

## READY, RESILIENT AND RESOURCEFUL COMMITTEE POST-MEETING CONSOLIDATED AGENDA

Tuesday, May 18, 2021

10:30 a.m.

Council Chamber

2nd Floor, Vaughan City Hall

2141 Major Mackenzie Drive

Vaughan, Ontario

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	Pages
1. CONFIRMATION OF AGENDA	
2. DISCLOSURE OF INTEREST	
3. COMMUNICATIONS See attached.	3
4. CEREMONIAL PRESENTATIONS	
5. PRESENTATIONS	
6. DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION INCLUDING MEMBERS RESOLUTION(S)	
1. COVID-19 BUSINESS REINTEGRATION PLAN Report of the City Manager with respect to the above.  <u>Added at meeting</u>	21
2. <i>NEW BUSINESS – SPEEDING ON RESIDENTIAL STREETS</i>	
7. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION	
8. CONSIDERATION OF ITEMS REQUIRING SEPARATE DISCUSSION	
9. CONSIDERATION OF STATUTORY/AD HOC COMMITTEE REPORTS	
10. STAFF COMMUNICATIONS	

11. NEW BUSINESS

12. 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](http://www.vaughan.ca) (Agendas, Minutes and Live Council Broadcast)



**READY, RESILIENT AND RESOURCEFUL COMMITTEE – MAY 18, 2021****COMMUNICATIONS****Distributed May 18, 2021****Item(s)**

C1. Presentation material.

1

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Please note there may be further Communications.



C1  
COMMUNICATION

Ready, Resilient and Resourceful Committee (RRR) - May 18, 2021

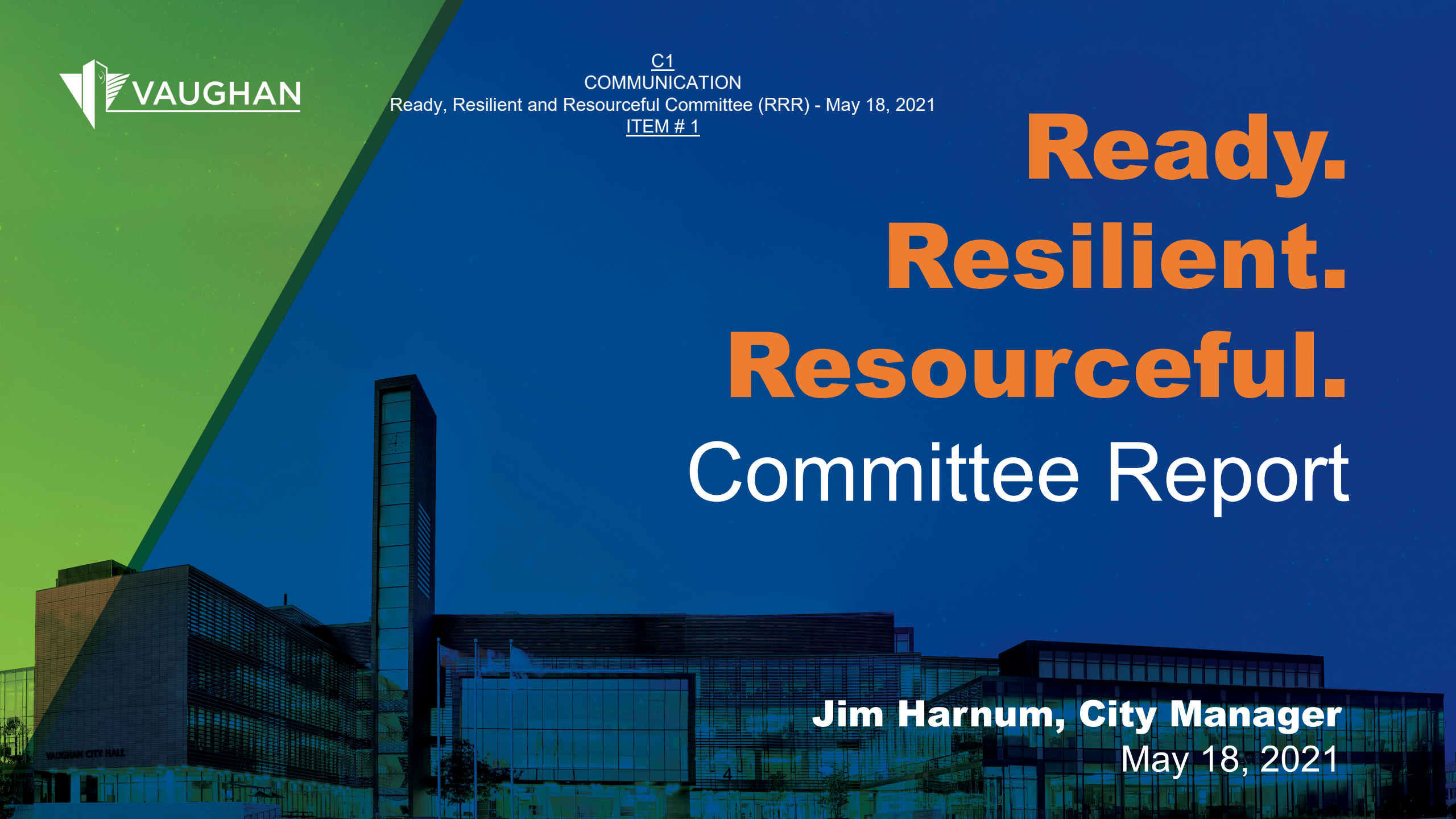
ITEM # 1

# **Ready. Resilient. Resourceful.**

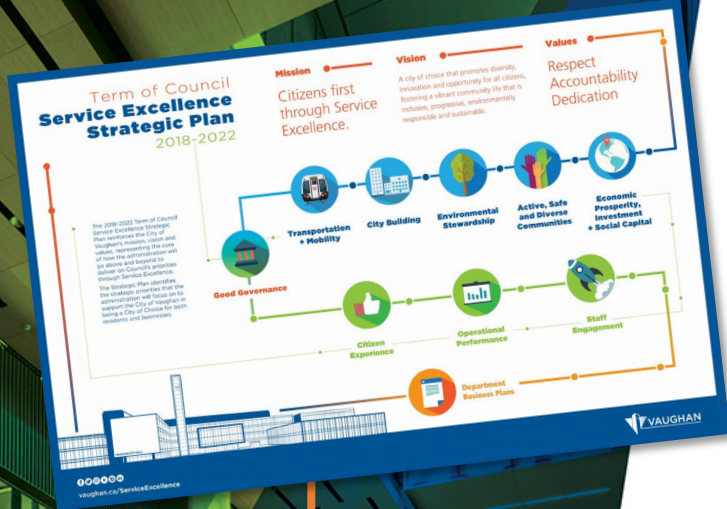
## Committee Report

**Jim Harnum, City Manager**

May 18, 2021





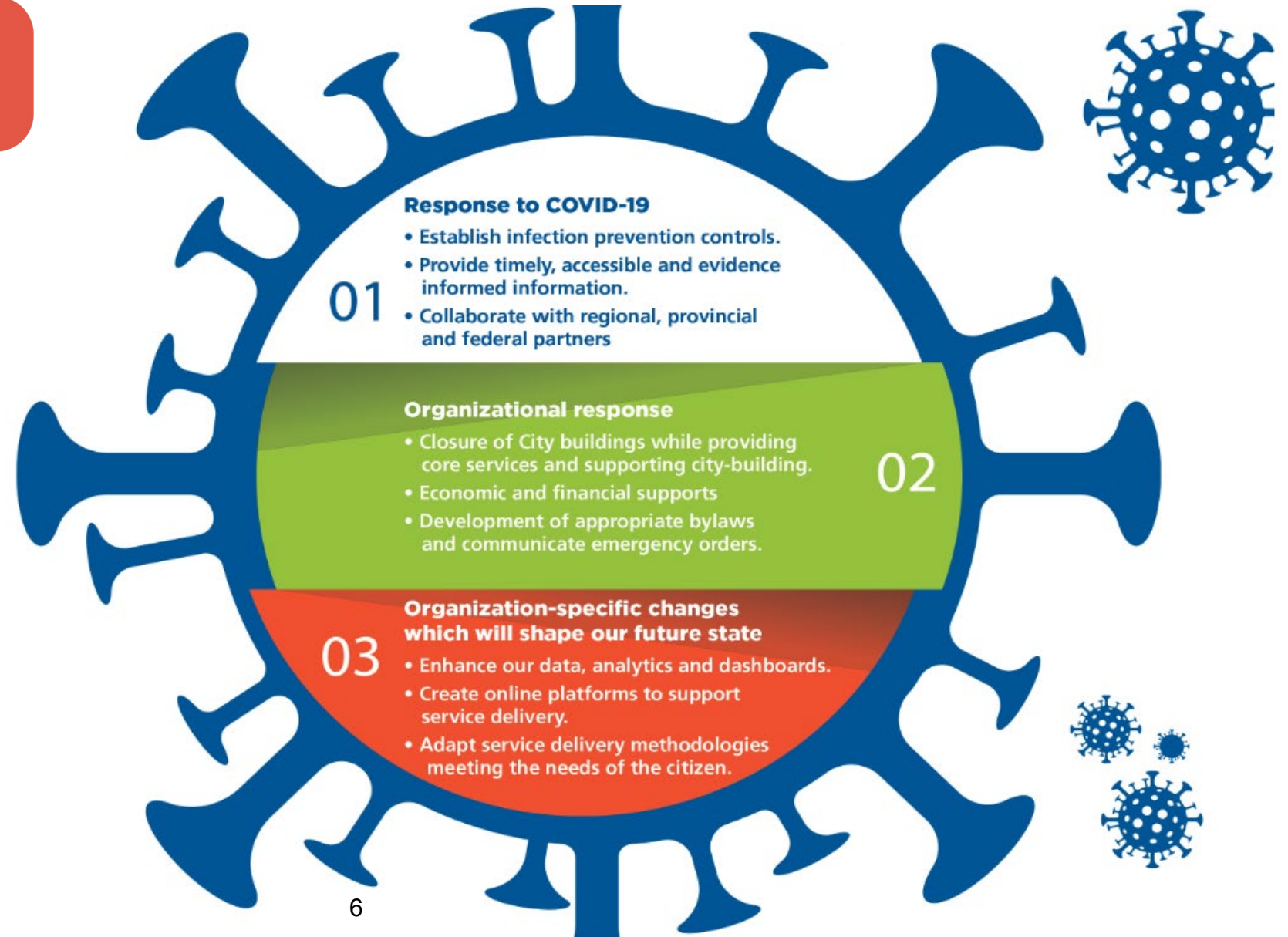


# Roadmap For Success

- **Our Peoples**
- **Our Places**
- **Our Services**
- **Our Finances**
- **Our Economy**
- **Our Communications**



# Emergency Planning Program

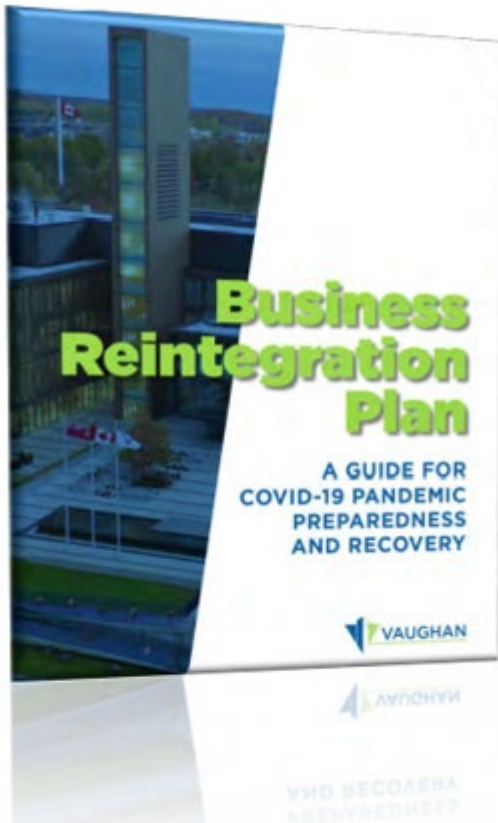




# Preparing for the Future Workplace

## Business Reintegration Plan (BRP):

- Developed and supported by the Emergency Management Team.
- Provides guiding principles and framework to support the process of returning staff to the “new normal” following the COVID-19 pandemic.
- Provides clear direction to guide and best prepare employees for return to municipal facilities.
- Comprises three phases for gradual, cautious, efficient and safe reintegration into the workplace.



# Phased Re-Entry

*Slow, gradual, cautious approach*

## Phase 1

Approximately 30% person load at designated city facilities – no public admittance

Designated facilities include City Hall, Joint Operations Centre. Shifts for some roles; work rotations; staggered arrivals

30%

## Phase 2

Approximately 50% person load at designated city facilities – limited public admittance

Designated facilities include those listed in phase one with addition of any new facilities where public admittance will occur. Multiple shifts likely with staggered arrivals

50%

## Phase 3

“New Normal” TBD or higher person load at all facilities

All action items noted phase one and two are to be initiated with additional items. Depending on status of vaccine.

