

PANDEMIC RESPONSE REPORT FOR 2021 FINAL.DOCX

Ready, Resilient and Resourceful Committee
March 29, 2022

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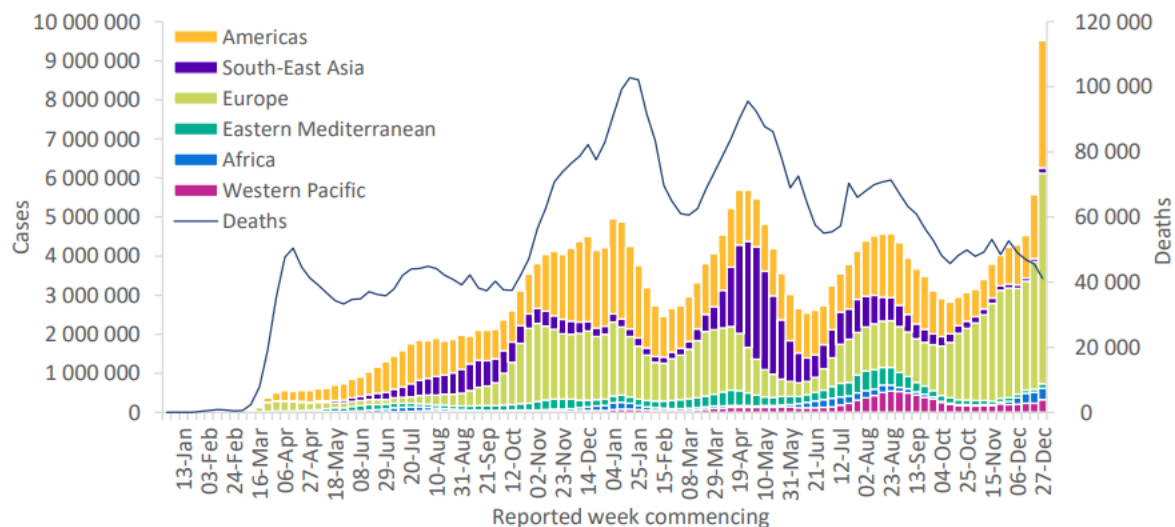
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EXECUTIVE SUMMARY

In an emergency event, it is important that an analysis of the response is conducted. This report covers the City of Vaughan's response to the COVID-19 pandemic for the period of January through to the end of December 2021. Throughout this timeframe the second wave peaked in early January, there was a brief period of plateau than the third wave caused by the Alpha variant that peaked in April, a second plateau in the spring, a fourth wave caused by the Delta variant in late summer with the year ending with worst wave caused by the Omicron variant.

COVID-19 Cases and Deaths Reported by World Health Organization Areas



Throughout the year, City operations transitioned from lockdown to gradually resuming programs than back into lockdown and enhanced restrictions. The Maple Community Centre became a mass vaccination centre with support from City personnel. The Mandatory COVID-19 Vaccination Policy was implemented for staff and contractors with a 99% compliance rate. Phase 1 of the Business Re-integration Plan was initiated on November 1, 2021, with up to 30% of employees returning to the workplace.

The analysis contained within this report and associated recommendations are reflective of continuous improvements and program development and are not indicative of any sort of failure to manage the event and/or mitigate the effects. The purpose of this exercise is not to place blame on any specific department or individual but rather, to incite transformational thinking and embrace the opportunity to enhance City operations going forward.

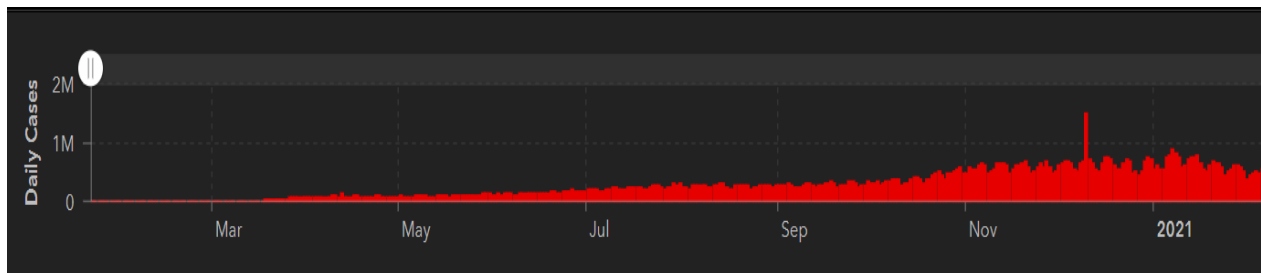
It is necessary for a timely analysis to be conducted to ensure that Emergency Response Plans and Emergency Management Program elements are relevant and proactive. Through the evaluation process recommendations are identified and provided to the Emergency Management Program Committee (EMPC) for review and consideration. Progress reports were provided to the EMPC on a quarterly basis on the status of implementation of the recommendations that they endorsed to enhance our emergency management capacity.

CHRONOLOGY

Q-1 JANUARY TO MARCH

Global

The new year of 2021 began with many countries experiencing a severe third wave from three new variants. The B.1.1.7 that originated in the United Kingdom (UK), the B.1.351 variant that originated from South Africa and the P1 variant that originated from Brazil. To curb the spread of the new Variants of Concern (VOC), travel bans, lockdowns and more stringent restrictions were implemented by many countries. By late January, the B1.1.7 VOC became the dominant strain of COVID-19 except in South Africa and Brazil.



(Epicurve of new cases globally from John's Hopkins University COVID-19 dashboard)

Pfizer and Astra Zeneca experienced production issues and failed to meet delivery targets which resulted in vaccine nationalism occurring and countries implementing trade controls to protect their supply. Vaccine delivery was further hampered in February with the rising concern over the side effect of blood clots with the Astra Zeneca vaccine. Several countries suspended or limited the use of the Astra Zeneca vaccine.

Throughout February, some countries experienced a downward trend in new cases while others struggled to manage surges due to the VOC's. The higher rates of transmission and morbidity with the VOC's overwhelmed hospital and critical care capacity. The B.1.1.7 impacted younger age groups than the original virus.

March 11, 2021, marked the one year anniversary of the declaration of a global pandemic by the World Health Organization (WHO). The anniversary coincided with the onset of a surge of cases in India and Pakistan. Other nations also entered into a third wave with in more stringent measures and curfews being implemented.

Canada

During the first week of January, Canada reached the peak of the second wave with the highest number of cases recorded on January 5, 2021, of 9,761. A steady downward trend of new cases began the second week of January and continued for the rest of the month. After a brief plateau in new case counts, in February, new outbreaks appeared in March. Provinces and Territories reported that the majority of new cases were VOC's with this surge. Along with increased case counts, the severity of illness was greater and intensive care units were filling up with patients much younger than in the first/second waves.

Funding was provided to establish voluntary safe isolation sites in high priority areas in Ontario with the rise in new cases. The border closure was extended. The Federal COVID-19 related benefit programs were extended.

New testing requirements for travellers to Canada took effect on January 7, 2021, that required all travellers over the age of five years to provide proof of a negative COVID-19 test within 72 hours of boarding a flight. The ban on cruise ships docking in Canada was extended.

The vaccine supply chain became irregular with vaccination clinics running out across the country. The National Advisory Committee on Immunization (NACI) issued guidance that extended the time frame between doses beyond the manufacturers recommended timeframe to 16 weeks to allow for more Canadians to receive a first dose. Provinces and territories stopped the administration of the Astra Zeneca vaccine due to the blood clotting side effect. The NACI recommended against the AstraZeneca vaccine for those under the age of 55.

Ontario

Cases surged at the beginning of the year and on January 12, 2021, the Premier declared a second state of emergency. The Stay-at-Home order continued with outdoor and indoor gathering limits set at five. By January 15th, the Intensive Care Unit (ICU) admissions across the province exceeded 350 and service restrictions at hospitals were implemented. Virtual learning for schools was extended to January 25th. Calls to cancel March break emerged in an attempt to mitigate the impact of a third wave.

The test positivity rate in Ontario at the beginning of February was at the lowest point of 5.5% since October 2020. The decrease in new cases varied across the province and a regional approach to reopening was implemented. By the middle of February, 27 Public Health Unit Regions were moved out of lockdown. Schools reopened to in person learning after Family Day. Modelling indicated that as restrictions were eased, case count would rise and an emergency brake process was developed that would be implemented there was a surge in cases.

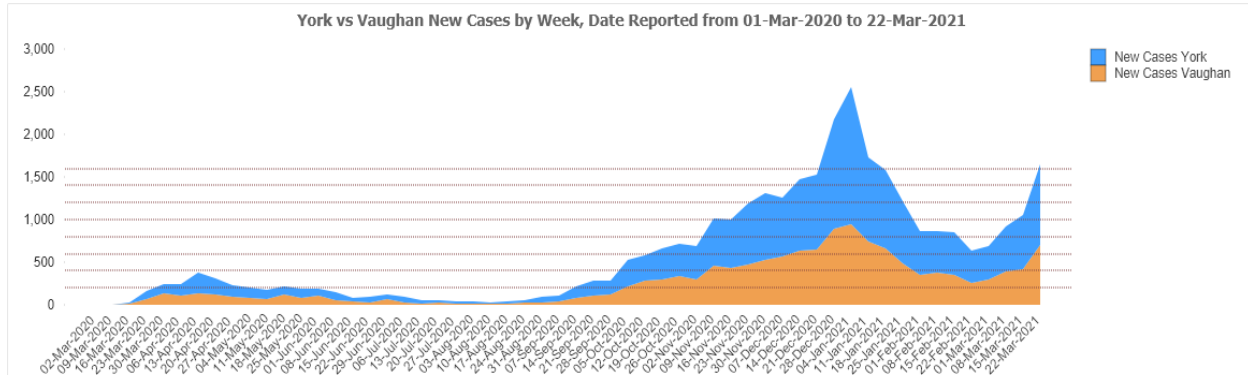
March 17, 2021, marked the one year anniversary of the Premier declaring a state of emergency. Case counts continued to rise and hospital/ICU admissions rose to levels that necessitated transferring patients to hospitals across the province. The new B.1.1.7 variant accounted for 50% of new cases. The definition of close contact was changed due to the VOC's. New limitations on gathering limits indoor and outdoors were changed to 15% of indoor capacity and 50 people outdoors. The Province announced \$500 million in funding for the municipalities to assist with COVID-19 operating expenses.

Phase 1 of the vaccination strategy focused on health care workers and long-term care facilities. The strategy was adjusted to prioritize the hot spot regions of Toronto, Peel Region, York Region and Windsor-Essex. The Phase 2 vaccination priority list was issued and an online appointment booking portal was launched on March 15, 2021. Vaccination appointments were opened for the 75 to 79 age group the week of March 22, 2021, and by the end of the month people aged 70 + could book appointments.

Pharmacies and primary care sites began offering Astra Zeneca vaccine for those 60 and older. The use of the AstraZeneca for people under 55 was suspended due to Vaccine Induced Prothrombic Immune Thrombocytopenia (VIPIT).

York Region

The test positivity rate rose to 10% in York Region with close contact being the main source of spread in January. To reduce the risk of household and close contact transmission, the Region established a voluntary isolation centre. As the month progressed, the number of new cases began to drop with the test positivity rate for the Region down to 7.6%. There was a steady decrease in the number of institutions with outbreaks due to the vaccination program in these facilities. The new case count reached a plateau in February and the Region was permitted to move into the Red Control Zone of the Framework for Reopening on February 22, 2021, with some modification that applied new capacity limits to stores.

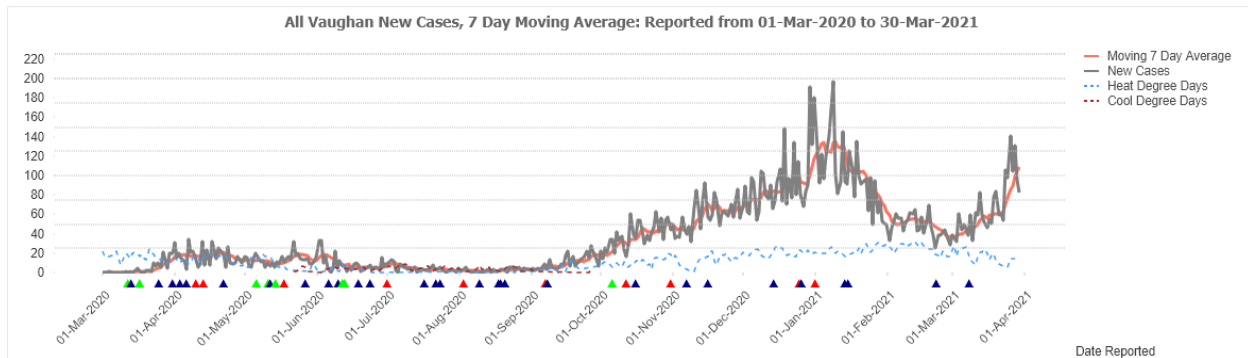


The test positivity rate in early March was 3.2% with VOC's constituting 35% of cases. By the end of March, VOC'S were 58% of cases and the test positivity rate was 5.5%. Schools accounted for 25% of cases with 104 schools under surveillance and 11 in outbreak.

