frequently hand wash and maintain general hygiene controls in common areas.
- Hand sanitizers will be available in common areas for staff.
- Fieldhouses are to be made available for staff to use facility to wash hands.

- END -

APPENDIX 6: Vaughan Fire and Rescue Service

GENERAL STATEMENT

It is the intention of Vaughan Fire and Rescue Service (VFRS) to educate and encourage employees to ensure everyday practices observed during the COVID-19 pandemic be considered moving forward. Due to the nature of our business, most of our staff are legislatively required to be physically in the workplace. In addition to the information contained in this document, VFRS personnel must follow the following principles;

- All staff shall use the VFRS' screening process provided as soon as they report to work.
- Unless in-person meetings are required for the integrity of the Command Structure, virtual meetings shall be utilized.
- Employees from other divisions shall not gather or casually visit other divisions unless it is operationally necessary.

Each individual division within the Vaughan Fire and Rescue Service will have unique guidelines and reminders specific to that division's operational needs.

Communications Division

- Workers shall ensure a clean workspace. Cleaning materials shall be provided by the supervisor.
- Workstations shall be wiped down with cleaning products at the start of each operator's shift.
- Each workstation shall remain status quo, ensuring physical distancing of at least six feet.
- No more than one employee in the kitchen at a time.
- When moving throughout the floor in the workspace, ensure employees shall try to not come within six feet of each other.

Mechanical Division

- Workers shall ensure a clean workspace. Cleaning materials shall be provided by the supervisor.
- Mechanics will work individually as much as practical and safe.
- Anytime physical distancing is not possible (heavy jobs), appropriate PPE shall be donned and used.
- Not more than 2 people in the breakroom at a time.
- When moving throughout the floor in the workspace, ensure employees shall try to not come within six feet of each other.

Training Division

- Workers shall ensure a clean workspace. Cleaning materials shall be provided by the supervisor.
- Training Officers will remain in their offices as much as possible to ensure physical distancing.
- No more than two people at the meeting table in the office area at a time.
- For in-person meetings, the training classroom shall be utilized, and physical distancing shall be maintained.
- Any training program that must be in-person shall be delivered in the training classroom with as much separation between students as is possible.

Fire Prevention Division

- The Chief Fire Prevention Officer shall investigate the office plan to efficiently organize the staff and the office space floorplan.
- During the pandemic, the Chief Fire Prevention Officer will organize each worker's workload to ensure an even mix of office and on-site work.
- There will not be more than one person in the kitchenette at a time.
- When moving throughout the floor in the workspace, ensure employees do not come within six feet of each other.
- Do not congregate around the reception entrance. Physical distancing must also be observed if there is a wait for the screening process.
- Workers shall ensure a clean workspace. Cleaning materials shall be provided by the supervisor.
- Vehicles shall be wiped down after each use.

Operations Division

- Workers shall ensure a clean workspace. Cleaning materials shall be provided by the supervisor.
- Crews shall ensure there is only necessary interaction at shift-changeover periods. Socializing after shift is prohibited.
- During training, consideration shall be given to physical distancing of at least six feet where appropriate and practical for safety reasons.
- During physical activity periods, no more than one person shall be in the gym at a time.
- While in the fire apparatus, firefighters (where possible) will have one seat in between them.
- Extra effort shall be observed to have as few firefighters in the washroom/locker room as possible.
- Mealtimes shall be planned/staggered to ensure no congregation in the kitchen/dining areas.
- Physical distancing of at least six feet shall be observed in all living areas.
- When moving throughout the floor in the workspace, ensure employees shall try to not come within six feet of each other.

- END -

APPENDIX 7: Vaughan Public Libraries

The recommendations noted below can be applied to all library settings as the general layouts are similar in nature. These recommendations should be applied together with the specific Standard Operating Procedures that Vaughan Public Libraries has developed specific to COVID-19.