“New Normal”  
&  
Roll out of  
AWA program

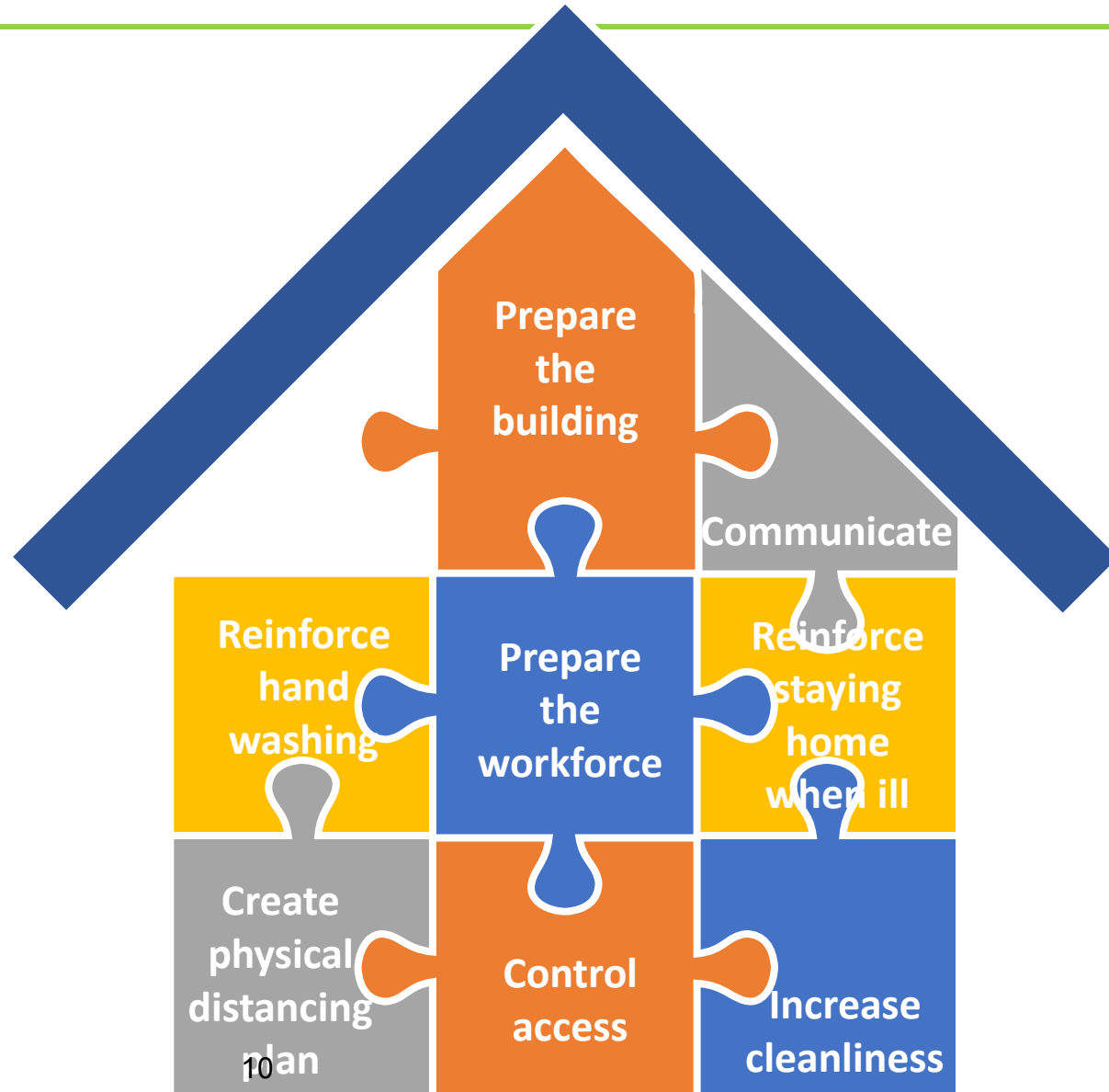


# Hierarchy of Controls



# Readiness Essentials

- Administrative
- Cleaning and Disinfecting
- Personal Protective Equipment
- Workplace Layout and Methods to follow Physical Distancing
- Case Response/Management
- Visitors, Contractors, Suppliers
- Inbound Parcels/ Packages





# Future State Assumptions

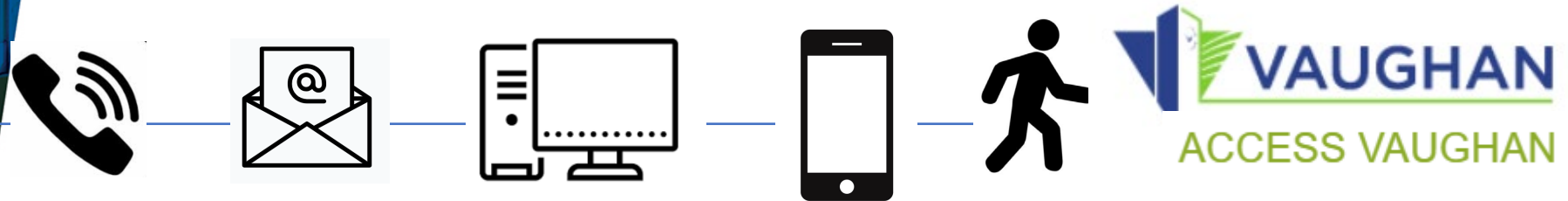
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- Continue to promote WFH, where reasonable / operationally feasible.
- Limited public admittance to designated controlled areas.
- Integration and optimization of City Hall service counters.
- Ensure a safe level of staffing; physical distancing; no overcrowding; good use of collaboration space.
- Staggered staff arrivals, work hours/schedules.
- Staggered seating/workstation access.
- Optimize operational requirements, staff needs and service objectives through AWA and enhanced service delivery models.

# Future State



## Optimize Citizen Centric Service Delivery



- **Omni-Channel Approach**
- **Leverage Technology**
- **Digital Transformation**

# Future Workplace

## BENEFITS:

- Increased performance
- Optimized service delivery approaches
- Less sick time – 40% reduction in sick day usage in 2020
- Better collaboration, communication, and information sharing
- Staff empowerment and autonomy
- Positive environmental impact and reduced carbon footprint
- Attracting and retaining talent
- Reduced costs
- Better work-life balance

## CHALLENGES:

- Lack of separation between work and personal life
- Limited social interaction; less organic interaction
- Technology and internet connectivity for some
- Ergonomics, appropriate equipment or set-up for some
- File/document access for paper-based or manual processes
- Impact to work culture
- Health and safety concerns, mental health and isolation
- Privacy or safety issues for some



# Managing Productivity and Service Delivery

Management has continuously managed productivity and efficiencies for staff WFH to ensure service delivery:

**Processes and Procedures:** daily, weekly, monthly meetings, formal/informal check-ins, review of work outputs, time logs, timesheets, docketing systems, work trackers, case/file management, time processing, ticketing, etc.

**Key Productivity Indicators:** quantitative and/or qualitative data, metrics, outputs, outcomes to determine achievement of objectives.

**Productivity Assessment:** whether productivity indicators are being achieved; frequency/ volume indicators, year over year comparators, levels of service satisfaction, completion of objectives.

# Productivity and Service Delivery

**150+**  
**Capital**  
**Projects**  
**ADVANCED**

259 development applications  
valued at **more than**  
**\$10.6 million**  
(IN DEVELOPMENT FEES)  
**WERE RECEIVED**

MORE THAN  
**2,955**  
**BUILDING PERMITS**  
issued valued at  
**\$1.15**  
**BILLION**



- **3,269 NEW** residential units occupied
- **6,473 NEW** citizens
- **32,382** total VMC residential units
- **64,116** total VMC citizen population

**928** residential units  
**APPROVED** ✓  
by Committee of the Whole  
**INCLUDING:**

- **112** apartments
- **410** townhouses
- **404** single homes
- **2** semi-detached homes



**43,315**  
**BUILDING**  
**INSPECTIONS**  
**CONDUCTED**

MORE THAN  
**800**  
**LOCAL BUSINESS**  
**ADVISORY CONSULTATIONS**  
facilitated





# Productivity and Service Delivery

## **12** Digital Strategy achievements launched:

- permitting portal
- Municipal Water Back-flow Prevention Program
- audio/visual system upgrade in Council Chambers
- e-Paystubs and T4 Slips
- CRM Public Works communication tracking
- Service Request Portal for Environmental Services
- cloud migration of employee H drives to OneDrive
- Cyber Security Awareness Program
- Short-Term Rental License Applications
- e-Forms for IT Services and IT Service Catalogue
- media management solution
- transition City payroll services from Alectra

## **UPDATED POLICIES & FRAMEWORKS**

- City's Fiscal Framework
- Key Fiscal Policies
- Debt Policy
- Development Charge Interest Policy
- Development Charge Deferral and Policy
- Letter of Credit Policy



MORE THAN  
**161**  
**innovations**  
and **process**  
**improvements**  
**IMPLEMENTED**



# Productivity and Service Delivery

Over **10,000 items**  
**Corporate Communications**

- PSAs; Social Media
- Newsletters; Media Releases
- Council Supports

MORE THAN  
**81**  
electronic  
**COMMITTEE**  
and **COUNCIL**  
**MEETINGS**  
**FACILITATED**

With an  
average of  
**160 attendees**  
per meeting



**10%** increase in call volume  
**123%** increase in email volume

## Operation Guardian (Charges Laid) (Q1 2021)

EMCPA Orders

22

Parks By-Law

7

CEM By-law

88

## Enforcement Services (Q1 2021)

Investigations have been carried out (complaint response)

2,300

Investigations have been carried out (proactive)

10,800

COVID-related CTS case files initiated

11,500

Number of people educated/spoken to (EMCPA and CEM)

575

Vaughan Animal Services Investigations

3,700

Over  
**20,000hrs**  
of in-house  
legal services



# Next Steps

- BRP Implementation schedules and communications – June unlikely at this point most other York Region municipalities looking at Sept.
- Staffing Analysis
  - Continue to assess current WFH staff and functions/services
  - Reconcile staff needs with operational requirements for future workplace reintegration, while maintaining service delivery
  - Determine phased-in scheduling and seating
- Continue to monitor and ensure productivity and service delivery
- Continue to optimize technologies and on-line service platforms
- Await stabilized environment for Phase 3 (“New Normal”) and determine longer-term AWA across the organization
- Leverage opportunities as a progressive employer of choice for:
  - future workplace and staff flexibility
  - optimizing collaborative spaces
  - reducing accommodation/space costs from previous plans which focused on intensifying more staff into limited space



# **Ready. Resilient. Resourceful.**

## Committee Report

**Jim Harnum, City Manager**  
May 18, 2021



# Ready, Resilient and Resourceful Committee Report

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**DATE:** Tuesday, May 18, 2021

**WARD(S):** ALL

**TITLE: COVID-19 BUSINESS REINTEGRATION PLAN**

**FROM:**

Jim Harnum, City Manager

**ACTION:** FOR INFORMATION

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## **Purpose**

To provide the Ready, Resilient, Resourceful (RRR) Committee information regarding the City's response to COVID-19 with respect to the Business Reintegration Plan. This report provides the RRR Committee with an overview of the business reintegration plan, the phased-in approach, information regarding current work from home productivity and an overview of how COVID-19 has impacted the City's thinking and considerations for the future of work.

## **Report Highlights**

An overview of the Business Reintegration Plan and Implementation Framework including:

- The continuation of staff working from home, where operationally feasible, during the pandemic.
- A comprehensive approach to a safe, cautious, and phased approach to return staff who are currently working from home to the workplace, when it is safe to do so.
- A summary of activities to assess and implement reintegration actions / requirements while leveraging successes in increased productivity and efficiencies realized during the pandemic.
- An overview on how management is ensuring service delivery and productivity for staff who are working from home/remotely.
- An overview of the key benefits and the challenges of staff working from home / remotely.

A summary of research and studies that the City is considering in its approach for the future of the workplace in a post COVID-19 environment; to ensure the City is leveraging its learnings during its response to the pandemic and continues to ensure the City is positioned as a progressive employer and an employer of choice.

## **Recommendations**

1. That the COVID-19 Business Reintegration Plan 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 City 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. 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 on June 23, 2020, its second meeting was held on September 29, 2020 and a third meeting was held on March 10, 2021. Each RRR Committee has documented the progress made by the City throughout its response to the pandemic.

This report provides the RRR Committee with information regarding the COVID-19 Business Reintegration Plan (BRP), including:

- An overview of the BRP Plan and Implementation Framework.
- A summary of activities that are underway to assess and implement reintegration actions and requirements.
- Information regarding productivity for those functions which are being delivered remotely or in a work from home environment.
- A summary of research and studies that the City is considering in its approach for the future of the workplace in a post COVID-19 environment; to ensure the City is leveraging its learnings during its response to the pandemic and continues to ensure the City is positioned as a progressive employer and an employer of choice.



## **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\*](#)
- [\*UPDATE ON CITY'S RESPONSE TO COVID19\*](#)
- [\*Mass Vaccination Clinic Update\*](#)
- [\*UPDATE ON CITY'S RESPONSE TO COVID-19\*](#)

## **Analysis**

The City of Vaughan continues to effectively respond 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 continue to be held with the City's EOC team, the COVID-19 EOC Task Forces 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 continues to facilitate these efforts by disseminating information from York Region and Public Health Ontario through our own communications channels.

As the COVID-19 situation continues to evolve and vaccinations are provided, the City continues to take a cautious, measured and evidence-based approach to its decisions. Although a definitive date has not been set for a return to the workplace for those staff that are working remotely or working from home, the City has continued to make preparations including the development of the Business Reintegration Plan (BRP) and the BRP Implementation Framework. The BRP will be activated once it is safe for staff to return to the workplace. The following provides an overview of the BRP and its implementation requirements.

Please refer to Attachment #1 for the detailed Business Reintegration Plan.

## **BUSINESS REINTEGRATION PLAN**

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, where operationally feasible, many staff were reassigned to home-based work and have remained operational and productive while working from home.

Since the beginning of the pandemic, the City has taken a disciplined, responsible and measured approach to closing - and gradually reopening - City facilities and amenities. The decisions to keep select facilities closed is important to ensuring we protect the health and safety of citizens and staff.

The following facilities remain closed to the public and have limited staff on premises:

- Vaughan City Hall
- Joint Operations Centre
- City Playhouse Theatre
- Community Centres (when under restrictions by provincial orders)
- Vaughan Animal Shelter (except by appointment, for adoption purposes only)
- Vaughan Public Libraries (when under restrictions by provincial orders)

Currently, over 700 staff are working from home or remotely. Although a definitive date has not been set, the Business Reintegration Plan (BRP) has been developed to support the cautious and gradual return to work of these staff when it is safe to do so.

The BRP 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.

The City's Business Reintegration Plan (BRP) will continue to evolve as more information becomes available from the Province and Public Health with regards to

COVID-19. The framework for this Plan entails a high-level consistent approach to how staff are reintegrated back into City facilities, including those staff who have continued to work on site.

As staff continue to uphold and advance “healthy” municipal buildings while facing new and unprecedented challenges, the BRP helps to prepare for the eventual return of staff to the workplace. For those who continue to operate out of City facilities due to job requirements, extensive measures have been taken, including enhanced cleaning and disinfecting, physical distancing, and engineering interventions.