Vaccination in Long Term Care homes began throughout the Region and was completed by the end of February. Vaccine clinics were planned for drive thru sites, community partner sites, doctor's office, pharmacies and community centres. Clinics were by appointment only. At the beginning of March, vaccination appointment booking was opened to the 80+ population. The Richmond Green vaccine clinic opened on March 1, 2021, Georgina Ice Palace clinic opened two days later and the Maple Community Centre clinic opened on March 16, 2021. By March 17, 2021, residents aged 75 to 79 could book vaccine appointments and on March 23, residents 70+ could book vaccine appointments. Appointment booking opened for residents aged 65 and older on Mar 30, 2021. The Canada's Wonderland Drive Thru clinic opened on March 29, 2021. Mobile vaccination teams started home visits on March 31, 2021.

Vaughan

The case counts remained high with a positivity rate of 14% in January. The peak of the second wave was reached in early January and moved toward a plateau by the end of the month. The plateau continued throughout February. At the beginning of March, the test positivity rate was 4.8% and by the end of the month, it more than doubled to 11%. March 13, 2021, marked one year since the emergency plan and Emergency Operations Centre were activated and March 17, 2021, marked the one year anniversary of the City's declaration of emergency.



Recreation Services launched the Snowshoe Loan Program. Demand for ice skating was high. The large numbers of people congregating at ice rinks required stricter rules of use, increased monitoring and a zero tolerance policy. The City received a \$8.3 million grant from the province for COVID-19 operating impacts.

With the movement into the Red Control Zone late February 2021, the outdoor ice rinks and snowshoe loan programs continued to be very popular with residents. Planning began to open pools and fitness centres with a focus on programming for special needs members. Planning began for reopening Resource Libraries. Winterfest was held as a virtual event. Libraries and community centres reopened on March 8, 2021, with capacity limitations. The artificial turf fields and parking lots were opened and were monitored for mass gatherings. Taskforces were created to address specific issues.

The Cortellucci Vaughan Hospital opened as a dedicated COVID-19 hospital on February 9, 2021. Maple Community Centre (MCC) was identified as a vaccine site and joint planning with Public Health was conducted. The Director of Recreation was appointed as our representative to the Regional Vaccine Planning Committee. More than 140 staff who were impacted by the shutdown of recreation programs expressed an interest in working in the vaccination clinic at MCC that opened on March 16, 2021.

Q-2 APRIL TO JUNE

Global

The B.1.617 variant continued to create a surge in cases in April with India and Pakistan being most affected. Some of their hospitals ran out of medical oxygen supplies due to a large number of admissions with serious health outcomes. Towards the end of April, some European nations began to see a downward trend in new cases and started relaxing restrictions. To jump start tourism, quarantine requirements and travel restrictions were eased and mandatory vaccination policies were implemented. May saw a positive trend emerge with new case counts decreasing in most countries. Many countries began to lift restrictions allowing for indoor dining, museums, theatres and concert halls to open. Curfews were eased or cancelled. On June 3, 2021, the cruise industry restarted with the first cruise ship leaving the port of Venice.

The vaccination rate was lower in Europe with the suspension of the use of Astra Zeneca because of the side effect of blood clots. Deliveries of the Johnson and Johnson vaccine were suspended for further investigation into blood clotting side effects. Use of both vaccines was reinstated with medical experts deeming the vaccines had greater benefits than risks. By the end of April, more than one billion vaccines were administered globally. The European Union Court of Human Rights ruled that compulsory vaccination did not contravene Human Rights Law and may be necessary. Researchers found that

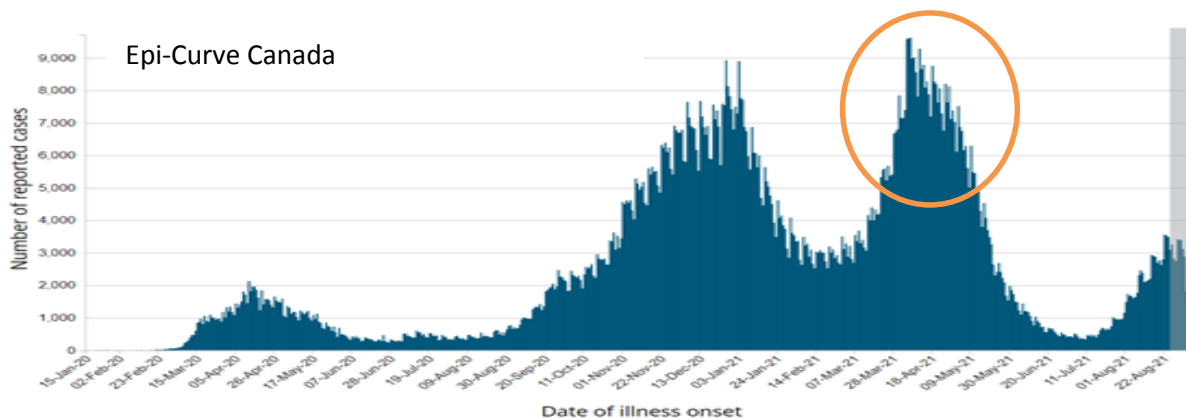
booster shots of the Moderna vaccine provided increased antibodies against the B.1.1.7 and B.1.617 VOC's. Cases of myocarditis and pericarditis were linked to the MRNA vaccines. The conditions were found to be temporary with no lasting effects and occurred mainly in young males.

In June, the WHO changed the names of the variants to the Greek alphabet. The VOC's that emerged in the first two quarters of the year were identified as Alpha, Beta, Gamma and Delta with more added by the end of the year. The Delta variant became the dominant strain and was found to be 50% more transmissible than other variants.

VOC	WHO label	Country of Origin
B.1.1.7	Alpha	United Kingdom
B.1.351	Beta	South Africa
P.1	Gamma	Brazil
B.1.617.2	Delta	India

Canada

The number of new cases in the third wave exceeded those in the second wave. All provinces experienced an increase in hospitalizations and intensive care admissions during the third wave. A new trend emerged with younger age groups of 20 to 39 being most affected by the virus.



Source: Public Health Agency of Canada

With the exception of Nunavut and Manitoba, new cases across the country decreased in May. Most provinces began to slowly ease restrictions. Canada passed the sad milestone of 25,000 deaths on May 18, 2021. The downward trend in new cases continued across the nation in June and reached a low plateau or trough in the pandemic waves. The number of new cases reported per day fell below 1,000.

On April 22, 2021, the Federal government banned all direct flights from India and Pakistan and required travelers from these countries taking indirect flights to obtain negative tests before departing these stopover countries. More than 50% of new cases in Canada were variants of concern (VOC) and lockdowns and restrictions were helping to curb the spread.

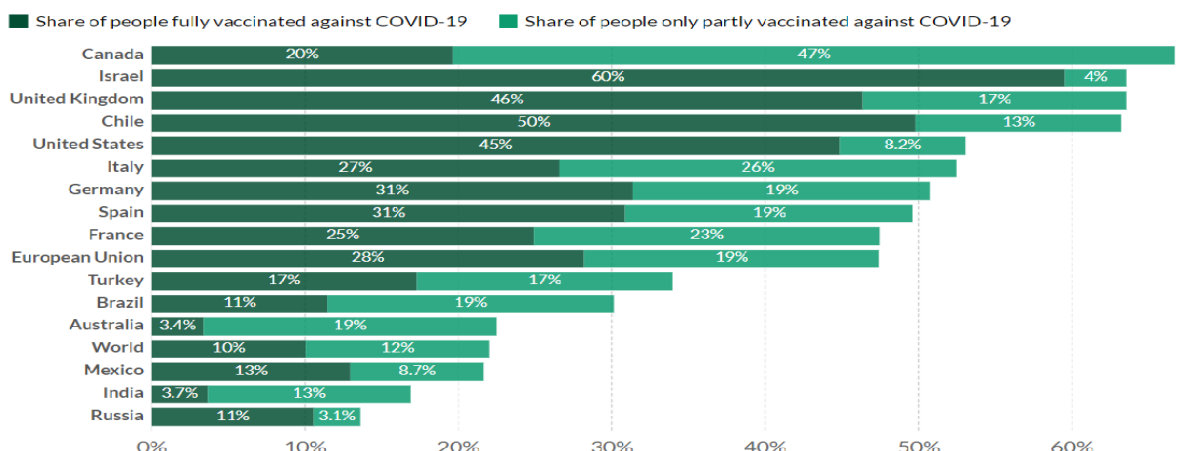
Vaccination rates across the country improved and the Astra Zeneca vaccine was extended to the 55+ age group. On May 5, 2021, the NACI approved the Pfizer vaccine for the 12 to 17 age group with a two dose regimen. NACI approved mixing of the Astra Zeneca and MRNA vaccine doses. Moderna applied for approval of use of its vaccine in teenagers. After a somewhat slow start in administering vaccine, Canada became the world leader with 67% of the population having received their first dose.

Share of people vaccinated against COVID-19, Jun 21, 2021

This data is only available for countries which report the breakdown of doses administered by first and second doses.

Our World
in Data

+ Add country



Source: Our World in Data

Ontario

The “Emergency Brake” shutdown was implemented on Saturday, April 3, 2021, at 12:01 am due to the surge in new cases and hospitalizations. The shutdown resulted in limitations of religious gatherings to 15% of indoor capacity, and closure of indoor recreation facilities, gyms, personal care businesses and day camps. The case counts continued to rise and placed overwhelming pressure on the health care system. The Premier declared an emergency on April 7, 2021, and issued a Stay at-Home order that took effect at 12:01 am on April 8, 2021. Schools were closed after the April Break to in person learning. Additional restrictions were imposed that included,

- Non-essential retailers were restricted to curbside pick-up, big box stores could only sell essential items.
- All non-essential construction projects, outdoor amenities of sports fields and golf courses were order closed, but sports courts and playgrounds were allowed to remain open.
- Checkpoints were set up at the Manitoba and Quebec borders to restrict non-essential travel.
- Vaccination distribution changed with hotspots receiving a 25% increase in supply.

At the beginning of April, the B.1.1.7 VOC accounted for 67% of the new cases and by the middle of the month accounted for over 70% of new cases. The B.1.1.7 VOC had twice the rate of hospitalizations and 1.5 times the number of deaths than the original virus. Towards the end of the month the first cases of the B.1.617 VOC were diagnosed. The number of new cases in Ontario peaked between April 14 and 23, 2021, and a positive downward trend began. New case counts began a slow decline with the VOC’s accounting for 93% of cases in May. Hospital and ICU admission levels decreased at a slower rate. The Stay-at-Home order was extended until June 2, 2021.

The Province announced on May 20, 2021, that the colour Framework for Reopening would be replaced with a three step Roadmap to Reopen that was based on vaccination rates and health indicators. There was a 21 day assessment period that would need to pass before the next step of the framework could be implemented.

COVID-19 Roadmap to Reopen – Key Highlights



The Stay-at-Home order expired on Jun 2, 2021, but restrictions remained in place that included,

- Limitations on indoor gatherings to households only and outdoors to five people.
- Retail sites had a 25% occupancy cap with sales of non-essential items limited to curbside pick up.
- Restaurants could only be drive thru and take out.
- Personal services remained closed.
- Gyms and recreation centres were only allowed to open for high performance athletes, childcare, mental health and addiction support services, social services and physical therapy.
- Outdoor recreation facilities were permitted to open including golf courses, tennis courts, skateboard parks, sports fields, BMX and skate parks, shooting and archery ranges, and splashpads.
- Religious ceremonies were restricted to 10 people indoors and outdoors.
- In person learning and schools remained closed until the new school year.

The new case count continued to decrease to under 200 a day in June. The provincial border checkpoints with Manitoba and Quebec ended and non-essential travel between provinces was permitted. The Delta variant began to emerge as the dominant circulating strain from 40% of cases at the beginning of the month to 70% by the end of the month. Step One of the Roadmap to Reopen took effect at 12:01 am on June 11, 2021. Step Two of the Roadmap to Reopen took effect at 12:01 am on June 30, 2021.