Vaughan Public Libraries (VPL) has developed its own Recovery Strategy Plan (RSP). The RSP will provide:

- A decision matrix for reopening that will involve a hierarchy of conditions that will consider legislative and health related issues as well as the results of VPL's specific risk assessment;
- A reopening framework based on defined stages which will include a service overview, specific task delivery by operational area and the associated staff complements necessary to meet the needs;
- Service guidelines as needed. These might include curbside, computer user, public access, programming, etc.;
- General standard operating procedures such as PPE, cleaning, material handling, staff reporting of personal health concerns, etc.;
- An overall communication strategy regarding VPL's reopening stages and services available.

While VPL will be generally following the information outlined in the City of Vaughan's Business Reintegration Plan wherever possible, there will be instances where the process may diverge due to the implementation of VPL's own needs as defined by the RSP.

Notwithstanding specific directions provided by the RSP, VPL branches share many of the same considerations for the built environment as do City facilities. These include:

Entrances/Exits

- Have one controlled point of entry and exit for staff starting and finishing their work shifts;
- Have a sign-in process to track who comes into a branch and when for contact tracing purposes. This would apply equally to all staff and contractors;
- When customers come into the branch some sign-in or library card scan should be instituted.

Service Counters / Desks

- Ensure physical distancing protocols in place for the circulation counters and information desks;
- Use of barriers as needed (crowd control post ropes, moveable library book stands, plexiglass barrier guards);
- Directional signage;
- Perimeter line markings.

Staff Work Spaces (Circulation, Information, Administration)

- The use of shared workstations will be restricted. If there is sharing of equipment, then a continuous hygiene protocol is required. Staff using shared workstations should disinfect the area before, during and after use;
- Workstations located near designated travel routes that cannot achieve physical distancing must be restricted for use. If this can't be achieved, the installation of barrier protection is required;
- Offices with doors should remain open to provide optical reassurances for staff working in open workstations.

Public Access

- The number of people that will be permitted into the branch will be dependent on public health guidance for how many people can gather in these settings;
- This number will also be based on achieving physical distancing practices within the branch;
- Common areas near travel routes shall be restricted by removing chairs/table or taping off these areas to restrict the public from gathering in these spaces;
- Larger open workspaces must be restricted to limited occupancy levels;
- Closed branch spaces will be identified during public access. Spaces such as reading gardens, program and study rooms, teens and other possible areas will need to be considered for possible continued closure;
- Access to book and DVD stacks will be either closed, restricted or have directional one-way patterns depending on the level of access that is allowed based on the public health guidance and management decision.

Computer Terminal Layout

- The number of computer terminals for public access will be determined by management based on expected usage patterns and space availability;
- Computer terminal layout will be dependent on the level of public access within a branch;
- Staff computer workstations will need to be addressed given staff needs and ability to maintain distancing requirements.

Traffic Lanes/Rights of Way

- Marked arrow traffic lanes and appropriate floor signage is required for all main corridors and entranceways to clearly indicate traffic flow and rights of way;
- Floor decals should be generously applied to indicate places to stand, distancing from counters/desks.

Other Built Environment Considerations (Isolation room, hand sanitizer stations, lunchroom access, elevator usage, equipment sharing, parking, and washroom usage)

- A room to act as a dedicated isolation room where staff can isolate should they exhibit symptoms of COVID-19 while in the workplace;
- Increased availability of hand sanitizer units in areas with frequent traffic flows (circulation counters, check-out stations, information desks and branch entry and/or exit points;
- Lunchrooms should have restricted eating in the area with staff encouraged to eat at their own workstations or outside, weather permitting. Post signage in the room indicating use of the space (ie. storing/heating food, with limit of one or two depending on the size of the room). Maintain physical distancing and use directional signage;
- Branches with elevators shall be used by only one person at a time (more if from the same family);
- Establish process for use of shared equipment with a cleaning protocol and nearby available cleaning and disinfecting supplies. Staff should be discouraged from using branch equipment other than in their own work area;
- Staff should be encouraged to leave an open parking space between vehicles and ensure that vehicles are parked in the same direction;
- Washroom usage must be adjusted to allow for spacing between stalls and urinals with unused space to be marked as out-of-order. Floor markings should be provided to facilitate flow.

- END -