A sub-committee of the City’s COVID-19 Emergency Operations Committee has developed the BRP and its implementation framework for the “return to work” and reintegration of staff for the Corporation.

In collaboration and consultation with all departments across the City, the Facility Management department, the Office of the Chief Human Resources Officer, and the Office of Transformation and Strategy are leading the implementation requirements of the BRP to help support and shape the transition to the new “normal” workplace for City staff and guide the Corporation to best prepare for the return of employees, while ensuring the transition is both safe and efficient.

Facility Management has done extensive work on the physical building and engineering interventions such as cleaning and disinfecting, floor markings, security access, signage, HVAC, HEPA filtration, maintaining appropriate humidity levels in facilities, implementing touchless technology; and a review of processes and procedures, including a review of initiatives already completed and those planned.

The Office of the Chief Human Resources Officer has led the “people” component of this initiative and will continue to provide guidance, policies, procedures and applicable forms, i.e., staff contact tracker; the development of QAs for staff; orientation and training sessions; toolkit for people leaders and quick reference guide for staff – pre-reintegration and what to expect on the first day back into the workplace.

The Office of Transformation and Strategy is providing critical project management and change management supports, facilitating corporate-wide consultations, providing research and assessments to assist in the implementation requirements.

In consultation with Corporate and Strategic Communications, a comprehensive communication plan will support the various phases of the reintegration plan to promote the return-to-work components, strategic measures and implementation timelines. Corporate and Strategic Communications has taken the lead in developing key messaging; tactics; guidance in terms of the communication flow for staff; visuals for a consistent corporate identity; and will be instrumental in the communication from the City Manager to staff.

The BRP – which provides for a gradual, phased approach to reopening – covers key areas of action with consideration given to business models and any associated modifications, customer service and experience (citizens and businesses), provincial and regional directives, as well as Corporate policies (Alternate Work Arrangements), including but not limited to:

- Staff Management;
- Case Management;
- Safety and Physical Distancing;
- Cleaning & Disinfection (including indoor environment enhancements); and,
- Education & Communication.

As staff carefully continue to monitor the evolving pandemic, ongoing impacts and provincial and regional directives, the return of staff is still anticipated to be months away. Public health strategies, jurisdictional scans, developing industry guidelines and best practices have and will continue to provide insight and direction. Where possible staff will continue to work remotely and reintegration to the workplace will not proceed in the immediate future as the situation remains fluid and continues to evolve.

Vital to a successful return of staff to the workplace and for those staff that have continued to work at City Hall, Joint Operations Centre, works yards, and fire halls, is the introduction and enhancement of associated policies, strategies and measures that allow employees to view the workplace as a carefully managed operation – a safe, healthy and welcoming environment and not one of potential risk to their health and well-being.

The various protocols set out in the BRP constitute the required actions based on various guidance provided by the 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 Office of the Chief Human Resources Officer - Health and Safety division and Facility Management department. As the COVID-19 situation evolves the City will review and update this Plan accordingly.

The City has developed the BRP to commence the reopening of City facilities to City staff and eventually, the citizens of the City of Vaughan, when it is safe to do so. 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. The BRP provides 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 active screening when coming to work;
- maximum number of staff permitted in work locations;
- guidance on scheduling;



- guidance on personal protective equipment (PPE);
- cleaning and disinfecting;
- physical distancing practices;
- case management response to positive or suspected cases.

The BRP is based on a phased approach:

Phase 1	Phase 2	Phase 3
Up to 30% maximum person load at designated city facilities	Up to 50% maximum person load at designated city facilities	“New Normal” TBD – person load at all facilities
Designated facilities include City Hall and Joint Operations Centre	Designated facilities will include those listed in Phase 1 with addition of any new facilities where limited public admittance will occur	All action items noted in Phase 1 and 2 are to be initiated with additional items
<b>Up to 30%</b>	<b>Up to 50%</b>	<b>“New Normal” TBD</b>

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.

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 the addition of any new facilities where limited public admittance will occur. All action 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 in phase one and two are to be initiated with the addition of actions to be dependent on guidance from local, provincial and federal public health agencies. It is anticipated that the “new normal” will optimize a hybrid approach of on-site and remote/work from home arrangements to ensure continued distancing, work-life flexibility and utilization of workspaces.

## BRP IMPLEMENTATION FRAMEWORK

In addition to the BRP, an Implementation Framework has been developed to outline the City of Vaughan's guiding principles that support the process of returning City staff to "new normal" business operations following the COVID-19 pandemic while ensuring the health and safety of our workforce. A BRP Working Group was established with the overall responsibility to develop, facilitate, and implement the City of Vaughan's pandemic reopening strategy. Key objectives focus on protecting physical health, supporting emotional well-being, and enabling business continuity.

Key Objectives		
Protect Physical Health	Support Emotional Well-being	Enable Business Continuity
➤ Address the immediate physical challenges COVID-19 presents in the workplace.	➤ Provide flexibility, adequate notice, and support resources to our workforce.	➤ Create a phased approach to return operations back to "new normal".

In addition, the response plan is guided by the following key initiatives – People, Infrastructure, and Communications.

### People

Decisions around gradually returning staff into the workplace will continue to be informed by public health advice, provincial directives and Vaughan specific data.

- Develop procedures and protocols to ensure health and safety is a top priority, ensuring compliance and legal standards.
- Ensure administrative controls – workforce assessment, planning and implementation; self-assessment screening; contact tracing.
- Provide employee education and training.
- Provide available employee well-being resources, ensuring flexibility and adaptability.

### Infrastructure

Ensure engineering and physical infrastructure controls:

- Workstation assessments to ensure physical distancing measures are implemented.
- HVAC controls.
- Restricted entry/exit access points.
- Ensure proper protocols for safety, protection and cleaning.
- Ensure appropriate supplies for cleaning and disinfecting are available.
- Ensure the appropriate infrastructural barrier(s) are installed, where required.

- Manage the risk from shipping and receiving supplies and material.

## **Communications**

Manage all COVID-19 pandemic related communications:

- Ensure all visual aids (e.g., notices and signage) are posted in common areas; monitoring for changes.
- Support readiness efforts on the City's Business Reintegration Plan.
- Communicate any changes regarding procedures and protocols.

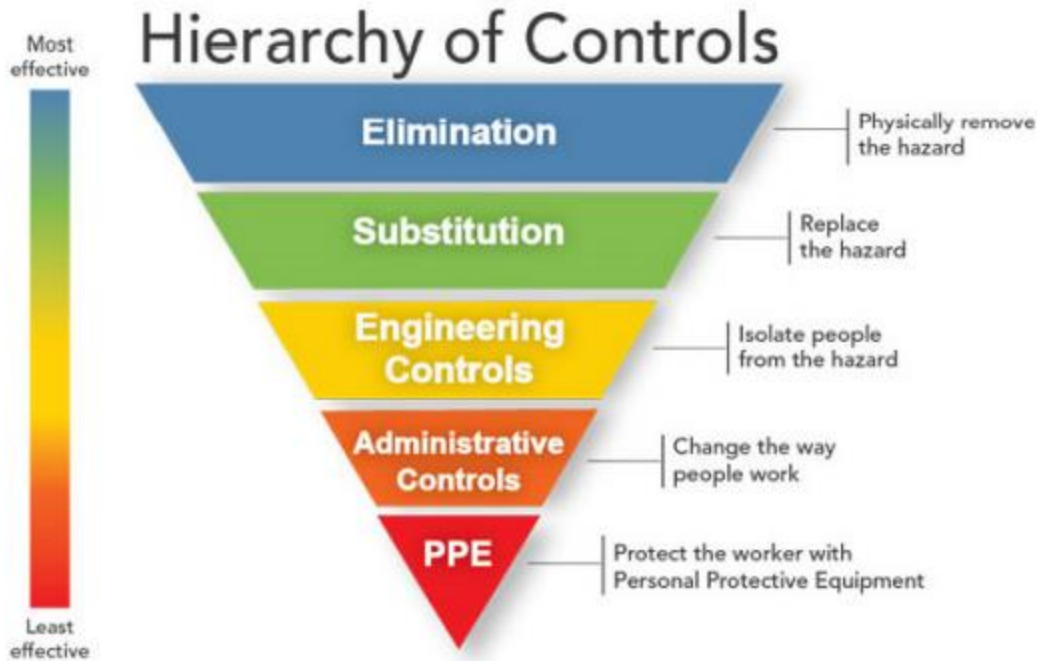
## **Key Messages**

- Where staff have been successfully working from home since the beginning of the pandemic, and where operationally feasible, they are to continue to do so.
- Where due to any government regulation restriction, such as age, compromised health situation, staff are to continue to work from home.
- Where operationally required to report for work in Phase I, department heads are responsible for ensuring that staffing levels do not exceed 30% per City facility.
- Where departments need to exceed the 30% allocation, special consideration will be provided with guidance from the Office of the Chief Human Resources Officer and the Facility Management department.

## **Health & Safety Hierarchy of Controls**

The City has a multi-level process to minimize and reduce staff exposure to hazards using well-established health and safety principles found in the Hierarchy of Controls. The process is a sequence of controls ordered by priority and in decreasing effectiveness. This involves:

- Removing risk by having staff work remotely, where operationally feasible;
- Creating barriers between staff and potential causes of COVID-19, such as distancing, increased sanitization and restricting the use of meeting rooms and common spaces for staff at City facilities, among other measures;
- Mandating the use of PPE and updating staff directives accordingly to the evolving nature of COVID-19.



## **STAFFING ANALYSIS**

During the current preparation stage of the BRP, work has commenced to conduct a staffing analysis of the over 700 staff who are currently working from home or remotely. Meetings and consultations have been held with every department management to review the current work from home/remote arrangements and to determine what staff would need to return to the workplace in the phased approach of the BRP.

For business areas where work from home/remote continues to be feasible, management have provided an assessment of what positions can continue to work from home during Phase One (up to 30% staff load on site) and Phase Two (up to 50% staff load on site).

This assessment by management has indicated that approximately 558 of the current positions working from home/remotely can continue to do so the majority of the time (3 - 5 days per week) and approximately 224 positions can continue to work from home on a partial basis (1 - 3 days per week). This assessment assures our ability to proceed with a slow, gradual and cautious approach to reintegration while providing the opportunity to leverage a longer-term alternative work arrangement approach for the organization.

Where working from home/remotely has proven successful and where job functions effectively lend themselves to remote or work from home approaches, this will continue as work from home continues to be a viable option for many employees.

This analysis will be used in further business reintegration planning as management will soon begin the scheduling and seating arrangements for staff returning to the workplace once the City has determined it is safe to do so.

## **WORK FROM HOME PRODUCTIVITY ASSESSMENT**

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

Essential and critical services remain intact and continue uninterrupted, including fire and emergency response, waste collection, water/wastewater services, by-law and enforcement services, facility 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, streamlined and safe experience for staff and residents.

The decision to close or 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.

For staff working remotely or working from home, the Administration has ensured that staff productivity and efficiency in delivery of functions and services continues to meet expectations at the highest quality of standards.

As the Business Reintegration Plan is activated and when it is safe for staff who are currently working from home to return to the workplace it will be critical to maintain productivity levels. As Phase One of the BRP includes up to 30% of staff in the workplace and Phase Two includes up to 50% of staff in the workplace, a significant number of staff will continue to work from home and productivity levels will be maintained by ensuring appropriate supports and resources (equipment, connectivity, access to information, technology, etc.)

Management has assessed productivity and service impacts and has successfully reconciled service delivery for work from home approaches where operationally

feasible. Management's ongoing assessment of productivity will be used to make the critical decisions on scheduling staff in the workplace including seating arrangements for staff returning to the workplace once the City has determined it is safe to do so.

Ongoing productivity assessments have been conducted by all departments throughout the response to the pandemic. Critical staff required in the field continue to receive supports, PPE and safety measures and equipment to ensure their safety as well as their effectiveness. For staff working from home/remotely the following productivity measures and indicators have been utilized.

## **1. Processes to Manage Staff while Working from Home/Remotely**

Throughout the City's response to the pandemic approximately 700 staff have been working from home (either partially or 100% of the time). Management has effectively managed staff productivity by employing a number of processes, procedures and actions to guide and support staff, including:

- Utilizing collaboration and communications tools such as MS Teams and other online applications/tools.
- Formal/informal virtual check-ins.
- Standing daily, weekly, and monthly meetings depending on type of service requirements.
- Review of work outputs and outcomes.
- Use of time logs, timesheets, docketing systems, work trackers.
- Case/file management systems to assign and track work.
- Time processing, ticketing, work orders.
- Continued training using virtual on-line tools.
- Continued managing of performance goals (utilizing Halogen).
- Continued management of department OKRs (objectives and key results).
- Regular performance discussions with staff - performance based on deliverables.
- Monitoring, tracking and regular reporting on project status and deliverables.
- Shared documents on MS Teams provide real-time updates on work completed or ongoing.
- Regular informal check-ins using MS Teams and Skype to call/connect with employees and be available to discuss any questions/issues.

## **2. Key Productivity Indicators and Assessments:**

Every department, program, service and function provided by the City includes performance measures and key performance indicators (KPIs). These measures and

indicators include data, metrics, outputs, outcomes or results the department uses to determine it is achieving its objectives. These can be quantitative and/or qualitative.

Based on the measures and indicators, management is able to assess productivity and the achievement of desired results. The Department Head can provide information that compares year over year indicators, or levels of satisfaction, or targets met. The vast majority of departments are reporting higher than “normal” productivity and higher levels of outputs.

From a COVID-19 perspective Council continues to be provided with regular weekly update memos from each department outlining key activities and results. In addition, reports to the past three RRR Committees has included service impact information which has shown significant achievement of City objectives and over 160 innovations and process improvements to ensure high quality services continue to be delivered. The recent update to Council on the Year 2 (2020) results of the 2018-2022 Term of Council Service Excellence Strategic Plan has demonstrated continued successes in progressing with strategic initiatives despite the pandemic.