Vaccination efforts ramped up to try and curb the spread of the variants with mobile teams deployed to congregate settings, apartments, faith based institutions and large workplaces in hotspot areas. The vaccination rate for first doses in the eligible population rose from 16.6% to 36.6%. The provincial vaccination strategy was expanded in May to include the 12 to 17 age group when the Pfizer vaccine was approved. By the end of May, first vaccination appointments were opened to the 18+ age groups which was two months ahead of the original schedule. Second dose schedules were accelerated and the 80+ age groups were eligible to book appointments on May 31, 2021. Post secondary education

institutions announced that students living in residence had to be vaccinated. Directives were issued requiring vaccination policies be implemented for long term care facilities. Vaccination rates rose with 68% of eligible residents having received their first dose by the end of June. The milestone of over 10 million doses of vaccine given in Ontario with 1 million being second doses was reached on June 7, 2021.

To address the number of workplace outbreaks, The Province created the Ontario COVID-19 Worker Income Protection Program that provided three paid sick days for workers impacted by COVID-19.

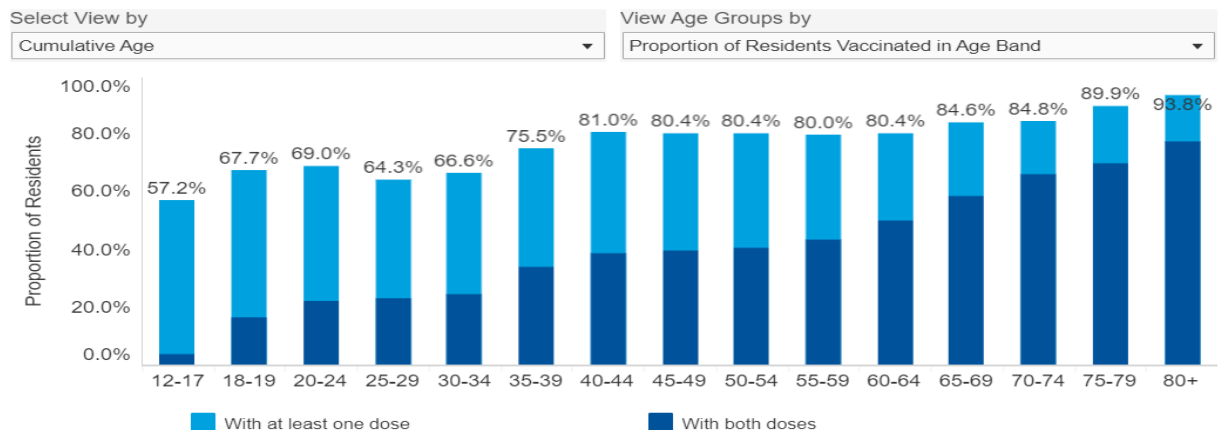
York Region

Case counts rose to higher levels than those recorded in the second wave. The positivity rate was 7.7% at the beginning of April with 19 workplace outbreaks, 23 school outbreaks and 117 schools under surveillance. By the middle of the month the daily average of number of cases was 480 and the positivity rate was 12.3%. The B.1.1.7 VOC became the dominant strain. The number of new cases dropped from a single day high of 389 at the beginning of May to 34 by the end of the month. The positivity rate was nearly halved from 9.1% the first week of May to 4.7% by the end of the month. The average daily case count dropped below 100 at the beginning of June and by the end of the month the average daily new case count was 21.

The Vaccination Strategy was implemented to target hot spot areas by Forward Sorting Areas (FSA) based on postal codes; four of which were in Vaughan and were prioritized for vaccination. Vaccination by age group was extended to all residents in the Region aged 55 to 59 years the first week of April and to residents in the hot spot areas aged 45 to 49 years. By the end of the month, residents aged 35+ in the hotspot areas could book appointments. Appointments were opened to 18+ age groups who lived or worked in hotspot areas and to the 50+ age groups in all areas of the Region in May. By the end of the May, more than 70% of eligible York Region residents had received their first dose of vaccine. The vaccination strategy continued to progress ahead of many other municipalities and the province. At the beginning of June all residents aged 70 and were able to book appointments for their second dose. Appointments were opened to all eligible individuals who lived or worked in the Region for the second dose if they received their first dose on or before April 18. By mid June, second dose appointments were expanded to those who received their first dose before May 9, 2021. Vaccination for eligible residents rose to 76.1% for first dose and 38.5% for both doses by the end of June.

Proportion of York Region adults (18+)	77.9%	41.7%
Proportion of York Region eligible residents (12+)	76.1%	38.5%

Vaccinations of York Region Age Groups



Vaughan

The case count continued to rise with the positivity rate increasing to 10.26% the first week of April. At the peak of the third wave the positivity rate for Vaughan reached 14.98% (April 14 and 23, 2021). The number of new cases decreased from a daily average of 114 at the beginning of the May to 36 by the end of the month. The positivity rate for testing dropped from 12% to 6.4%. The new case counts and positivity rates dropped substantially throughout June to similar levels experienced last summer. The positivity rate for testing at the beginning of June was 6.33% and by the end of the month the rate was 1.74%. The number of new cases dropped by 97% from a one day high of 39 at the beginning of the month to one case at the end of the month.

In response to the “Emergency Brake” and shutdown in April, Vaughan Public Libraries (VPL) moved back into curbside pick up, Recreation Facilities were closed, parks remained open and outdoor courts were available for use. The “Emergency Brake” and subsequent shutdown generated questions and concerns from business that kept Economic and Cultural Development busy in providing support. Businesses were further encouraged to offer their locations as sites for potential pop-up vaccination clinics.

The release of the three step Roadmap for Reopen brought a sense of relief and planning activities to restart programs were initiated. Recreation Services began planning for in person summer camps, opening of the Thornhill Outdoor Pool and opened camp registrations on May 31. The Office of the City Clerk began planning to conduct outdoor weddings at City Hall.

The Euro Cup brought a welcome diversion for our citizens in June as they cheered on the team from Italy in its fantastic run to the finals. Woodbridge became a gathering hub for fans. The combined efforts of York Regional Police, By-Law and Compliance Licensing and Permitting Services, Public Works and Vaughan Fire and Rescue Service ensured that the area was kept safe, roads were closed as needed and litter cleared. The long awaited official opening of all services at the Cortellucci Vaughan Hospital occurred on June 6, 2021.

To align with the provincial directive, a new Personal Protective Equipment Policy was implemented that mandated wearing KN95 masks and protective goggles when working in close proximity to other staff and residents. To prepare for the future implementation of the Business Re-Integration Plan, a technology review was conducted, and floor plans and layouts of the departments were revised.

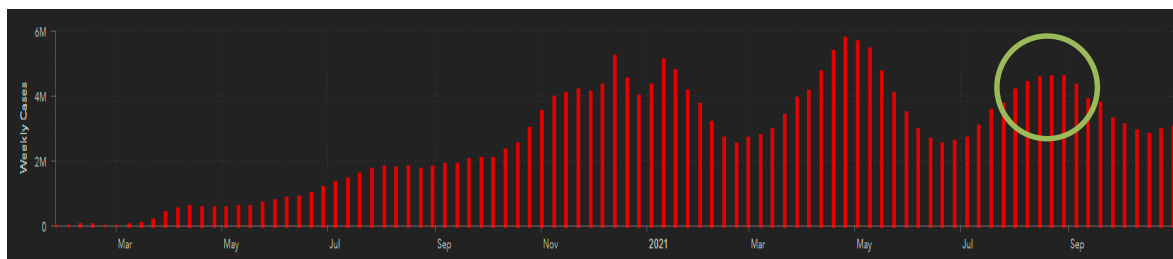
The City's response and research efforts were recognized by our peers. Research conducted by a team of Vaughan librarians to help inform our response was instrumental in removing the regulation that required returned library materials to be disinfected and quarantined. Their research found that the virus did not survive for an extended period of time on fomites. The Association of Strategic Planning selected Vaughan to receive the Richard Goodman Special Edition Pandemic Award for our strategic response to the pandemic.

To better support immunization of the 12 to 17 age group, pop up clinics were held at selected high schools. Pop up clinics were held at industries for employees, their families and members of the public. To further support local business in curbing the spread of COVID-19, the Vaughan Chamber of Commerce distributed rapid antigen tests. On the Father's Day weekend, a pop up clinic was held at Father Ermanno Bulfon Community Centre that targeted residents needing their first dose. This clinic continued to operate into July. The Maple Community Centre clinic reached the milestone of administering over 60,000 doses.

Q-3 JULY TO SEPTEMBER

Global

July brought a surge in cases in Europe, Asia, Oceania, Africa, Mexico and the United States (US) which was the onset of the fourth wave. The Delta variant emerged as the dominant strain in most countries. Restrictions were reimposed in some countries to combat the fourth wave. The popularity of mandatory vaccination policies and vaccine passports continued to grow. The common thought amongst medical experts was that this wave was a pandemic of the unvaccinated. The fourth wave peaked globally between August 5 to 29, 2021. A new variant of interest B.1621 named Mu was found in 39 nations in September but was not as transmissible as the Delta variant. The US reported that their COVID-19 deaths exceeded the number of deaths caused by the Spanish flu as of September 20, 2021, when they surpassed 650,000.



Source: John's Hopkins University and Medicine – Coronavirus Resource Centre

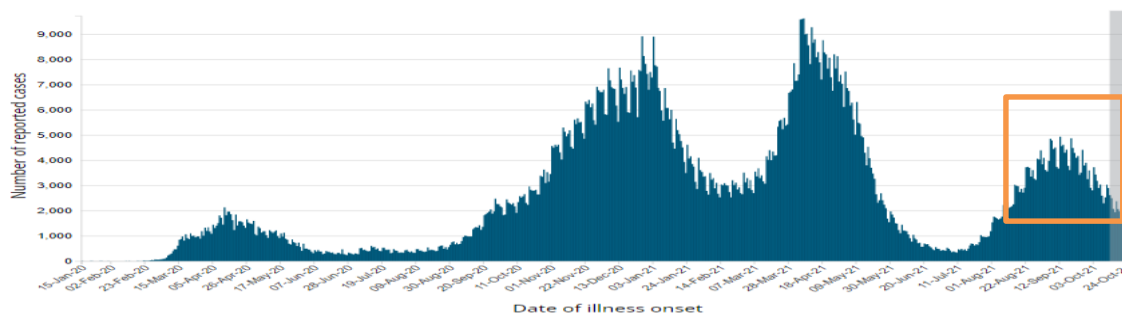
- The US Food and Drug Administration gave full approval for the Pfizer BioNTech vaccine. Pfizer BioNTech submitted its proposal to the Food and Drug Agency in the US for approval of the child vaccine for ages 5 to 11 in late September. Many countries who had zero COVID-19 strategies shifted to learning to live with the virus. Countries began opening their borders to vaccinated travellers including those with mixed doses in September. Over 6.24 billion doses of vaccine

have been administered resulting in 45.2% of the global population receiving the first dose and 34% fully vaccinated.

Canada

Effective July 2, 2021, all fully vaccinated Canadians and permanent residents were no longer required to quarantine for 14 days on arrival in Canada from foreign travel. Proof of vaccination, before and on arrival PCR testing and a quarantine plan were required. Effective August 9, 2021, fully vaccinated US citizens and permanent residents could enter Canada without needing to quarantine for 14 days. Effective September 7, 2021, fully vaccinated travellers could enter Canada without having to quarantine, but negative PCR tests were required.

Generally, cases in Canada trended downward for most of the month, but as July came to a close, a rise in cases began in all provinces except in Manitoba and Newfoundland/Labrador. Case counts across the country rose in August with the Chief Public Health Officer of Canada declaring that we were in the fourth wave. The Delta variant accounted for 92.7% of new cases. There was a large surge in cases in Alberta and British Columbia in September that taxed their health care systems.



Source: Government of Canada Health Info-Database

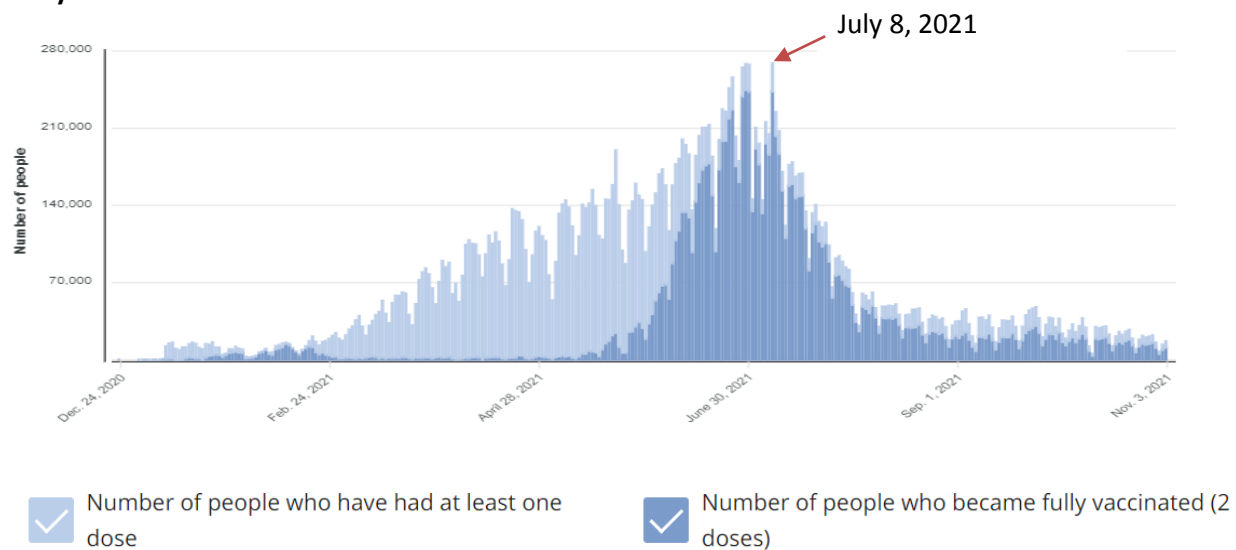
The Federal Government made vaccination mandatory for domestic travel. Provinces and territories implemented mandatory vaccination policies and vaccine passports in September.

Ontario

Case counts and hospitalizations remained on a low plateau for July resulting in the closure of some testing sites. The Chief Medical Officer of Health indicated that he expected to see a rise in cases in the unvaccinated. Provincial employees began to return to the workplace on September 13, 2021, for two to three days per week. The paid sick leave benefit was extended to the end of the year. More than 121,000 workers accessed the benefit since it was launched in April. The reopening of schools saw a surge of cases in students and staff that surpassed the levels experienced in September 2020.

The vaccination rate reached its highest point on July 8, 2021. Booster shots (third doses) were announced for transplant recipients and cancer patients, long term care, retirement home and First Nation elder care lodge residents. Vaccination eligibility was extended to children turning 12 by the end of 2021.

Daily and Total Vaccinations Over Time - Ontario



Source: Province of Ontario

Step 3 of the Roadmap to Reopening began at 12:01 am on July 16, 2021 that eased capacity limits for social gatherings, religious ceremonies, indoor dining, indoor recreation facilities, meeting spaces, retail facilities, cultural institutions, zoos, amusement parks, gaming facilities, fairs and festivals. Passive screening and COVID-19 Safety Plans were still required. An Order in Council was passed on July 30, 2021, that outlined exiting Step 3.

The orders under the *Emergency Management and Civil Protection Act* (EMCPA) and *Reopening Ontario Act* were extended. The proposed date of August 2, 2021, for possibly exiting Step 3 of the Road Map to Reopening passed with no changes to restrictions. The exit was delayed because case counts across the province and country were on the rise. The Ministry of Education announced that elementary and secondary school students would return to in person classes five days a week in September with all school activities returning. Students would be required to wear masks indoors. Effective September 25, 2021, at 12:01 am the capacity limits were increased for indoor settings where proof of vaccination was required that included banquet halls, conference/convention centres, sporting events, concerts, theatres and cinemas, racing venues, and commercial and film television productions with studio audiences to 50% capacity or 10,000 people whichever was less.

Mandatory vaccination policies became the main focus with the Province, universities, municipalities, school boards and other employment sectors enacting mandatory policies. The Medical Officer of Health directed hospitals and home and community care service providers to have vaccination policies for contractors, employees, students and volunteers. The policy had to include the need to be vaccinated or undertake regular rapid antigen testing and complete an education session about the COVID-19 vaccine. The vaccine certificate program took effect on Sept 22, 2021, and required proof of vaccination with identification to enter various venues that included,

- Dine in restaurants
- Nightclubs
- Meeting and event spaces (banquet halls and conference/convention centres)

- Sports and fitness facilities (gyms, fitness centres and recreational facilities with the exception of youth recreational sports)
- Sporting events
- Casinos, bingo halls and gaming establishments
- Concerts, music festivals, theatres and cinemas
- Racing venues
- Requirements would not apply to outdoor settings where the risk of transmission was lower
- Children 11 and under were exempt
- People attending weddings and funeral receptions at meeting or event spaces were able to provide a negative rapid antigen test no more than 48 hours before the event

York Region

The beginning of July saw new case counts decrease with only four people in hospitals Region-wide due to COVID-19. The positivity rate dropped to 0.4%. The average daily case count dropped to six for the Region. Most new cases were in residents who were not vaccinated. The Delta variant became the dominant strain circulating in York Region and the positivity rate for tests more than doubled over July from 0.4% to 1.1%. The daily average for cases rose from 6 to 39 in the first two weeks of August. By the middle of the month the new case counts reached a plateau. The testing positivity rate fell below 2% by the end of September and a plateau was reached for new cases.

Planning began for closing down the large vaccination clinics by the end of August and turn vaccination over to primary care givers and pharmacies. The vaccination rate for first dose reached 80.8% and 63% for second dose by the middle of July. Vaccination rates continued to decrease to 25% of the peak level.

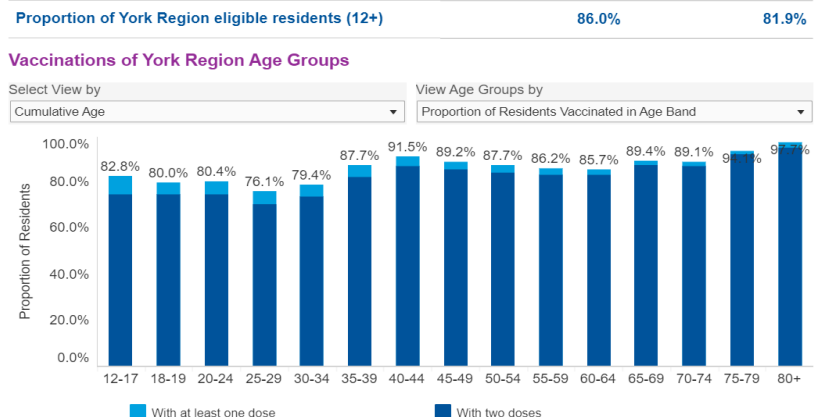
The mass vaccination clinics were closed in a phased approach throughout August. A permanent clinic opened at the York Region Headquarters in the main hall on August 23, 2021, and the Maple Community Centre clinic transitioned to a static clinic wholly operated by York Region on August 29, 2021.

Administration of third doses to long term care and retirement home residents began in September. The Region issued notice of a mandatory vaccination policy for their staff.

The Region announced that residents hosting social gatherings and parties were required to document the contact information of all attendees for the purposes of contact tracing and outbreak management.

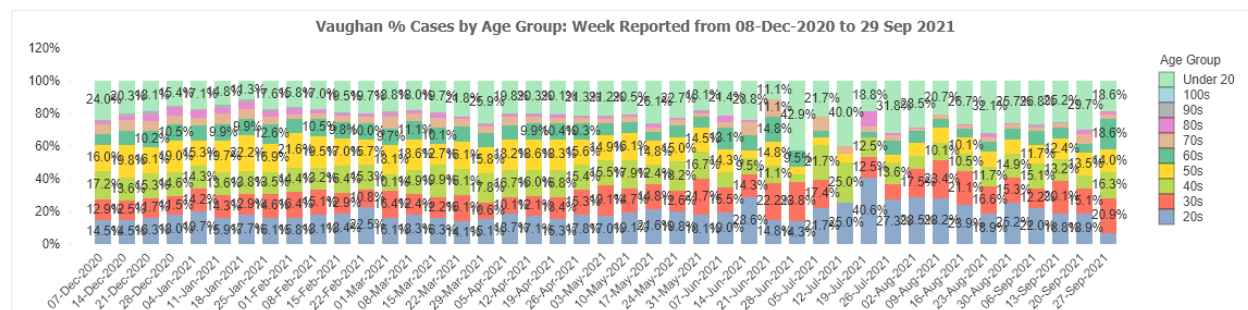
Vaughan

July kicked off with the second virtual Canada Day event. Residents and out of town visitors celebrated the reopening of Canada's Wonderland on July 7, 2021. As Italy continued to win its way through the



Euro Cup, City departments worked jointly to ensure that the victory celebration on July 11, 2021, was safe in downtown Woodbridge.

Case counts in Vaughan were closely monitored and there was no significant surge in new cases as a result of the mass gatherings celebrating Italy's win. Throughout August the test positivity rate rose and reached a high of 5.3%. The new case rate then trended in a positive direction downward. The test positivity rate in September dropped from 4.9% to 1.8%. The under 20 and 20 to 39 age groups were the demographics that were most affected by the virus.



The Father Ermanno Bulfon Community Centre vaccination clinic closed on July 4, 2021, with over 13,000 vaccinations given over the 13 days of operations. A drive thru clinic opened at Emily Carr High School on July 11, 2021, and operated until mid August. The Maple Community Centre vaccine clinic passed the milestone of 100,000 doses being administered at the end of July. We provided ongoing support to the vaccination process by hosting pop up clinics at various community centres in September.

The Wellness Program for staff was launched with a new VOL site. Facility Management developed plans that identified the number of staff who could return to the administrative buildings once Phase 1 of the Business Re-integration Plan was implemented. A review of departmental business continuity plans (BCP) was conducted and updated to reflect issues faced during pandemic such as minimum staffing needs and certifications that were required. Reintegration support guides for staff and people leaders were developed to provide guidance and instruction to employees on COVID-19 protocols, facility layouts and safety measures. Business reintegration of employees returning to the workplace was aligned with the Mandatory COVID-19 Vaccination Policy with the target date of November 1, 2021.

On August 20, 2021, the City announced that a Mandatory COVID-19 Vaccination Policy for staff would be developed and implemented. The City's vaccine policy was approved and staff were informed of the requirement to disclose their first dose by October 1, 2021, with the second dose disclosure due on November 1, 2021. Over 1600 staff submitted proof of vaccination by the end of September for the City and over 180 from Vaughan Public Libraries.

The Maple Community Centre facilities reopened to the public with the reconfiguration of the vaccine clinic. Registration for fall programs opened with a high response rate. Vaughan Public Libraries community branches reopened to the public on September 7, 2021. With the reopening of City community centres, a process for checking for proof of vaccinations was implemented for patrons aged 12 years and older.

Data provided by Economic and Cultural Development on the Canada Emergency Response Benefit (CERB) for Vaughan showed,

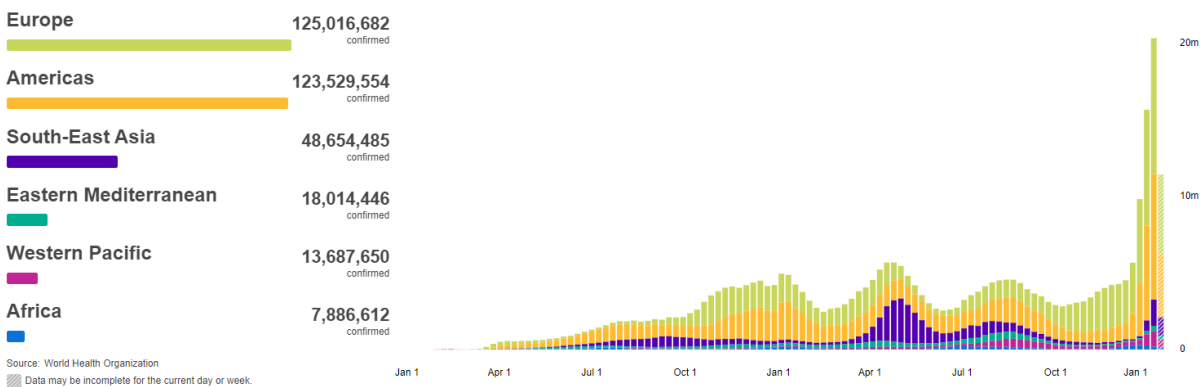
- Over 26% of residents collected CERB,
- Vaughan accounts for 29% of all CERB applicants in York Region,
- CERB benefits in Vaughan were claimed an average of 18.8 weeks, and
- Only 31% of Vaughan's CERB applicants claimed it for the entire 28-week period reported in the dataset.

Q-4 OCTOBER TO DECEMBER

Global

New case counts began rising in October and lockdowns/ restrictions were initiated in many countries. A new variant of interest was identified in the United Kingdom known as Delta Plus that was more transmissible than the original Delta variant. November was marked by a further increase in cases, the emergence of the Omicron variant and its rapid spread around the global and the return of restrictions to try and curb the spread. The Omicron variant spread very quickly creating pressures on healthcare systems and the preliminary evidence suggested that there was an increased risk of infections from this variant. New case counts in December continued to rise rapidly due to the Omicron variant. In comparison to previous variants the level of new cases that occurred in December was approximately four times higher.