City staff have successfully managed the day-to-day objectives of the work of the City as well as the added pressures of the COVID-19 emergency environment. Many have noted that work from home arrangements have actually enabled higher levels of productivity given the benefits of work-life balance, flexible working environments, and immediate collaboration and meetings via on-line technologies. In many departments, when comparing productivity indicators of 2020 (and so far for 2021) to those in 2019, the work from home environment has created the necessary conditions to increase productivity in various key indicator measurements and effectively respond in full capacity for all COVID-19 responses and impacts.

### **3. Benefits Identified:**

A number of benefits and advantages have been realized as a result of working from home:

- Increases in the vast majority of key performance indicators.
- Increased responsiveness for time sensitive requests and issues management.
- Quicker responses to clients.
- Ability to attend meetings without needing to allow time for travel.
- Improved/increased collaboration, communication, and information sharing.
- Increased empowerment and autonomy for staff.
- Positive environmental impact and reduced carbon footprint.
- Realized success with a larger talent pool reach for new hires because of WFH options.
- Reduced mileage costs for the City.

- Better work-life balance and the increased ability to balance family/personal life commitments.
- Work time start/end flexibility (being home with the kids during closures / quarantine periods, at home schooling balanced with work time flexibility in non-traditional hours).
- No commuting stress or reduced commuting.
- Reduced costs for food, office attire/clothing, travel, vehicle usage, purchase of food.

#### **4. Challenges Identified:**

Notwithstanding a significant degree of benefits and advantages, there is an equal number of challenges or disadvantages for working from home, including:

- Lack of separation between work life and personal life; difficulty in disconnecting and creating a separation of work versus home.
- Lack of in-person face to face contact with staff and clients.
- Limited social interaction; less organic interaction with team members.
- Lack of technology and internet connectivity for some staff.
- Lack of appropriate equipment for some staff; lack of access to printers/scanner if needed.
- Access to paper files and documents where processes are still highly paper-based or manual.
- Inability to juggle work personal life - interruptions from children.
- Staff dissatisfaction with their work from home environments – may not be conducive to WFH – set ups, space, privacy.
- Impact to work culture and a disconnection to the Vaughan environment.
- Ergonomic set-ups and health and safety concerns, mental health and isolation
- Privacy or safety issues for some staff.
- Virtual training of new and existing staff can be a challenge depending on the type of training.

When the City initiates the BRP and begins the reintegration of staff into the workplace, ongoing focus will be placed on balancing the benefits and challenges of working from home. A hybrid approach for the “new normal” will be integral to ongoing productivity and success in the delivery of services.

### **THE FUTURE OF THE WORKPLACE**

Although productivity is very high and staff will continue to work from home as we transition safely back to the workplace, it is evident that the future of work has changed. Many organizations are looking at space, accommodations, and staff movement within facilities from a very different perspective. Given the benefits and challenges, it is



apparent that the future of the workplace will be a hybrid model of work from home, remote work, on-site work, staggered shifts and varying start and end times.

Before COVID-19, the City had already developed an Alternative Work Arrangement program which includes policy and procedures to enable a flexible, progressive work environment. Throughout the pandemic, many organizations have realized that alternative work arrangements and flexibility where operationally feasible equates to better staff satisfaction, staff engagement, as well as better operational performance and service delivery.

Following the Business Reintegration Plan Phase One and Phase Two, the organization will start to define a “new normal”. It is anticipated that the City will continue to leverage work from home approaches and the Alternative Work Arrangement (AWA) program will be fully implemented.

The AWA program recognizes that the City of Vaughan supports a flexible work culture and encourages alternative work arrangements, when practicable without compromising operational requirements and effective service delivery to its citizens and business partners. Alternative work arrangements are an employee’s privilege and not a guarantee, or entitlement. All AWA’s require the approval of an employee’s Manager or designate.

**Some assumptions for the future workplace environment may include:**

- Up to 50% of staff in the office workplace at any given time (approximately 450 staff at City Hall).
- Staggered staff arrivals and work hours/schedules.
- Physical distancing while in the office environment and staggered seating/workstation access (based on new floorplan spacing developed by Facility Management).
- Continue to promote WFH and AWA where operationally feasible.
- Work with staff on their preferences for AWA and WFH.
- Many staff may no longer need a designated workstation or office; instead we may “hotel” space as required.
- Limited public admittance with public in designated controlled spaces.
- Physical closure of service counters (other than City Hall 1<sup>st</sup> floor entry counter) with move to omni-channel integrated service counter through Access Vaughan with virtual services as first default.
- The City will not expend extra resources to continue to squeeze more staff into City Hall and the JOC, or purchase / lease additional office space.

**Best Practices and Insights for the Future of the Workplace**

Many studies and research papers have been conducted by various organizations and institutions which speak to the future of the workplace given the lessons learned during the pandemic and the evolution of work and the utilization of workplace environments.

These studies are indicating a hybrid model for the future of work and new and creative opportunities to utilize space. The following provides a summary of various insights from recent research and studies conducted by Cushman & Wakefield, McKinsey Co, the Becker Friedman Institute for Economics, Conference Board of Canada, Human Resources Director Magazine, Vocon, Robert Half, Deloitte, etc.

- The COVID-19 pandemic induced WFH experiment has altered perspectives on work, flexibility and the office.
- The pandemic has shown that WFH and AWA are viable options for productivity and efficiency (especially for “head down” tasks – emails, report writing, research, operational tasks, administration, project update meetings, etc).
- Productivity has remained strong. Much of daily office work can be done remotely, and technology tools are more capable than they expected to support daily tasks.
- COVID- 19 accelerated three groups of consumer and business trends that are likely to persist:
  - remote work and virtual interactions,
  - e-commerce and digital transactions,
  - and deployment of automation and AI.
- Need to critically re-examine investment and costs of acquiring additional space to accommodate more staff in the traditional workplace.
- In office and remote work do have both a positive and negative impact on productivity, innovation, creativity, corporate culture, branding, employee satisfaction and retention.
- A mix of in-office and remote work options are likely to maximize employee and organizational performance.
- Employees want choice and freedom in where they work, but few want to work outside the office exclusively.
- Office workers can feel disconnected from corporate culture, and in some cases personal wellbeing has suffered, and employees feel that they’ve had fewer opportunities to learn, especially through informal mentoring.
- Lack of in-office work has a disproportionately negative impact on certain workers (e.g., young employees and new employees).
- Older workers or more seasoned workers are more comfortable in taking advantage of the benefits of WFH / remote work situations.
- In the long run, the need for humans to be social and connect with each other will be a strong influence on a migration back to office environments.
- Too much remote work can negatively impact culture. Many organizations have been able to build cultural capital over the past few years through interpersonal relationships, trust, shared history, vision buy-in and more. Organizations have leveraged this reservoir of cultural capital to help manage through change and crisis in 2020. Leaders fear, however, that capital will erode over time if people do not return to face-to-face interactions.

- The creative process is often more ephemeral, organic and less scheduled.
- Asking people to be innovative on a conference call doesn't always work, and the spontaneous social interaction that sparks an idea often happens in a fleeting interaction with a colleague a desk or two away.

## Themes for the Future Workplace

The following insights on the future of the workplace are adapted from a recent report by Cushman and Wakefield and the Centre for Real Estate and Urban Analysis, George Washington University: *"New Perspective: From Pandemic to Performance (2020)"*.

**The Future is a Hybrid:** an increase in hybrid work, wherein employees will spend part of the week working in the office and the other part working remotely, whether in their home or in a third location. Employees who want more flexibility will see this as a way to increase staff engagement and work satisfaction.

**100% Remote will be Rare:** While some companies are considering allowing employees to work completely remote for as long as they would like, this model will likely be an exception. Employers that employ this model may increase their talent pool through positions that can be performed from anywhere, potentially attracting top talent from a broader geography. However, the challenges of managing and retaining those employees will require additional resources to ensure success.

**Building Flexibility:** Office owners will find value in offering flexible spaces to their tenants. This may include flexible office offerings for tenants to expand space on-demand, which some owners see as an opportunity. Additionally, tenants will value more flexible, communal space, as needed.

**Layout Changes:** Little change is happening with building layouts in the short-term beyond accommodating social distancing. However, the expectation in the long-term is for expanded communal space such as conference rooms of various sizes, huddle rooms and social areas for people to congregate—cafés, hospitality-style sitting areas, village greens and more.

**Fear of Missing Out (FOMO) Influencing Choice:** While many surveys indicate employees want to work half or more of their time from home post-COVID-19, focus group participants believe this sentiment will change when more people do end up back in the office. Workers will potentially worry that their colleagues in the office are having a better experience and that they -remote workers- are "missing things and their career is suffering because of it."

**Balancing Employee Preference with Company Goals and Costs:** More so than ever, employers will need to understand employee preferences to make evidence-based investment decisions on services and amenities that impact experience and provide incentive for employees to come to the workplace.

Employees' expectations for flexibility have increased. Some companies will opt for an in-office or remote work model, without a hybrid option. However, these "either or" models will likely be the minority as most employees want the best of both worlds - to be trusted with the flexibility to work from anywhere but also have the option to work in the office as needed.

Need to consider a more distributed workforce and the options that give that workforce the flexibility to choose when and where to work. That may mean a network of workspaces within, and possibly across markets. A more distributed workforce also requires policies, procedures and technology to seamlessly support productivity, connection and wellbeing.

**Focus on Multiple Work Environments, Not Just an Office:** While the pandemic-induced experiment has mostly meant that workers were either in their homes or in the office, the workplace of the future will be an ecosystem of multiple options for workers. The first option may continue to be the core office where most learning, mentoring, team connection and collaboration occurs. For many workers, their home may now be a viable second option for working on a regular basis. And workers may have the flexibility to choose third options like local community hubs (e.g., coffee shops, the local library, etc.), on-demand event spaces, coworking spaces, retail spaces and suburban "spoke" offices. These third places may appeal to employees for a variety of reasons—for example, a spoke office might be more conveniently located than the core office and it might offer a better social outlet than home. Companies may need to help manage these options for their employees, even offer several "office pod" options, and provide the ability to book spaces on any given day.

**Need to Manage People Space Together (and Apart):** A more distributed workforce not only requires leaders and managers to trust staff to perform in a flexible office ecosystem - it puts a premium on consistent, clear communication between all levels of the organization. With more locations for employees to utilize, leaders and people managers need to more actively connect their teams, becoming very intentional about when and how they bring people together.

**Optimize Tools and Technologies:** Organizations will need to implement reliable technology that manages space availability, allows transparency for accessing and utilizing space, and ensures seamless connection between employees inside and outside of the office. The implementation of smart technologies to manage real-time building data and facilitate employee meetings, will be essential to ensure ongoing data and predictive analytics of both workplace use and employee experience. Lastly, change management will become an essential component of any workplace project. It is imperative to not simply look at the impact on real estate and cost savings without also managing behavior and ensuring investment in new ways of managing people to facilitate employee performance, wellbeing and engagement.

The above information and insights are important for the City's consideration as it moves toward business reintegration when it is safe to do so. Beyond COVID-19, these insights also help inform and validate the City's approach to staff engagement, work-life balance and being a progressive employer of choice for attracting and retaining our talented resources.

## **Financial Impact**

Not Applicable

## **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. The City is working with all the municipalities in York Region to share information about business reintegration plans and continued work from home approaches.

## **Conclusion**

This report provides the RRR Committee with information regarding the COVID-19 Business Reintegration Plan (BRP), including:

- The continuation of staff working from home, where operationally feasible, during the pandemic.
- A comprehensive approach to a safe, cautious, and phased approach to return staff who are currently working from home to the workplace, when it is safe to do so.
- A summary of activities to assess and implement reintegration actions / requirements while leveraging successes in increased productivity and efficiencies realized during the pandemic.
- An overview on how management is ensuring service delivery and productivity for staff who are working from home/remotely.
- An overview of the key benefits as well as the challenges of staff working from home/remotely.
- A summary of literature and studies that the City is considering in its approach for the future of the workplace in a post COVID-19 environment; to ensure the City is leveraging its learnings during its response to the pandemic and continues to ensure the City is positioned as a progressive employer and an employer of choice.

As COVID-19 persists, productivity remains high and City building continues. Where staff are working from home, they will continue to do so until it is safe to return to the workplace. While working from home/remotely, management will continue to work with their staff to ensure service delivery and productivity. 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:

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## **Attachments**

Attachment #1: Business Reintegration Plan

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# **Business Reintegration Plan**

**A GUIDE FOR  
COVID-19 PANDEMIC  
PREPAREDNESS  
AND RECOVERY**

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.