Situation by WHO Region



Source: World Health Organization COVID-19 Dashboard.

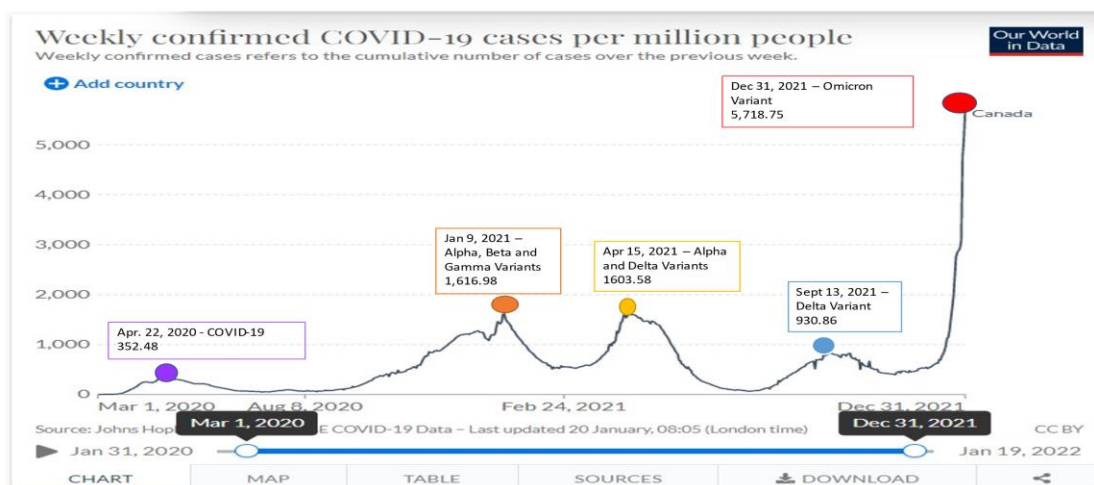
The US/Canada and US/Mexico borders reopened on November 8, 2021, to non-essential travellers and COVID-19 tests were not required to enter by land or sea. The US further recognized that travellers who received mixed doses of vaccine were considered to be fully vaccinated. By December, all countries were requiring travellers provide proof of negative tests due to the Omicron variant.

The Food and Drug Administration in the United States (US) approved the children's dose of the Pfizer BioNTech vaccine for ages 5 to 11 on October 31, 2021. Pfizer BioNTech applied to European Union for approval of their children's vaccine for 5 to 11 age group. The European Union recommended a nine month limit for COVID-19 vaccine validity and that a booster would be required to travel throughout Europe. Third doses of vaccine were found to boost immune response against the Omicron variant. By the end of the year over 8.85 billion doses of vaccine have been administered 57% of the global population having received the first dose and 47.9% being fully vaccinated.

Merck and Ridgeback Biotherapeutics developed an antiviral pill that reduced hospitalizations and deaths by 50% and applied to government health authorities around the world for emergency approval. The UK approved the Merck pill for treatment of people 18 and older who tested positive for COVID-19 and had at least one risk factor for developing severe disease.

Canada

New case counts in October trended downward with the exception of New Brunswick, Nova Scotia, Saskatchewan, British Columbia and the Territories. Saskatchewan experienced a rise in hospitalizations that strained their healthcare system and critically ill patients were transferred hospitals in other provinces to ease the burden. The Delta variant was the dominant strain accounting for 98.9% of cases and the Alpha variant accounted for the remaining 1.1%. Case counts at the beginning of November were on a downward trend except in the Yukon who experienced a surge. By the middle of November, both Ontario and Quebec experienced a surge in cases. The Delta variant accounted for 100% of cases. Children under the age of 12 years were the highest proportion of new cases. In mid December the Omicron variant accounted for 57.6% of cases and by the end of the month Omicron accounted for 94.3% of cases. Within a period of one week, the number of Omicron cases in the country had quadrupled and 11 provinces reported cases. By the end of the month, the case count was 5,718.75/million which far exceeded the case counts experience in the second wave. The Provinces and Territories implemented restrictions and lockdowns. COVID-19 benefit programs were extended until May 7, 2022, with the surge in cases related to the Omicron variant.



Effective November 30, 2021, Canadian residents visiting the US for less than 72 hours would not be required to provide a PCR test to return to Canada. On November 30, 2021, the first two cases of Omicron were identified in Ottawa in travellers and restrictions were implemented on all air travellers except those flying in from the US. Travellers were tested on arrival no matter their vaccination status and had to isolate until they received a negative test result. Travel restrictions were implemented due to Omicron variant on Dec 7, 2021. Everyone 12 years and older had to be vaccinated to board domestic and international flights, and proof of vaccination was required to travel on Via Rail and Rocky Mountaineer Trains.

Pfizer BioNTech applied for approval of their children's vaccine for 5 to 11 age group to Health Canada in October. NACI recommended expanding the booster shot eligibility to include Canadians who received two doses Astra-Zeneca or one dose of the Janssen vaccines and to people over the age of 70 and to First Nations, Inuit and Metis communities. Health Canada approved the Pfizer BioNTech vaccine for children ages 5 to 11 with an interval of eight weeks between first and second doses on November 19, 2021. The first doses of the Pfizer BioNTech vaccine for children arrived in Canada on November 21, 2021. Moderna filed for approval with Health Canada for its vaccine for children ages 6 to 11 years.

Ontario

The enhanced COVID-19 vaccine certificate with QR Code and Verify Ontario APP became available on October 15, 2021, for download in a phased approach over a 4 day period. On November 23, 2021, appointments were opened for the 5 to 11 age group to receive vaccinations. Booster doses of the vaccine were expanded to high-risk individuals that included residents over the age of 70, health care workers, designated essential caregivers in congregate settings including long term care, retirement homes staff, people who received Janssen or Astra Zeneca Vaccines, and First Nations, Inuit and Metis adults and non-indigenous household members. Booster shot appointments were opened for 50+ age group on December 13, 2021, and to the 18+ age group on December 20, 2021.

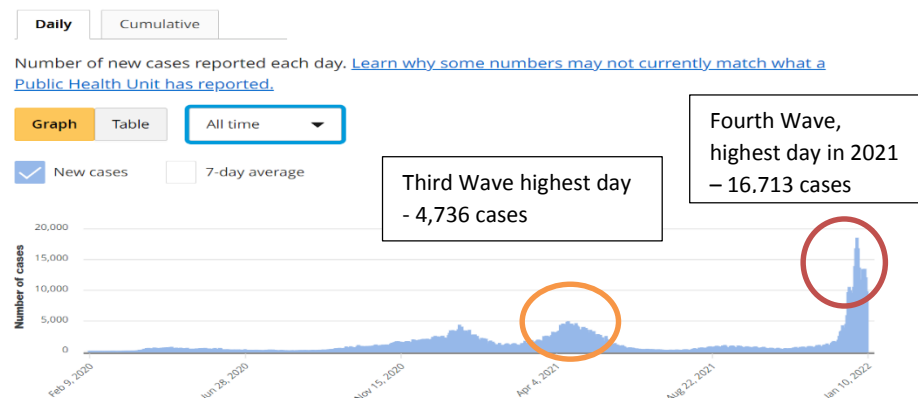
Effective October 25, 2021, at 12:01 am, capacity limits were lifted in restaurants, bars, food and drink establishments, indoor areas of sports and recreation facilities, casinos, bingo halls and other gaming establishments, personal care services, entertainment attractions. On November 10, 2021, the Province announced that it was pausing lifting capacity limits on high risk settings as cases began to climb. Holiday gathering guidance was issued that included limiting indoor gatherings to 25 people and recommended outdoor gatherings as an alternative option and the host had to maintain a list of attendees for contact tracing.

The new case count rose to an all time high of 16,713 on December 31, 2021, which was 3.5 times higher than the peak of the third wave and testing and isolation guidance being implement on December 31, 2021.

On December 18, 2021, restrictions came into effect that limited capacity in 1,000+ venues to 50%, and free rapid antigen tests were made available at malls and LCBO's which were quickly scooped up by citizens. Further restrictions were imposed that took effect on at 12:01 am on December 19, 2021, that included limiting capacity to 50% at:

- Restaurants, bars and other food or drink establishments and strip clubs with a maximum of 10 people per table,
- Personal care services,

New cases



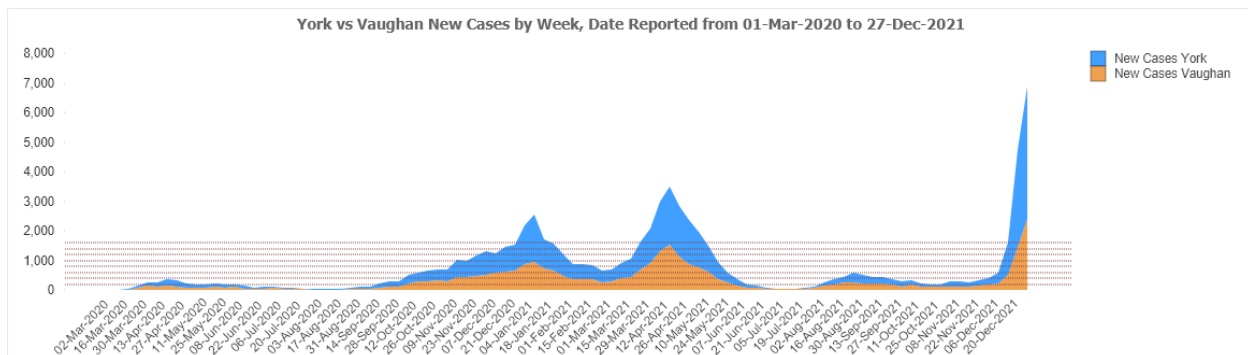
- Personal physical fitness trainers,
- Retailers (including grocery stores and pharmacies),
- Shopping malls,
- Non-spectator areas of facilities used for sports and recreational fitness activities (e.g., gyms),
- Indoor recreational amenities,
- Indoor clubhouses at outdoor recreational amenities,
- Tour and guide services,
- Photography studios and services, and
- Marinas and boating clubs.

Subsequently additional testing and isolation guidance was implemented that included:

- Isolation reduced to 5 days for fully vaccinated (2 doses) individuals 12 and older, the unvaccinated continued to be 10 days and the under 12 age group isolated for 5 days.
- Testing was only available to high risk symptomatic individuals.

York Region

The case counts reached a plateau in October, and test positivity rates were stable ranging between 1.1% to 1.4%. The average daily new case count was 28. The daily average of new cases rose from 33 to 42 in November. The positivity rate of COVID-19 testing was relatively stable throughout the month varying between 1.6% and 1.9%. There was a large increase in the number of new cases across the Region in December. The test positivity rate rose by 868.97% from 2.9% at the beginning of the month to 28.1% at the end of the month. On December 1, 2021, there was 46 new cases reported and on December 31, 2021, there was 1,459 new cases.

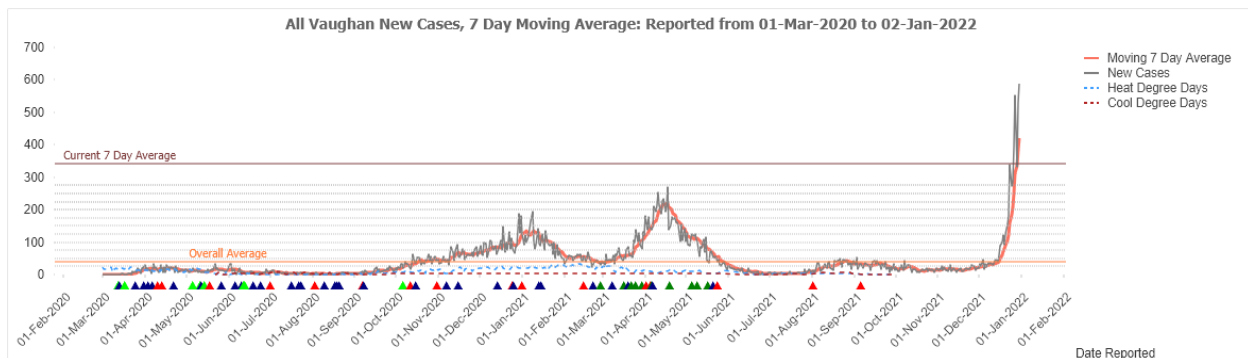


Public Health issued a notice that they would only be supporting contact tracing for workplaces with new outbreaks and exposures that were high-risk settings such as hospitals, long term care, retirement homes, health care workers providing care to residents that were immunocompromised and congregate living settings. Public Health changed their isolation guidance to all household contacts regardless of vaccination status had to isolate for 10 days following exposure and non household contacts regardless of vaccination status had to isolate for 10 days following exposures.