# Quality Assurance and Version Tracking

## AUTHORIZATION

Title		City of Vaughan   Business Reintegration Plan	
Document Number		4.0	
VER.	DATE	APPROVED BY	STATUS CHANGE
1.0	Sept. 29, 2020	Dave Merriman, Director, Facility Management	Ready, Resilient and Resourceful Committee of Council September 29, 2020 meeting Item: City's Update on COVID-19 Attachment 3
2.0	Oct. 1, 2020	Robert Orrico Manager, Occupational Health, Safety and Wellness	Updates to Appendix1 Addition of Appendix 2
3.0	Jan. 8, 2021	Robert Orrico Manager, Occupational Health, Safety and Wellness	New updates to Appendix 1 Addition of Appendix 3
4.0	Feb. 4, 2021	Robert Orrico Manager, Occupational Health, Safety and Wellness	Updates to Appendix 4, 8 and 9 and page 8 - active screening

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# Business Reintegration Plan

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## 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 active 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:

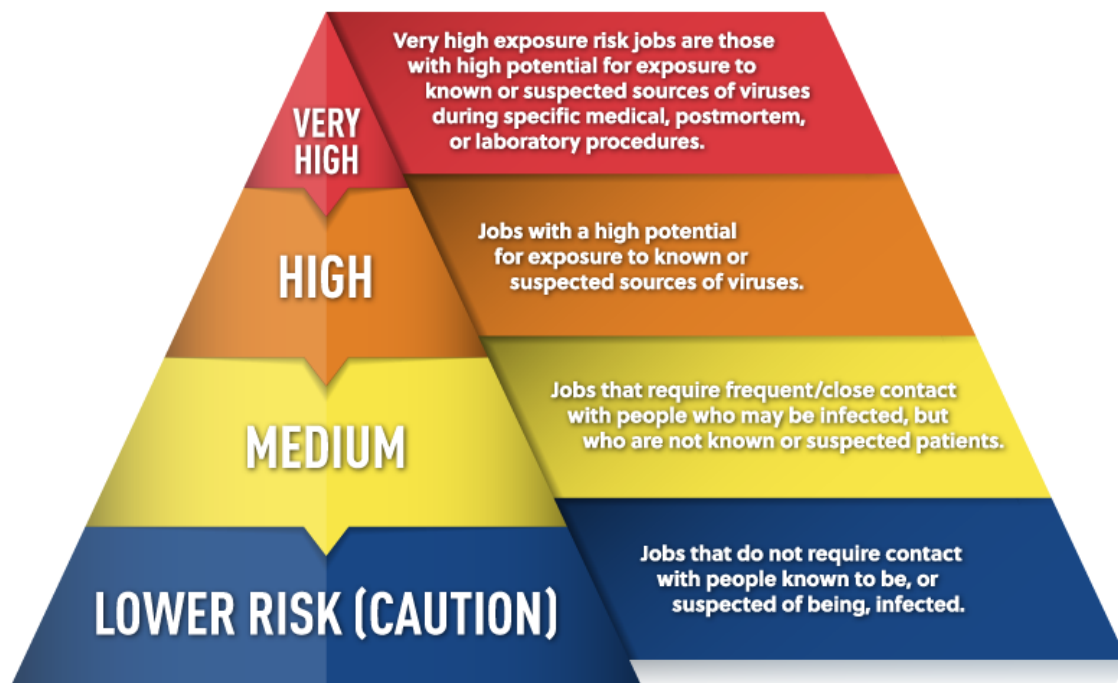
- Healthcare delivery and support staff (e.g., doctors, nurses, and other hospital staff who must enter patients' rooms) exposed to known or suspected COVID-19 patients. (Note: when such workers perform aerosol-generating procedures, their exposure risk level becomes very high.)
- Emergency Service workers (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 COVID-19, 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.

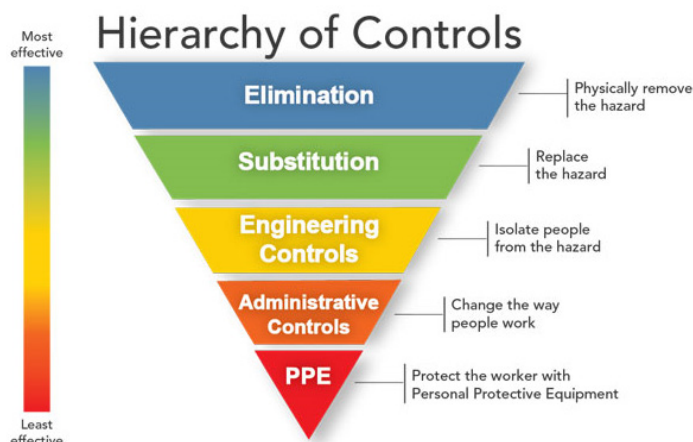
## OCCUPATIONAL RISK PYRAMID



## 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

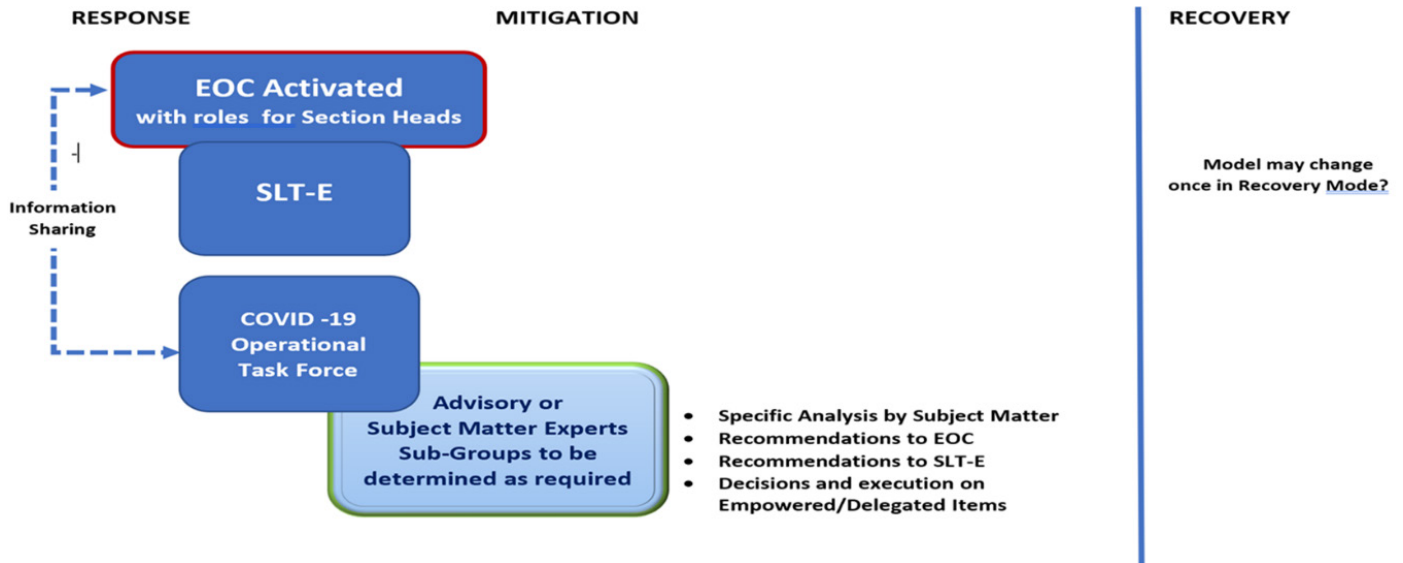
Stay home if you become ill and prevent the spread of the illness

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

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.



# Start-Up | Phase I

## ADMINISTRATIVE

### Staffing, Work and Break Schedules

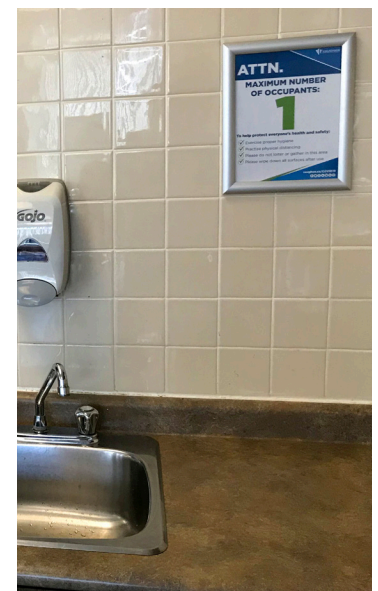
Department leaders are to identify:

- 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.)

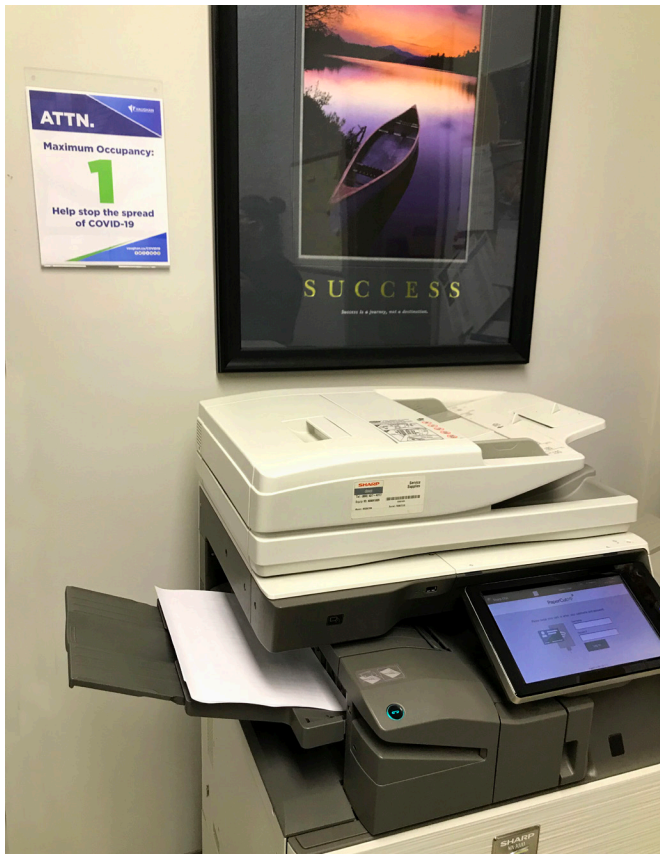
People leaders are to assess their staffs' current work schedules, break schedules, lunch periods and planned meetings in order to eliminate risks associated with congregating staff and close contact. Start times, breaks, lunch periods are to be staggered, where feasible.

### 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) Active 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 are required to undergo [active screening](#) using the City's Mandatory Active Screening link.  
***Daily fit-for-work screening is required for all employees, Members of Council and contractors who are required to attend a City facility.***

### 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:

- All staff that have a City of Vaughan email must fill out the following [questionnaire for staff](#) before attending a City facility. This includes outdoor or partially outdoor workplaces. This link will also work for employees who do not have a City-issued phone or laptop.
- Employees, such as part-time or seasonal staff, or external contractors who do not have an assigned City of Vaughan email must fill out the [external questionnaire form](#) before entering a City facility. A City contact, such as a director, manager or supervisor, must provide the external questionnaire link before the staff member or contractor arrives at the City facility.
- 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, Members of Council and contractors are required to be cleared, under the Active Screening directive, to enter City of Vaughan workplaces.



### 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.

## Active Screening

- Staff, Members of Council and contractors are required to be cleared, under the Active Screening directive, to enter City of Vaughan workplaces. 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.
- 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.

## 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.

- Employees will not switch seats during the shift.
- If possible, as an added precaution, keep windows open for enhanced ventilation
- 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.
  - 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
<b>YELLOW</b>	Fire, gas leak, explosion <b>INSIDE</b> the building	Evacuate the building immediately.
<b>RED</b>	<b>HOLD AND SECURE</b> threat <b>OUTSIDE</b> the building	Lock doors and stay in the building. Do not let anyone inside the building.
<b>RED</b>	<b>LOCKDOWN</b> threat <b>INSIDE</b> the building	Stay out of sight and low to the floor. Put cell phone on silent. Stay hidden until police give all clear.
<b>BLACK</b>	Bomb threat or suspicious package	Search your area for anything suspicious and take your personal belongings when evacuating.
<b>WHITE</b>	Severe weather (lightning storm, tornado)	Take shelter. Stay away from outside windows/walls. Move to an interior room of the building.
<b>BLUE</b>	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
- reception areas
- washrooms
- elevators
- lobbies and common areas
- the cafeteria

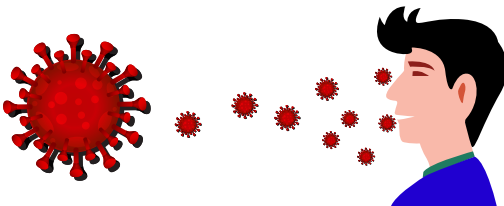
Exceptions include people who cannot wear a mask for medical reasons or those who require accommodation in accordance with the Ontario Human Rights Code.

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.

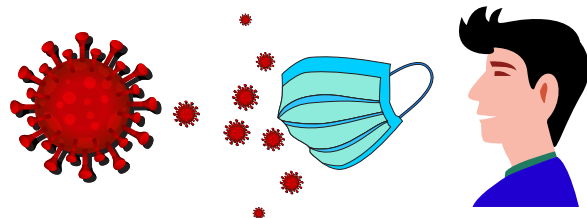
## COVID-19 Face Mask Precautions

**DON'T**



Stepping out without a mask

**DO**



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.

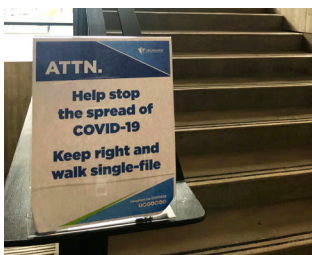
For Phase 1, staff are to sit diagonally from one another, not side by side, back to back or front to front. For Phase 2 and 3, an increased number of staff will be reintegrated into City buildings.



- **Hallways/Corridors:**

Staff are to adhere to signage and pathway markings.

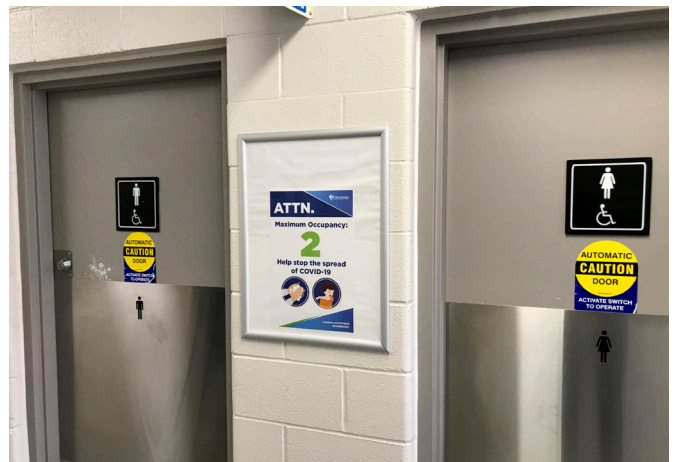
- **Stairs:** Staff to maintain maximum distance by walking wide right.



- **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.