Public Health issued guidance that children turning 12 in the early part of 2022 would have a three month grace period after their birthday to be vaccinated and could continue participating in sports and attending recreation centres during the grace period. Vaccination clinics specifically for the 5 to 11 age group started on Nov 26 throughout the Region.

Vaughan

The new case count in Vaughan reached a plateau with the positivity rate ranging between 1.6% to 2.3% in October. The number of new cases in the under 18 age group continued to grow along with school cases. By the end of October there were 78 school related cases and 56 schools were impacted by COVID-19. The positivity rate for testing remained relatively stable in November ranging from 2% to 3.1%. The number of school cases increased slightly over October to 98 cases that affected 57 private and public schools and childcare centres. The testing positivity rate increased in Vaughan for December by 622% from 4.6% at the beginning of the month to 33.2% at the end of the month. Vaughan recorded its highest number of new cases in a day of 585 on December 31, 2021.



The process of evaluating compliance to the Mandatory COVID-19 Vaccination Policy was initiated to determine staff who would need to attend the vaccine education sessions. By mid October 75% of staff were compliant with vaccine policy and by the end of the month the compliance rate reached 90%. Suspension meetings were initiated for staff who had not complied with the vaccine policy the first week of November. There were 66 City staff and seven VPL staff not compliant. By the end of November, 97% of staff were compliant with the vaccine policy.

Training was initiated for people leaders on the effective and safe return of staff to the workplace on November 1, 2021. All VPL staff had returned to workplace for 50% of their shifts. Public Works developed a contingency plan should contractors for solid waste and winter operations have staffing impacts due to COVID-19 and vaccination policies. The vaccine policy was approved for contractors that required their employees who had sustained, regular, and in person interactions with staff had to be vaccinated. The City reached 99% compliance of staff of the Mandatory COVID-19 Vaccination Policy by the end of December. By the end of October seniors' programs restarted, fitness centres returned to normal operations and prebooking of times ended. Staff began returning to the workplace on November 1, 2021, under the Business Reintegration Plan Phase 1, and less than the 30% limit were in the administration buildings. The high level of transmissibility of the Omicron variant impacted several City departments with staff either contracting the virus or being in close contact with an infected person.

TASKFORCES

Taskforce	Mandate
Alternate Work Arrangements	Reviewed Alternative Arrangement Policy (AWA) and guidelines including assessing and making recommendations with respect to COVID-19 and long term implications in all related areas such as home office equipment, workplace equipment/information technology (IT) needs for workforce that has AWA, safety, hours of work, agreements for AWA, impact on employment conditions, shared workstations in the office, etc.
Business Re-Integration Strategy and Facilities	Provided guiding principles and a framework that supported the process of returning City staff to new “normal” business operations following the COVID19 pandemic while ensuring the health and safety of our workforce and our residents. Analyzed existing industry research related to how in-office and remote work impact productivity, innovation and creativity, corporate culture, employee satisfaction, and space management strategy related to the administrative environment. Built on the foundational understanding, analyzed what the future of office space would look like post pandemic.
Citizen Services	Monitored and reviewed the status of public facing services and provide timely information and updates to the EOC for informational as well as decision making purposes. Three areas of focus were departments with continual changes, departments that have changed and are stabilized and shift to virtual counter services
Economic Action and Recovery	Provided recommendations and initiatives to support Vaughan residents and businesses affected by the economic impact of the pandemic. Support the rebound in the most affected industries by the global pandemic (retail, hospitality, cultural events, as per the Conference Board of Canada/York Region).
Employee Wellness	Developed and implemented an Employee Wellness Strategy for the City which was aligned with the Strategic Plan under Staff Engagement. Strategy launched Q2-2021.
Enforcement and Regulatory	Supported by members of the Emergency Operations Centre’s Community Services Section, the mandate of this working group was: Coordination with York Regional Police, other local municipal by-law, York Public Health and Toronto Region Conservation

Taskforce	Mandate
	<p>Authority to ensure the consistent application of COVID-19 related enforcement policies and practices.</p> <p>Continued to provide guidance, interpretation and information to the Senior Leadership Team and Mayor and Members of Council (MMoC) on Provincial Regulations.</p>
Human Resources Policies	<p>Reviewed and updated all human resources policies that have been impacted by COVID and new methods of operations including.</p> <ul style="list-style-type: none"> • Responding to off duty calls and implications to mileage reimbursement • How a regular workplace may change if some staff are using a hybrid model (AWA and office) permanently and are then asked to attend the office. • Mileage, travel and parking costs. • Updated the COVID-19 H&S Directive to require safety glasses or a face shield as PPE where distancing is not possible based on the increased transmissibility of the variants of concern. • Incentive policy. • Management By-Law.
IT Policies and Capabilities	<p>Reviewed and recommended revisions to IT policies and capabilities to support the organization's ability to continue to deliver services under emergency or abnormal conditions. Subject areas will include, but not limited to cybersecurity, remote work, and acceptable use policies.</p>
Mass Vaccination	<p>Planned and executed vaccination sites in partnership with York Region Public Health at the Maple Community Centre (and/or additional sites, as required) and provided timely information and updates to the EOC for informational and decision making purposes.</p>
Public Information and Engagement	<p>Coordinated corporate-wide awareness, alignment and compliance about internal and external policies relating to COVID-19.</p> <p>Addressed policies impacted by COVID-19 (outside HR and IT) and further enhanced practices on informing and engaging the public,</p>

Taskforce	Mandate
	stakeholders, and government partners during the declared state of emergency and looking toward the new normal.
Procurement, Construction and Contracts	Determined the City's approach to continuing procurement and construction programs in the COVID-19 environment and reviewed contracts related to all consultants/contractors and their H&S protocols, to ensure they are aligned with the City.
Recognition	Identified opportunities to support staff recognition in the new normal (minimal in-person interaction) and considered a COVID-19 response recognition program. Reviewed existing corporate recognition activities and identified areas requiring review and/or updating because of COVID-19 impacts. Created/updated corporate Recognition Strategy.
Training	Developed a strategy and action items to enhance training formats, methods and content within the virtual environment in order to support the continued development of staff and allowed staff to transition into the new normal.

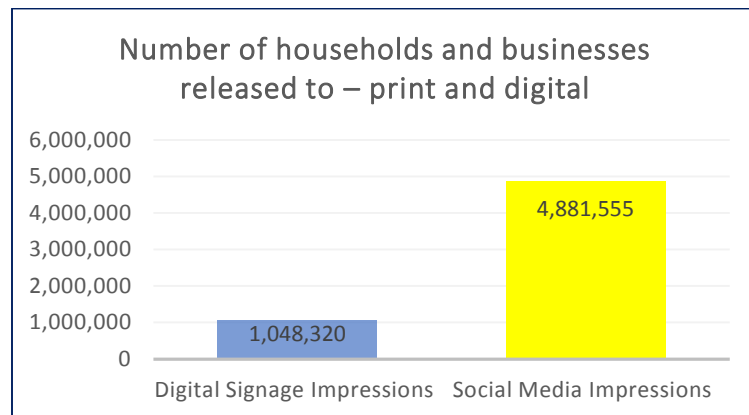
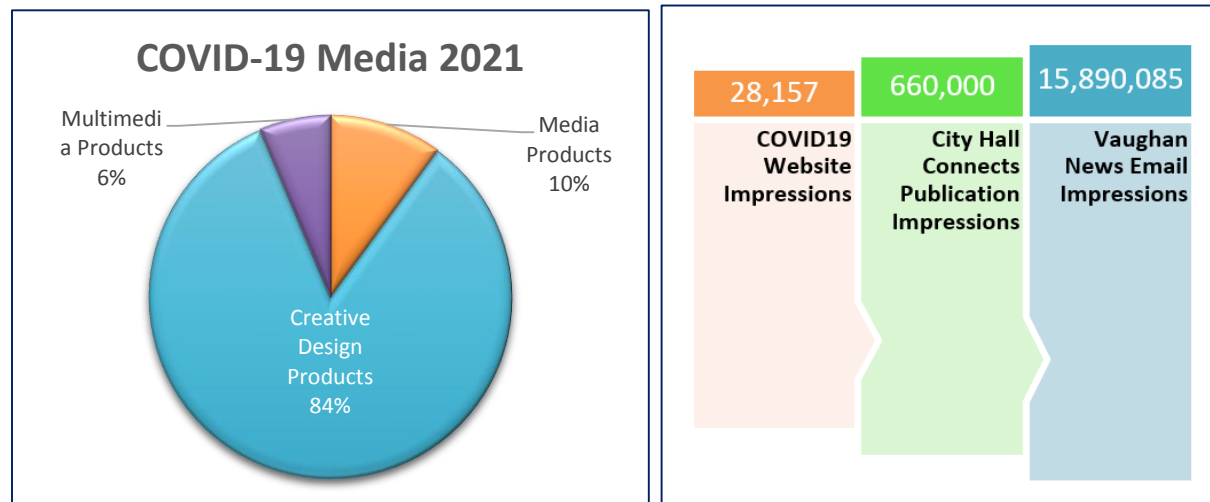
DATA AND ANALYTICS

As the pandemic progressed through three waves and plateaus, ongoing analysis of operations continued to measure our performance in City building and meeting established objectives. Unlike the first year of the pandemic where restrictions were the norm, the City entered a phase of moving towards reintegration of staff back into the workplace for a brief period before the Omicron variant caused restrictions to be re-imposed.

City Manager's Office

Corporate and Strategic Communications

June 30th to December 31, 2021, COVID-19 Communications Metrics



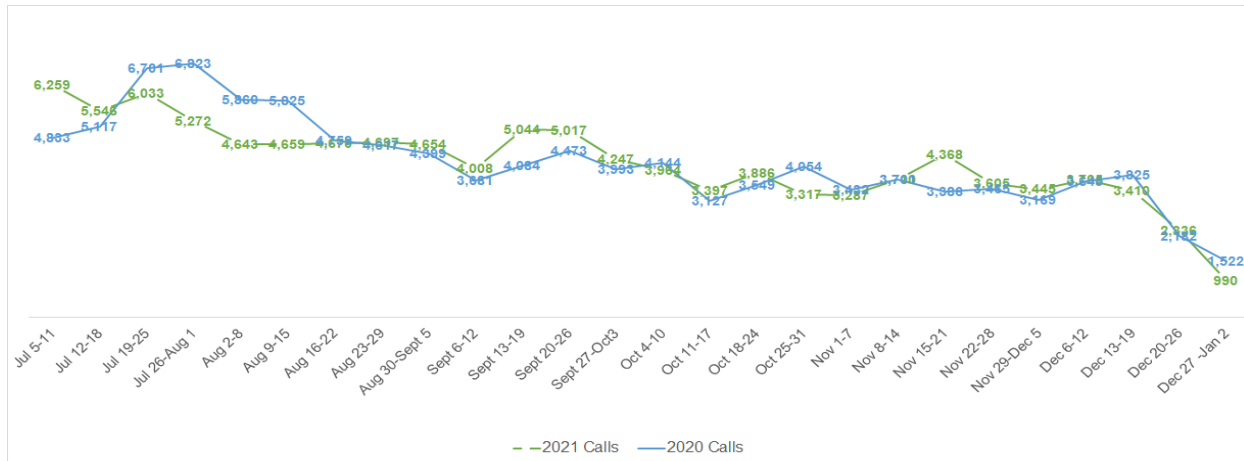
Social Media Posts: 4,136

The dedicated vaughan.ca/COVID-19 webpage had received more than **256,433 page visits**.

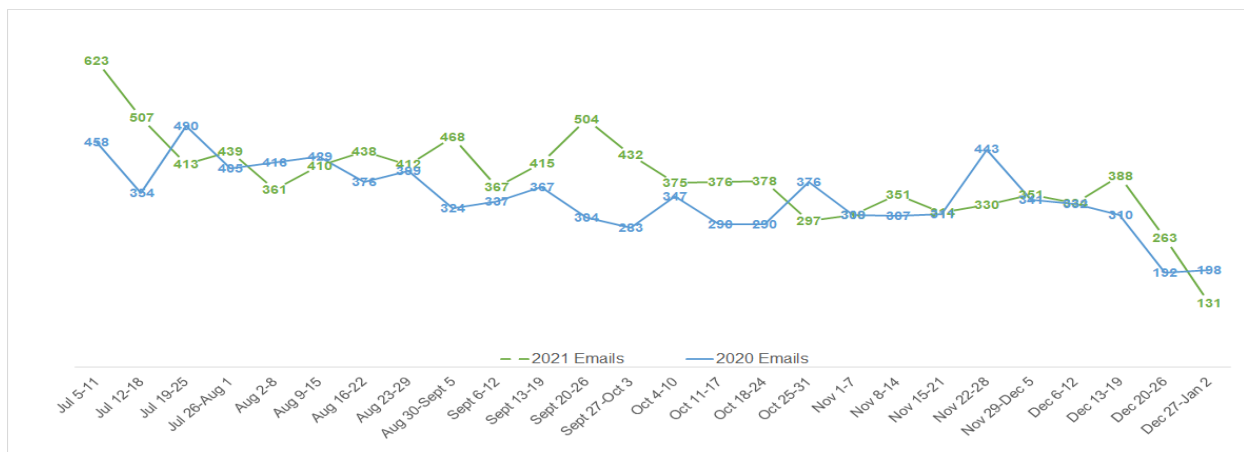
- The Corporate and Strategic Communications (CSC) department has issued approximately 3,909 COVID-19-related products to date that included Public Service Announcements, News Releases, and communications from the Mayor.
- Approximately 1,015 Vaughan News eNewsletters were issued to approximately 4,065 subscribed residents.
- The City Hall Connects Special COVID-19 Edition newsletter was delivered to Vaughan mailboxes in April 2020, March 2021 and August 2021.

Access Vaughan

Access Vaughan Overall Call Volume 2021 vs. 2020

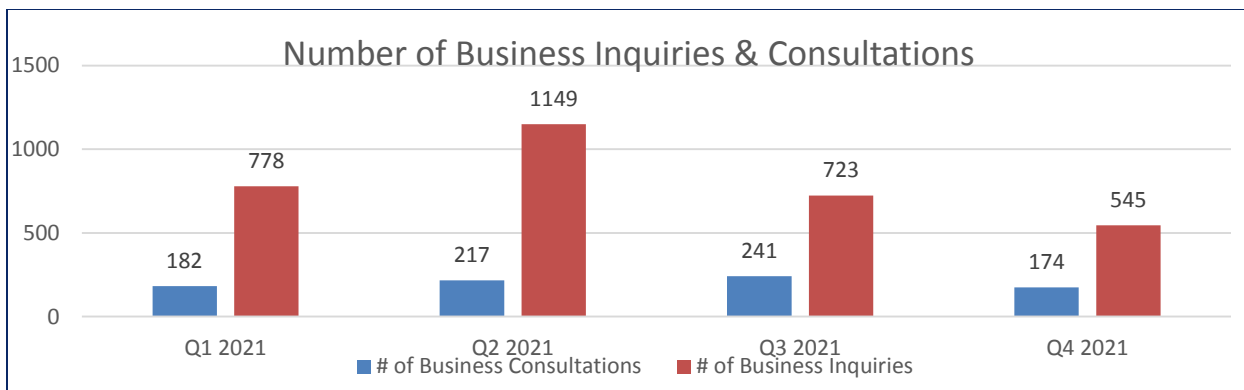


Overall call volume was up 4% in 2021 versus the same time period in 2020 (July to December).

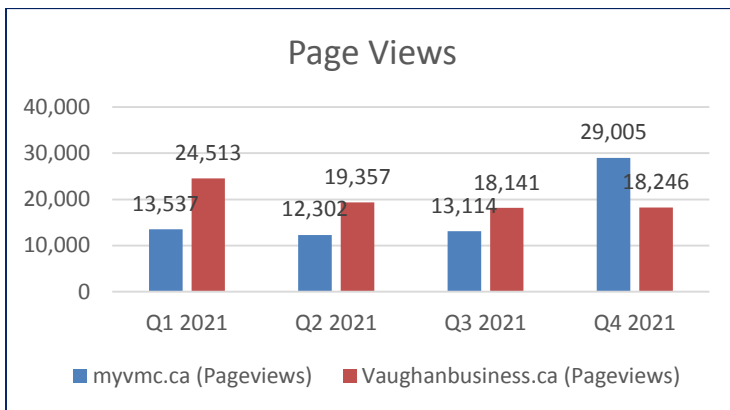
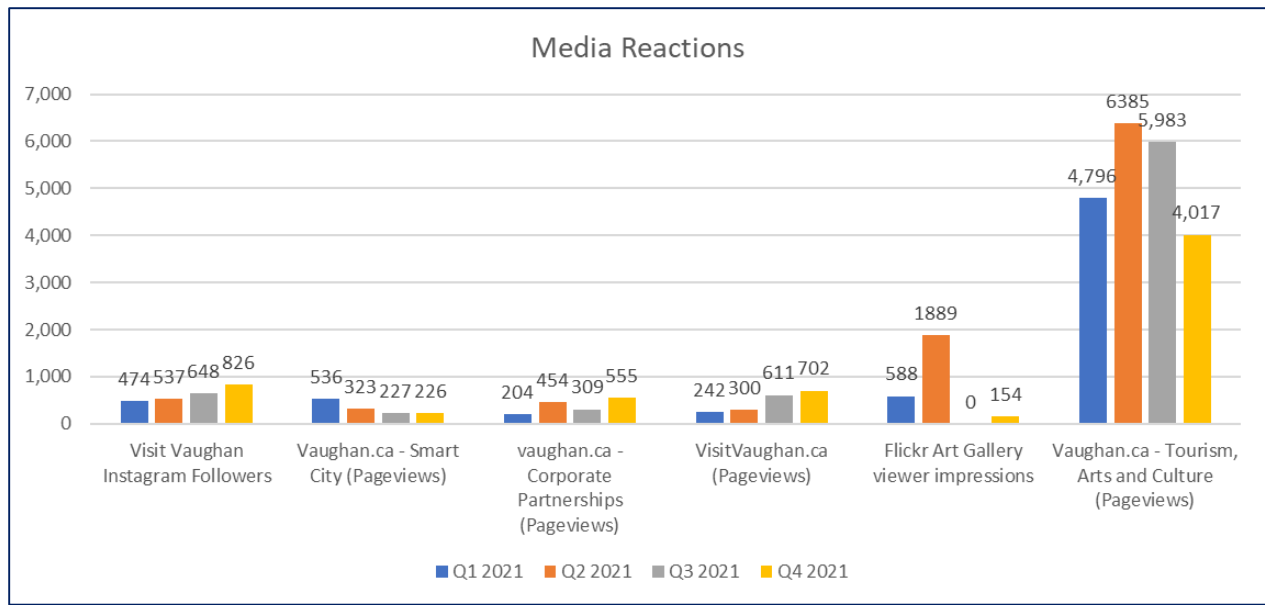


Overall email volume increased 37% in 2021 over the same time period in 2020 (July to December).

Economic and Cultural Development

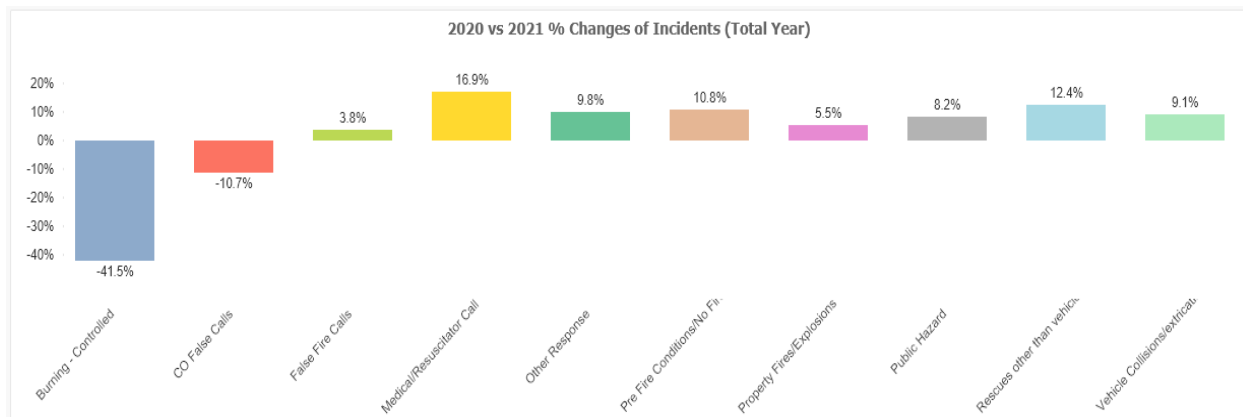


Received over 3,000 business inquiries and conducted over 800 consultations.



Total Tourism Campaign Impressions
9,064,270

Fire and Rescue Service



Community Services

By-Law and Compliance, Licensing and Permitting Services (BCLPS)

People Educated (by BCLPS Officers only) (2021)



Enforcement Services (2021)

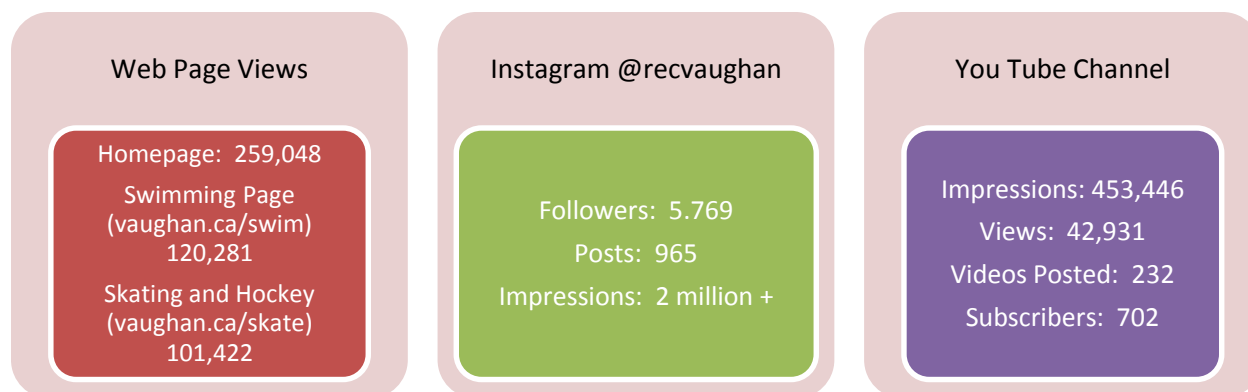


EMCPA – *Emergency Management and Civil Protection Act*

ROA – *Reopening Ontario Act*

CEM – COVID-19 Emergency Measures By-Law

Recreation



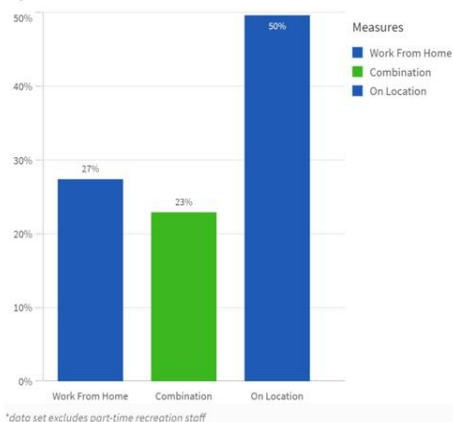
Statistics for January to December 2021.

Corporate Services

Human Resources

In November 2021, Phase 1 of the Business Reintegration Plan (BRP) began. It was determined that in Phase 1, a maximum of 30% of the workforce would be in the workplace at any given time. Members of the taskforce worked with each department to determine which positions were likely to return and gauged how many employees would be on site on any given day to ensure that the organization was following protocols and public health advice.

Percentage of Staff in the Workplace (Q4 2021)
City Hall & J.O.C Data



Work From Home

27%

Combination

23%

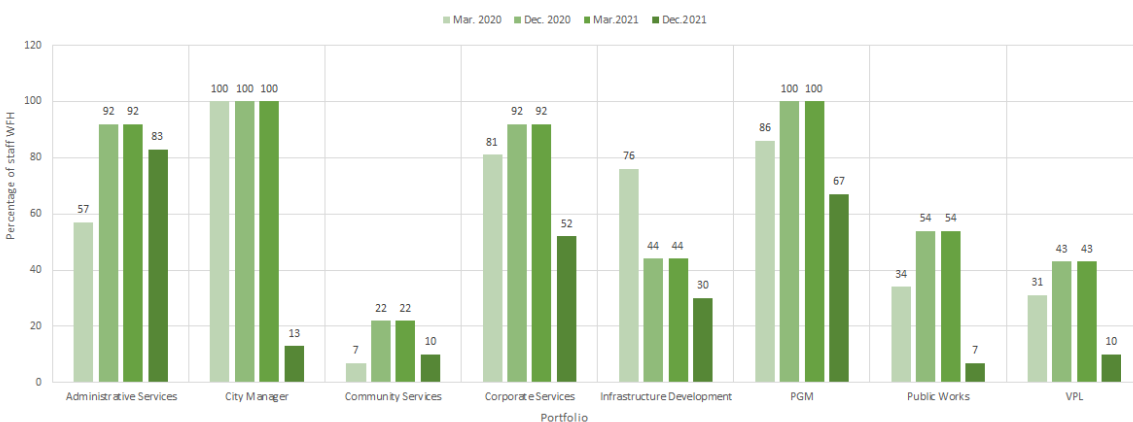
On Location

50%

- In November 2021, phase 1 of the BRP began; allowed for a max of 30% of staff in workplace at any given time
- Percentage of staff working on location remained unchanged
- Increasing trend in staff working a combination of WFH and on location

In Phase 1 of the Business Reintegration plan (BRP) there was a 13% increase in the number of staff who worked a combination of in office and from home (previously 10%), a 13% decrease in those working strictly from home (previously 40%), and no change in staff working on location. The emergence of the new variant, Omicron, resulted in provincial lockdowns and closure of City facilities causing in the BRP being placed on hold.