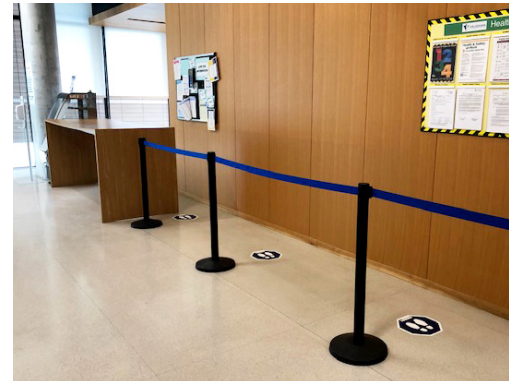
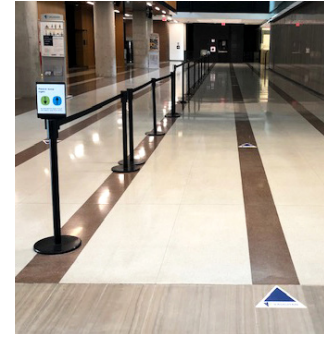
## COVID-19 Workstation Precautions



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 active 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

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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

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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

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- APPENDIX 1: Health and Safety Directive  
for Worksite Visits During COVID-19
- APPENDIX 2: Health and Safety Directive for Mandatory Mask  
or Face Coverings in Public Settings
- APPENDIX 3: Health and Safety Directive for COVID-19  
Active Screening Protocol When Attending City Facilities
- APPENDIX 4: Animal Services (Tigi Court)
- APPENDIX 5: Facility Management
- APPENDIX 6: Public Works | Yard Operations  
(Woodbridge and Dufferin)
- APPENDIX 7: Recreation Services | Community Centre Facilities
- APPENDIX 8: Vaughan Fire and Rescue Service
- APPENDIX 9: Vaughan Public Libraries

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

**Issue date:** April 8, 2020

**Revision Date:** Jan. 11, 2021

*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. 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

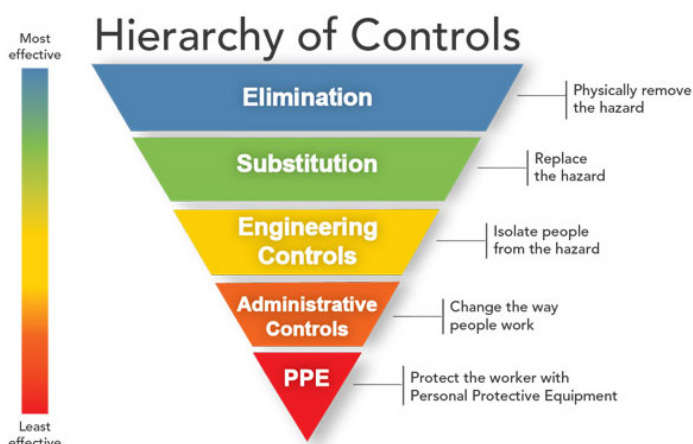


## PROCEDURE

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:** These are employer-dictated work practices and policies that reduce or prevent hazardous exposures (e.g. 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 ACTIVITIES 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 rescheduled 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 tasks with minimal contact to employees. Departments shall consider implementing any relevant departmental operating procedures that will assist in achieving this work activity.
5. Prior to entry, the occupant must be made aware of the physical distancing and personal protective equipment 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 re-schedule 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 the COVID-19 Active Screening Questionnaire. All employees will have access to the COVID-19 questionnaire through the following tools.  
**E-mail:**
  - Click [here](#) to access the COVID-19 screening tool from a corporate city e-mail address (for employees with corporate accounts/email):
  - Click [here](#) to access the COVID-19 screening tool through an external e-mail address (for staff and visitors who do not have a corporate account/email)
2. When screening through e-mail, if you have answered YES to any of the questions, you will be instructed by email not to enter the workplace. If you have answered NO to all questions, you will be permitted to enter the workplace
3. Every employee permitted to be in the workplace must maintain a physical distance of at least 2 meters from other persons in the workplace. For additional information on physical distancing, see the “Physical distancing” section. For Fire Department staff, this applies to non-emergency situations and whenever feasible.
4. Effective July 17, wearing a mask or face covering in York Region is required under the Mandatory Use of Face Masks or Covering Bylaw in indoor public spaces. As a result of this new by-law, the City of Vaughan has developed a new directive called [Mandatory Mask or Face Coverings in Public Settings](#). This new directive will serve to protect City staff working and passing through communal areas such as lobbies, reception, elevators, common area bathrooms, cafeteria, etc.
5. 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.
6. 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.

7. 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 ACTIVITIES

### 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 complete the COVID-19 Active Screening Questionnaire. All contractors will have access to the COVID-19 questionnaire through the following tool.

### E-mail:

- Click [here](#) to access the COVID-19 screening tool through an external e-mail address.
3. When screening through e-mail, if you have answered YES to any of the questions, you will be instructed by email not to enter the workplace. If you have answered NO to all questions, you will be permitted to enter the workplace
  4. Contractors who are performing work at our city facilities must adhere to physical distancing practices (e.g. 2 meters/6 ft. 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.)
  5. Effective July 17, wearing a mask or face covering in York Region is required under the Mandatory Use of Face Masks or Covering Bylaw in indoor public spaces. As a result of this new by-law, the City of Vaughan has developed a new directive called [Mandatory Mask or Face Coverings in Public Settings](#). This new directive will serve to protect all persons working and passing through communal areas such as lobbies, reception, elevators, common area bathrooms, and cafeteria.

## Employees attending a construction site

1. Employee who are required to visit other workplaces must, prior to the start of the work day, complete the COVID-19 Active Screening Questionnaire. All employees will have access to the COVID-19 questionnaire through the following tools.  
**E-mail:**
  - Click [here](#) to access the COVID-19 screening tool from a corporate city e-mail address (for employees with corporate accounts/email):
  - Click [here](#) to access the COVID-19 screening tool through an external e-mail address (for staff and visitors who do not have a corporate account/email)
2. 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.
3. Workers can review the province's guide on COVID-19 best practices while work is being performed on a construction site. Click [here](#) the review these guidelines developed by the Province of Ontario.
4. 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 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.

5. 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:

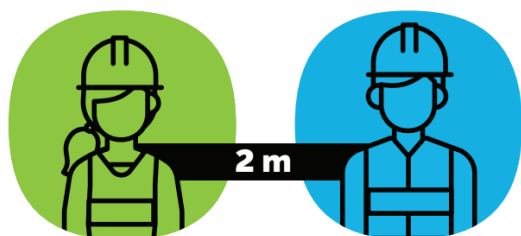
1. If necessary, remove themselves from the area of concern and notify the Supervisor responsible for worksite (e.g. site supervisor of construction site, resident, etc.) and report the COVID-19 safety concern. If the safety concern is not resolved at this point, the worker shall promptly notify their 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 practice 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 practice physical distancing of 2 meters or 6 ft. while conducting any work activities.

## Protect against COVID-19



### Practice physical distancing and stay 2 metres from other people.

Click [here](#) to obtain copies of this poster.

3. Employees are required to inform the occupant that while conducting city business that they are practicing physical distancing of 2 meters or 6 ft. for the protection of both the employees and the public's protection and request cooperation 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 social 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 2-meter 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 2 meters 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.

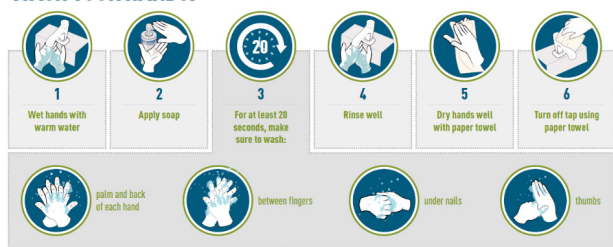


## HYGIENE PRACTICES

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.

### REDUCE THE SPREAD OF COVID-19. WASH YOUR HANDS.



1-833-784-4397 | [canada.ca/coronavirus](https://canada.ca/coronavirus) | [phac.info.aspc@canada.ca](mailto:phac.info.aspc@canada.ca)

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 social distancing practices cannot be implemented and likelihood of COVID-19 is present, respiratory facepieces (e.g., N-95 mask or medical grade ASTM Level one) may be necessary. Non-CSA approved or non-ASTM 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.
- 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 or non-ASTM medical grade face protection 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:

- If the face protection is an N-95 type respirator, employees must be clean shaven where the mask meets the face to ensure a proper face seal. ASTM Medical grade type face protection does not require the user to be clean shaven. See Respirators, Surgical Masks and Non-Medical Masks infographic on the following page for use and limitations.
- 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.

## Respirators, Surgical Masks and Non-Medical Masks

### Know the differences

**Note: All masks should be replaced or cleaned when they are wet, damaged, visibly dirty, contaminated (e.g., blood, respiratory fluids), or when breathing through it becomes difficult.**

**If re-using is permitted, be sure to clean the mask between uses.**

	 <b>Respirators (including N95)</b>	 <b>Surgical Masks</b>	 <b>Non-Medical Masks</b>
<b>Evaluation, Testing, and Certification</b>	Respirators are evaluated, tested and certified by the National Institute for Occupational Health and Safety (NIOSH).	Surgical masks are classified by the American Society for Testing and Materials (ASTM).	Have not been evaluated or tested to recognized standards.
<b>Purpose</b>	Respirators protect from exposure to airborne particles, including viruses.	Surgical masks are a barrier to spreading droplets and spit.	Non-medical masks help limit the spread of droplets and spit when you sneeze or cough.
<b>Fit (Face Seal)</b>	Respirators are designed to seal tight to the face of the wearer.	Are not designed to seal tight against the face.	Are not designed to seal tight against the face.
<b>Filtration</b>	Respirator filters that collect at least 95% of the challenge aerosol are given a 95 rating.	Surgical masks do not effectively filter small particles from the air.	Fabrics are not the same as materials used in certified masks and do not necessarily filter viruses.
<b>Use Limitations</b>	Generally single use but repurposing may be appropriate in certain circumstances. Follow manufacturer's instructions.	Generally single use, but repurposing may be appropriate in certain circumstances. Follow manufacturer's instructions.	Can be difficult to breathe through fabric. Wash between uses.
<b>Who Should Use and When</b>	Health care workers and others when providing direct care to a COVID-19 patient.	Health care workers and others when providing direct care to a COVID-19 patient.	General public when consistent physical distancing is not possible, such as in stores and shopping areas, and on public transit.

## 7. Personal Hand Protection

Hand protection such as disposable 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.

- Disposable 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, to not 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, goggles or face shields are recommended where there is a potential for splattering or spraying of blood or other body fluids (e.g. saliva 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: Health and Safety Directive for Mandatory Mask or Face Coverings in Public Settings

**Issue date:** July 22, 2020

**Revision Date:** N/A

*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.

This directive applies to all City staff, contractors, visitors and members of the public and covers all enclosed public spaces in City facilities where staff conduct regular business. Although we recognize that our City facilities are presently closed to the public, the City is taking the added step of mandating that all City staff, visitors and contractors will adhere to the wearing of a face covering in what is defined as enclosed public spaces. An enclosed public space is defined as an area which is open to the public of City facilities, and where members of the public interact with one another or with staff members. Despite the fact that at this time the City is not open to the public, and as such there is no public spaces as per the definition above, the City is requiring staff to wear a face covering in communal areas such as lobbies, reception, elevators, common area bathrooms, cafeteria, etc.

## PURPOSE

Effective July 17, 2020, wearing a mask or face covering in York Region is required under the Mandatory Use of Face Masks or Covering Bylaw in indoor public spaces. This requirement will also serve to protect City staff working and passing through these same enclosed public spaces. Wearing non-medical (cloth) masks or face coverings can be an added public health measure for containing the spread of COVID-19 when it is used in combination with frequent handwashing, physical distancing and staying home when sick.

The Corporation is committed to providing a healthy and safe work environment free from harassment, discrimination and bullying. All employees are expected to actively promote and contribute to a respectful workplace by understanding and complying with the Respectful

Workplace policy and the Corporation's Code of Conduct. To provide safe measures for employees working in the community, at home or in the workplace during COVID-19.

## DEFINITION

**FACE COVERING:** Non-medical mask such as bandana, scarf, cloth (including hijab and niqab) that covers the mouth and nose at the same time.

**PERSONAL PROTECTIVE EQUIPMENT (PPE):** Specialized regulated clothing or equipment worn by employees for protection against health and safety hazards. Personal protective equipment is designed to protect many parts of the body, i.e., eyes, head, face, hands, feet, and ears.

**PUBLIC BUILDING:** Any building owned by a municipal, provincial, or federal agency where the public can freely enter. **Public Space:** Is any enclosed space which is open to the public and where members of the public interact with one another or with staff members. Example: A public information counter would be considered a public space but not the employee work area behind the information counter. Other examples of public spaces are washrooms, hallways, and cafeteria and any other areas where the public has access to freely roam. Employees are required to wear a face mask or covering when working in the public areas of the indoor public space unless the employee is within or behind a physical barrier (e.g. plexiglass barrier) or is in an area of the premises that is not designated for public access. Note: At this time, we will not permit station tours in our fire stations until January 2021, thus they will be closed to the public.

## DIRECTIVE

1. City staff are required to wear a mask (non-medical) or face covering in a manner which covers the mouth, nose and chin when working in an enclosed space accessible to the public, unless within or behind a physical barrier. Visitors, contractors and residents are also required to wear a mask or face covering upon entering and remaining within any enclosed public space.

2. The requirement extends to staff while passing through any common areas including lobbies, reception, elevators, common area bathrooms, cafeteria, etc.
3. Non-City issued face coverings worn in the workplace shall not display any discriminatory messages or images.
4. The requirement does not apply to City staff while working in a controlled area designated solely for City staff and not accessible to the public if physical distancing can be maintained.
5. Employees whose job duties require them to attend establishments in the community are required to wear a non-medical mask or face covering when attending indoor public spaces in accordance with applicable regional bylaws.
6. Wearing a non-medical mask or face covering is not a replacement for following COVID-19 public health safety measures such as proper hand hygiene, physical distancing and staying home if you are sick or displaying symptoms consistent with COVID-19.
7. Non-medical masks or face coverings are not considered personal protective equipment (PPE) and may not be suitable for occupational health and safety purposes. Employees who are required to wear a medical mask/ PPE as part of their job duties must wear their City-issued PPE. See the attached infographic to understand the limitation and differences between respirators, surgical masks and non-medical masks.

### Exemptions

1. Employees or members of the public with an underlying medical condition which inhibits their ability to wear a mask or face covering, who cannot place or remove a mask or face covering without assistance, or who are otherwise reasonably accommodated by not wearing a mask or face covering in accordance with the Ontario Human Rights Code are exempted.
2. An employee who is not able to wear a non-medical mask or face covering is asked to speak to their people leader.
3. Proof of an underlying medical condition is not required and should not be requested by a people leader or colleagues.
4. Under no circumstances should employees be treated unkindly, unfairly or with disrespect for not wearing a mask. Kindness and empathy will continue to be paramount as we remember we don't always know the circumstances of others.

## ROLES AND RESPONSIBILITIES

- The City will provide each staff member with three (3) cloth face coverings.
- Employees wearing city issued face coverings both while in course of work and during off work personal time shall act in a manner that is consistent with the Corporation's Code of Conduct and Respectful Workplace policies.
- Employees are required to adhere to this policy and wear a face covering when working in public areas of the indoor public space unless the employee is within or behind a physical barrier (e.g. Plexiglas barrier), in an area of the premises that is not designated for public access or has a medical condition which inhibits their ability to wear a face covering.
- Facilities staff will be required to post appropriate visible signage indicating that Face Coverings are required inside the city premises. See [York Region's Face covering poster](#).

## PROPER USE OF A MASK OR FACE COVERING

It is important to remember the following when using non-medical masks and face coverings:

- Masks with an exhalation valve do not protect others
- Never share your non-medical mask or face covering with someone else
- Do not handle a non-medical mask or face covering belonging to someone else
- Do not allow other people to handle or touch your non-medical mask or face covering
- Remove the mask by the ear loops without touching the front of the mask.
- Place the mask over your nose, mouth and chin.
- Avoid touching your face and mask while using it.
- Do not leave your mask tucked under the chin, hanging from your ear, or on your forehead.

## Cleaning and disposing of non-medical masks and face coverings

Cloth masks or face coverings should be changed and cleaned if they become damp or soiled. You can wash your cloth mask by:

- Putting it directly into the washing machine, using a hot cycle, and then dry thoroughly
- Washing it thoroughly by hand if a washing machine is not available, using soap and warm/hot water
  - allow it to dry completely before wearing it again

Non-medical masks that cannot be washed should be disposed of properly in a lined garbage bin, and replaced as soon as they get damp, soiled or crumpled. Do not leave discarded masks on the ground where other people may come into contact with them.

## Face Shields

A face shield is not an alternative to a mask. The Centers for Disease Control (CDC) has stated that they “do not recommend the use of face shields for normal everyday activities or as a substitute for cloth face coverings.”

It is not known if face shields protect others from the spray of respiratory particles. The [CDC](#) does not recommend use of face shields for normal everyday activities or as a substitute for cloth face coverings.”

## RELATED DOCUMENTS




York Region Pubic Health: [Protect Yourself During Covid-19](#)

York Region Mandatory use of non-medical Face Masks: [York.ca/mandatorymasks](#)

## Respirators, Surgical Masks and Non-Medical Masks

### Know the differences

**Note: All masks should be replaced or cleaned when they are wet, damaged, visibly dirty, contaminated (e.g., blood, respiratory fluids), or when breathing through it becomes difficult. If re-using is permitted, be sure to clean the mask between uses.**

	 Respirators (including N95)	 Surgical Masks	 Non-Medical Masks
<b>Evaluation, Testing, and Certification</b>	Respirators are evaluated, tested and certified by the National Institute for Occupational Health and Safety (NIOSH).	Surgical masks are classified by the American Society for Testing and Materials (ASTM).	Have not been evaluated or tested to recognized standards.
<b>Purpose</b>	Respirators protect from exposure to airborne particles, including viruses.	Surgical masks are a barrier to spreading droplets and spit.	Non-medical masks help limit the spread of droplets and spit when you sneeze or cough.
<b>Fit (Face Seal)</b>	Respirators are designed to seal tight to the face of the wearer.	Are not designed to seal tight against the face.	Are not designed to seal tight against the face.
<b>Filtration</b>	Respirator filters that collect at least 95% of the challenge aerosol are given a 95 rating.	Surgical masks do not effectively filter small particles from the air.	Fabrics are not the same as materials used in certified masks and do not necessarily filter viruses.
<b>Use Limitations</b>	Generally single use but repurposing may be appropriate in certain circumstances. Follow manufacturer's instructions.	Generally single use, but repurposing may be appropriate in certain circumstances. Follow manufacturer's instructions.	Can be difficult to breathe through fabric. Wash between uses.
<b>Who Should Use and When</b>	Health care workers and others when providing direct care to a COVID-19 patient.	Health care workers and others when providing direct care to a COVID-19 patient.	General public when consistent physical distancing is not possible, such as in stores and shopping areas, and on public transit.

# MASK OR FACE COVERING REQUIRED



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

**Stay safe. Stay informed.**  
[york.ca/COVID19](https://york.ca/COVID19)

20 Last Updated July 9, 2020





# APPENDIX 3: Health and Safety Directive for Active Screening Protocol when Attending City Facilities

**Issue date:** Nov. 11, 2020

**Revision Date:** N/A

*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 Corporate COVID-19 protocols and Departmental level standard operating procedures.

This directive applies to all City employees, members of council and contractors who attend city facilities. The information in this directive provides the necessary information for COVID-19 screening as required by Ontario Regulation 364/20. This active COVID-19 screening protocol is not used as a clinical assessment tool or intended to take the place of medical advice, diagnosis or treatment.

## PURPOSE

To minimize the spread of COVID-19, daily fit for work screening is required for all employees, members of council and contractors who are required to attend a City facility. It is important for all workers to stay home when they are sick. The strategy is built on a foundation of awareness, trust and shared responsibility.

**DEFINITION** Active Screening: Active screening includes asking questions, electronically or in another format deemed appropriate by the City, to determine if you have a COVID-19 risk factors present and the determination as to whether an individual is permitted to enter City of Vaughan facilities.

## DIRECTIVE

1. The primary method for completing the daily COVID-19 screening is through an electronic questionnaire that is accessible through an OCIO link that when completed will generate a pass/fail email response to the user.
2. Employees, members of council and contractors are required to screen each day prior to entering a City facility.
3. All employees, contractors will have access to the COVID-19 questionnaire through the following tools.

### E-mail:

- Click [here](#) to access the COVID-19 screening tool from a corporate city e-mail address  
(For employees with corporate accounts/email):
- Click [here](#) to access the COVID-19 screening tool through an external e-mail address  
(For employees and contractors who do not have a corporate account/email)

4. When screening through e-mail, if you have answered YES to any of the questions, you will be instructed by email not to enter the workplace. If you have answered NO to all questions, you will be permitted to enter the workplace. Sample e-mail messages that will be sent are shown below.

#### • Sample Email Message Indicating a Pass:

*You have **Passed** the COVID-19 screening test and are **Permitted** to enter City of Vaughan facility.*

#### • Sample Email Message Indicating a Fail:

*You have **NOT passed** the COVID-19 screening test and are **NOT permitted** to enter City of Vaughan facility, including any outdoor or partially outdoor workplaces. You are required to contact your supervisor/primary contact at the City of Vaughan and go home immediately to self-isolate and contact your healthcare provider or Telehealth Ontario at 1-866-797-0000 to find out if you need a COVID-19 test. Please note that this notification has also been sent to your supervisor/City of Vaughan contact who will discuss with you the next steps in this matter.*

5. In the absence of technology to complete the electronic COVID-19 screening questionnaire, a paper format questionnaire will be made available to employees, contractors. Completed copies of the questionnaire must be provided to the Supervisor or City Representative prior to entering the facility.
6. All screening results will be sent simultaneously by email to your functional supervisor or city representative.

7. People Leaders and/or City Representatives are responsible to communicate to all employees and contractors regarding the expectations of COVID-19 screening protocols.
8. The COVID-19 Screening Questionnaire results shall be retained on record for a period of 90 days and after that destroyed.

## **ROLES AND RESPONSIBILITIES**

### **Managers/Supervisors/ City Representatives for Contractors**

- Will direct their respective employees or contractors who attend a city facility complete the COVID-19 Active Screening tool prior to attending or before entering the workplace.
- Are to monitor emails daily to confirm employees who are scheduled to be in workplace have:
  - a) Completed the COVID-19 screening tool prior to attending the workplace and,
  - b) Are cleared to attend the workplace.
- Are to monitor emails daily to confirm employees who are scheduled to be in workplace have completed the COVID-19 screening tool prior to attending the workplace.
- Employees or contractors who have not passed the COVID-19 screening will be given direction to contact you. If they do not do so, they should be contacted and provided with further direction on next steps.
- Employee or contractors who have attended the workplace and failed to complete the screening are to be addressed. If they fail to complete the screening repeatedly, even after reminders, please contact Human Resources for advice.
- Notify Human Resources of any instances of employees/contractors who have been directed to not attend the workplace

### **Employees**

- Monitor yourself daily for COVID-19 related symptoms and complete the COVID-19 active screening tool daily prior to attending any city facility.
- Employees who fail to complete the COVID-19 screening tool are not be permitted to enter a city facility.
- If the COVID-19 screening results direct you to not attend the workplace, notify your supervisor or designate and advise them of the results of your active screening test.

- If when at the workplace, you begin to exhibit symptoms, do not interact with others and notify your supervisor. If you are not able to leave the workplace immediately, attend the facilities isolation room and wait for further direction.

## **Facilities Services**

- Ensure signage in appendix A is posted by each facility entrance identifying the COVID-19 active screening protocols.

### **Office of the Chief Human Resources Officer**

- Is the originator of this Directive and will make changes to it when necessary to address administrative, technical or legislative changes.
- Communicate this Directive to all Senior Management who will in turn communicate this Directive to employees and ensure that monitor compliance.

### **Office of the Chief Information Officer**

- Manage the necessary licenses to be compliant with product licensing requirements.
- Manage access to forms, code and data sources and adjust as necessary upon request from the solution owner (Workplace Health and Safety Specialist or Designate).
- Enforce data retention rules as per the solution owner's (Workplace Health and Safety Specialist or Designate) directive.

## **RELATED DOCUMENTS**

- Provincial COVID-19 Rules [O. Reg. 364/20](#)
- City of Vaughan: [A Day in the Workplace](#)
- City of Vaughan: [Worksite Visits During COVID-19](#)
- Public Health Ontario: [You were tested for COVID-19, What should you know](#)

## APPENDIX A: COVID-19 ACTIVE SCREENING SIGNAGE



All City staff, Council Members and external contractors are **REQUIRED** to take the **ACTIVE SCREENING QUESTIONNAIRE** before entering any City facility.



If you have not taken the **MANDATORY** screening assessment questionnaire, you cannot enter the building. Please reach out to your City of Vaughan contact and complete the questionnaire before entering.



## APPENDIX 4: Animal Services (Tigi Court)

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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 5: 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 6: Public Works | Yard Operations (Woodbridge and Dufferin)

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- 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 7: Recreation Services | Community Centre Facilities

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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 8: Vaughan Fire and Rescue Service

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## 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. VFRS staff shall continue to follow the COVID Safety Plan as may be revised from time to time. 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.
- 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 9: 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.

## 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.

## 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;
- 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 -**





C1  
COMMUNICATION

Ready, Resilient and Resourceful Committee (RRR) - May 18, 2021

ITEM # 1

# **Ready. Resilient. Resourceful.**

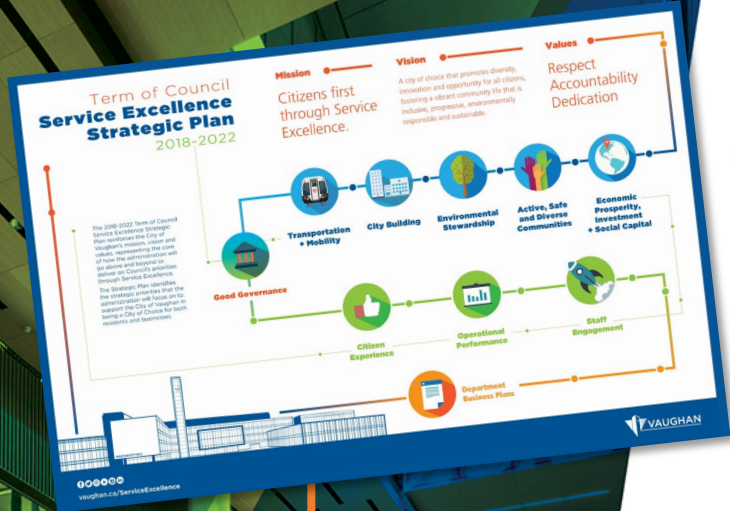
## Committee Report

**Jim Harnum, City Manager**

May 18, 2021



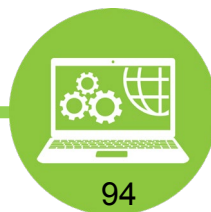




# Roadmap For Success

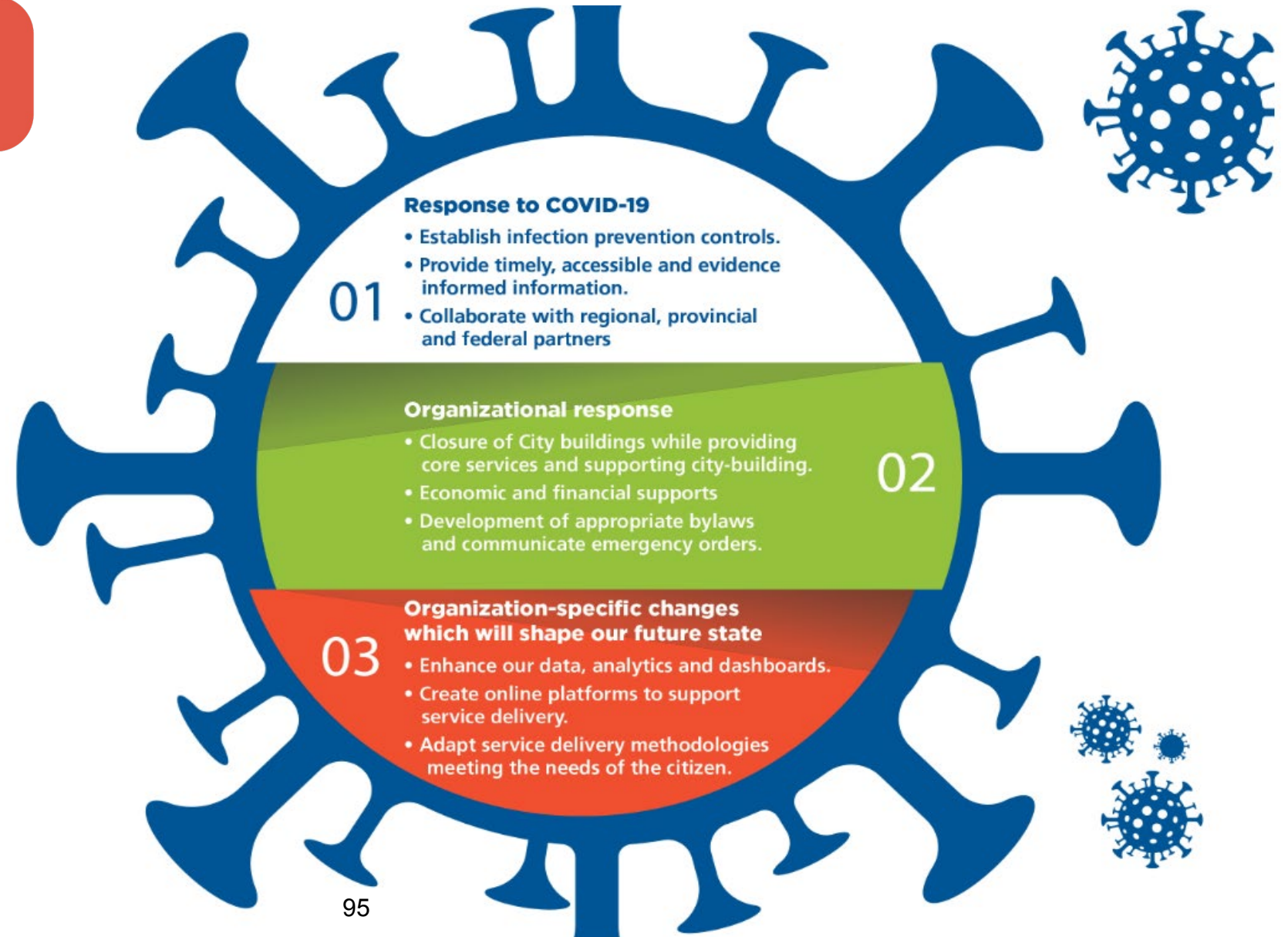


- **Our Peoples**
- **Our Places**
- **Our Services**
- **Our Finances**
- **Our Economy**
- **Our Communications**





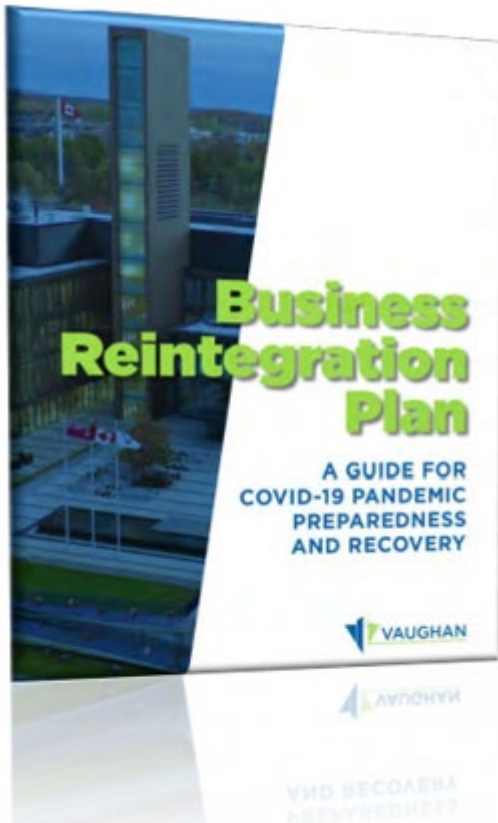
# Emergency Planning Program



# Preparing for the Future Workplace

## Business Reintegration Plan (BRP):

- Developed and supported by the Emergency Management Team.
- Provides guiding principles and framework to support the process of returning staff to the “new normal” following the COVID-19 pandemic.
- Provides clear direction to guide and best prepare employees for return to municipal facilities.
- Comprises three phases for gradual, cautious, efficient and safe reintegration into the workplace.





# Phased Re-Entry

*Slow, gradual, cautious approach*

## Phase 1

Approximately 30% person load at designated city facilities – no public admittance

Designated facilities include City Hall, Joint Operations Centre. Shifts for some roles; work rotations; staggered arrivals

30%

## Phase 2

Approximately 50% person load at designated city facilities – limited public admittance

Designated facilities include those listed in phase one with addition of any new facilities where public admittance will occur. Multiple shifts likely with staggered arrivals

50%

## Phase 3

“New Normal” TBD or higher person load at all facilities

All action items noted phase one and two are to be initiated with additional items. Depending on status of vaccine.

“New Normal”  
&  
Roll out of  
AWA program

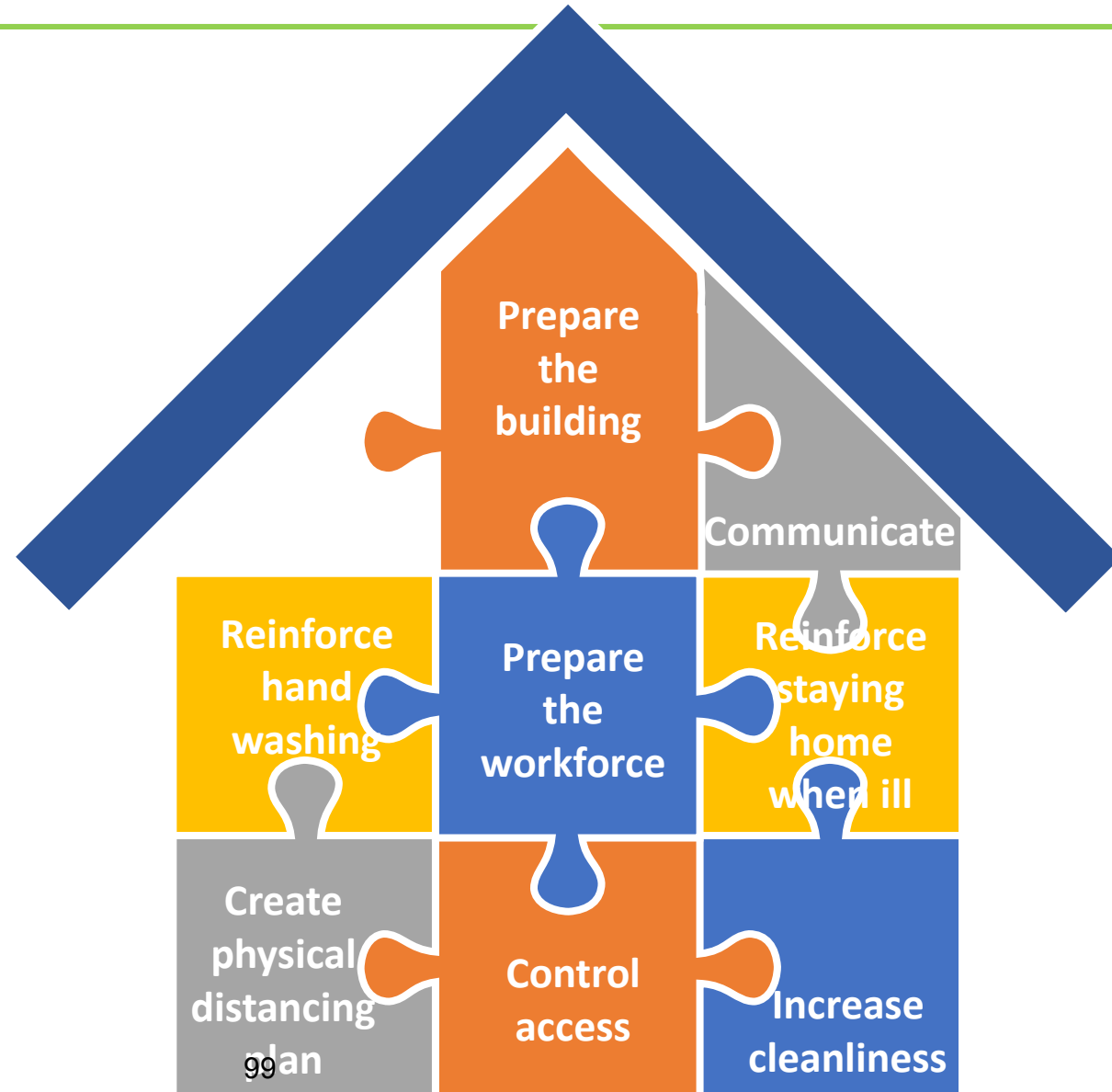
# Hierarchy of Controls





# Readiness Essentials

- Administrative
- Cleaning and Disinfecting
- Personal Protective Equipment
- Workplace Layout and Methods to follow Physical Distancing
- Case Response/Management
- Visitors, Contractors, Suppliers
- Inbound Parcels/ Packages



# Future State Assumptions

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- Continue to promote WFH, where reasonable / operationally feasible.
- Limited public admittance to designated controlled areas.
- Integration and optimization of City Hall service counters.
- Ensure a safe level of staffing; physical distancing; no overcrowding; good use of collaboration space.
- Staggered staff arrivals, work hours/schedules.
- Staggered seating/workstation access.
- Optimize operational requirements, staff needs and service objectives through AWA and enhanced service delivery models.

# Future State



## Optimize Citizen Centric Service Delivery



- **Omni-Channel Approach**
- **Leverage Technology**
- **Digital Transformation**



# Future Workplace

## BENEFITS:

- Increased performance
- Optimized service delivery approaches
- Less sick time – 40% reduction in sick day usage in 2020
- Better collaboration, communication, and information sharing
- Staff empowerment and autonomy
- Positive environmental impact and reduced carbon footprint
- Attracting and retaining talent
- Reduced costs
- Better work-life balance

## CHALLENGES:

- Lack of separation between work and personal life
- Limited social interaction; less organic interaction
- Technology and internet connectivity for some
- Ergonomics, appropriate equipment or set-up for some
- File/document access for paper-based or manual processes
- Impact to work culture
- Health and safety concerns, mental health and isolation
- Privacy or safety issues for some



# Managing Productivity and Service Delivery

Management has continuously managed productivity and efficiencies for staff WFH to ensure service delivery:

**Processes and Procedures:** daily, weekly, monthly meetings, formal/informal check-ins, review of work outputs, time logs, timesheets, docketing systems, work trackers, case/file management, time processing, ticketing, etc.

**Key Productivity Indicators:** quantitative and/or qualitative data, metrics, outputs, outcomes to determine achievement of objectives.

**Productivity Assessment:** whether productivity indicators are being achieved; frequency/ volume indicators, year over year comparators, levels of service satisfaction, completion of objectives.

# Productivity and Service Delivery

**150+**  
**Capital  
Projects  
ADVANCED**

259 development applications  
valued at **more than**  
**\$10.6 million**  
(IN DEVELOPMENT FEES)  
**WERE RECEIVED**

MORE THAN  
**2,955**  
**BUILDING PERMITS**  
issued valued at  
**\$1.15**  
**BILLION**



**43,315**  
**BUILDING  
INSPECTIONS  
CONDUCTED**

MORE THAN  
**800**  
**LOCAL BUSINESS  
ADVISORY CONSULTATIONS**



- **3,269 NEW** residential units occupied
- **6,473 NEW** citizens
- **32,382** total VMC residential units
- **64,116** total VMC citizen population

**928** residential units  
**APPROVED**  
by Committee of the Whole  
**INCLUDING:**

- **112** apartments
- **410** townhouses
- **404** single homes
- **2** semi-detached homes



# Productivity and Service Delivery

## **12** Digital Strategy achievements launched:

- permitting portal
- Municipal Water Back-flow Prevention Program
- audio/visual system upgrade in Council Chambers
- e-Paystubs and T4 Slips
- CRM Public Works communication tracking
- Service Request Portal for Environmental Services
- cloud migration of employee H drives to OneDrive
- Cyber Security Awareness Program
- Short-Term Rental License Applications
- e-Forms for IT Services and IT Service Catalogue
- media management solution
- transition City payroll services from Alectra

## **UPDATED POLICIES & FRAMEWORKS**

- City's Fiscal Framework
- Key Fiscal Policies
- Debt Policy
- Development Charge Interest Policy
- Development Charge Deferral and Policy
- Letter of Credit Policy



MORE THAN  
**161**  
**innovations**  
and **process**  
**improvements**  
**IMPLEMENTED**



# Productivity and Service Delivery

Over **10,000 items**  
**Corporate Communications**

- PSAs; Social Media
- Newsletters; Media Releases
- Council Supports

MORE THAN  
**81**  
electronic  
**COMMITTEE**  
and **COUNCIL**  
**MEETINGS**  
**FACILITATED**

With an  
average of  
**160 attendees**  
per meeting



**10%** increase in call volume  
**123%** increase in email volume

## Operation Guardian (Charges Laid) (Q1 2021)

EMCPA Orders

22

Parks By-Law

7

CEM By-law

88

## Enforcement Services (Q1 2021)

Investigations have been carried out (complaint response)

2,300

Investigations have been carried out (proactive)

10,800

COVID-related CTS case files initiated

11,500

Number of people educated/spoken to (EMCPA and CEM)

575

106

Vaughan Animal Services Investigations

3,700

Over  
**20,000hrs**  
of in-house  
legal services



# Next Steps

- BRP Implementation schedules and communications – June unlikely at this point most other York Region municipalities looking at Sept.
- Staffing Analysis
  - Continue to assess current WFH staff and functions/services
  - Reconcile staff needs with operational requirements for future workplace reintegration, while maintaining service delivery
  - Determine phased-in scheduling and seating
- Continue to monitor and ensure productivity and service delivery
- Continue to optimize technologies and on-line service platforms
- Await stabilized environment for Phase 3 (“New Normal”) and determine longer-term AWA across the organization
- Leverage opportunities as a progressive employer of choice for:
  - future workplace and staff flexibility
  - optimizing collaborative spaces
  - reducing accommodation/space costs from previous plans which focused on intensifying more staff into limited space





# **Ready. Resilient. Resourceful.**

## Committee Report

**Jim Harnum, City Manager**  
May 18, 2021