Work from Home % by Portfolio



Key Differences March 2021 vs December 2021 Datasets

Office of the City Manager: Due to the April 2021 re-organization, where the Fire and Rescue Service was moved into the City Manager's office, the number of staff working from home significantly declined from 100% down to 13%, as large numbers of staff within Fire and Rescue Services, are required to work on site.

Corporate Services: experienced a significant drop as Financial Planning, Financial Services and Human Resources had at least 40% of their staff returning to the workplace, although, on a partial basis (combination).

Planning and Growth Management (PGM): experienced a drop with at least 40% of their staff returning to the workplace on a combination basis, except for Policy Planning & Special Projects, who indicated that they are 100% WFH.

Public Works: WFH stats decreased by 47%. Those who worked primarily in the office setting of these departments also returned to work on a partial basis (22%), with 7% still working strictly from home.

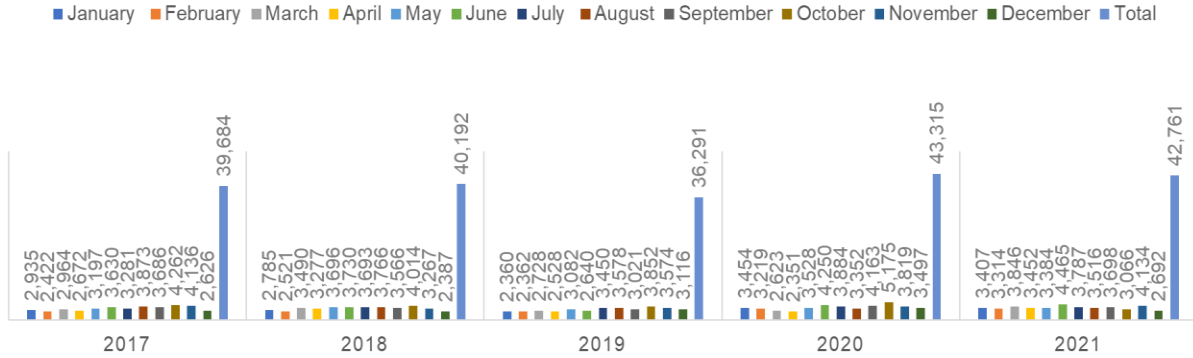
Vaughan Public Libraries (VPL): Compared to March 2021, by the end of Q4, restrictions had lifted on library settings. At the end of 2021 VPL had approximately 39% of staff working from home for **some** of their shifts.

Infrastructure Development

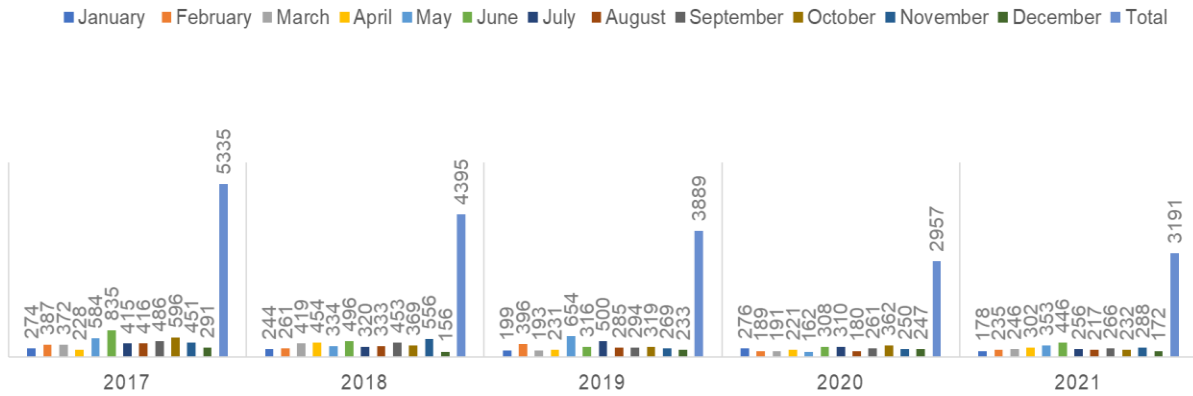


Planning and Growth Management
Building Standards Department (BSD)

BSD INSPECTIONS

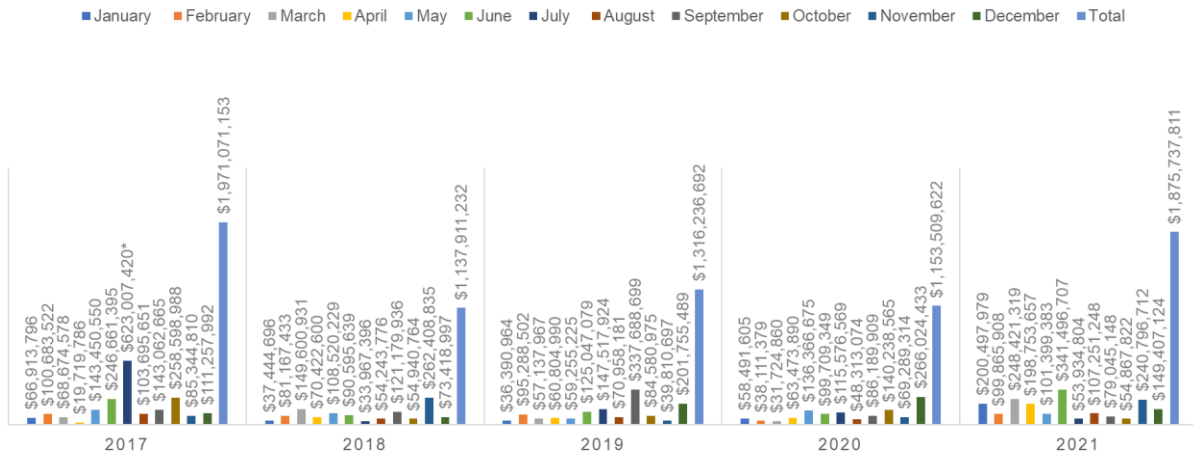


BSD PERMITS ISSUED

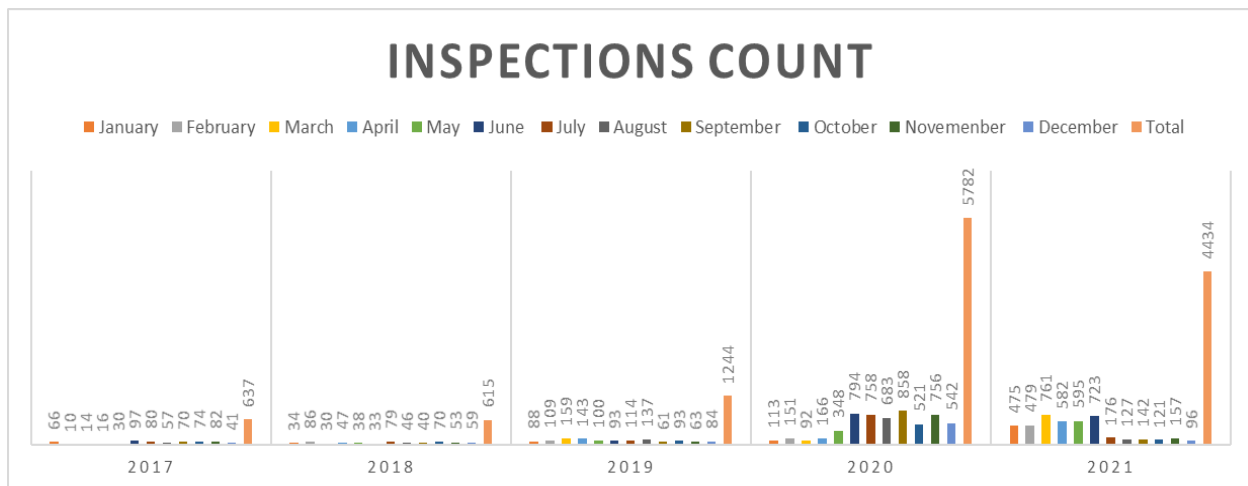
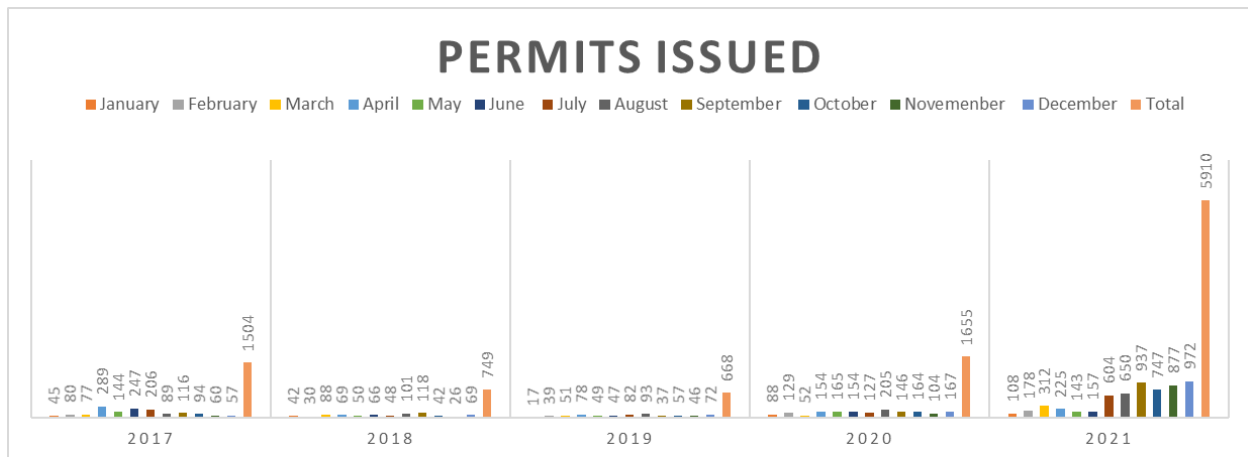


Includes all types of permits.

BSD CONSTRUCTION VALUE

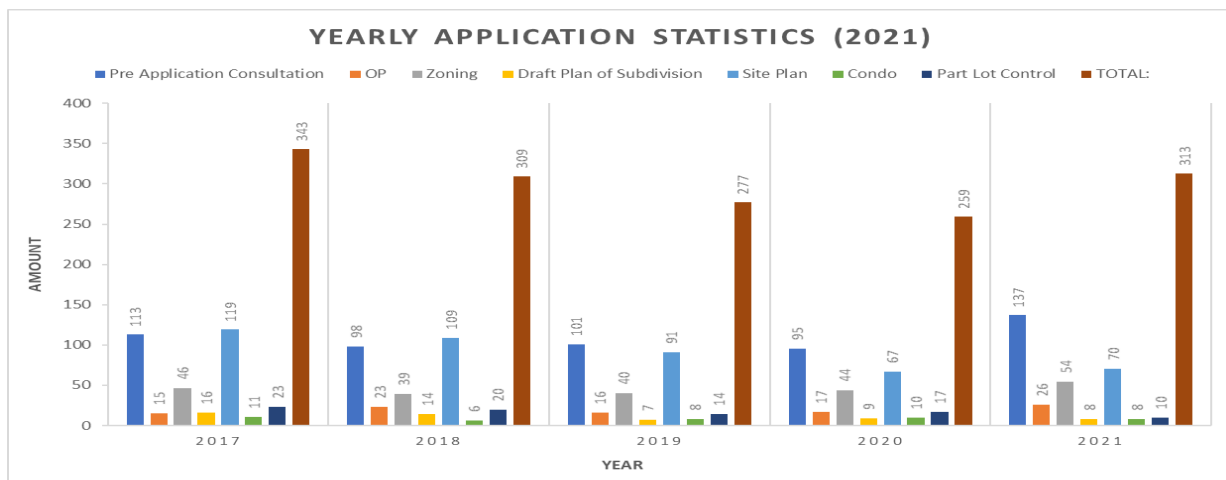


Development Engineering

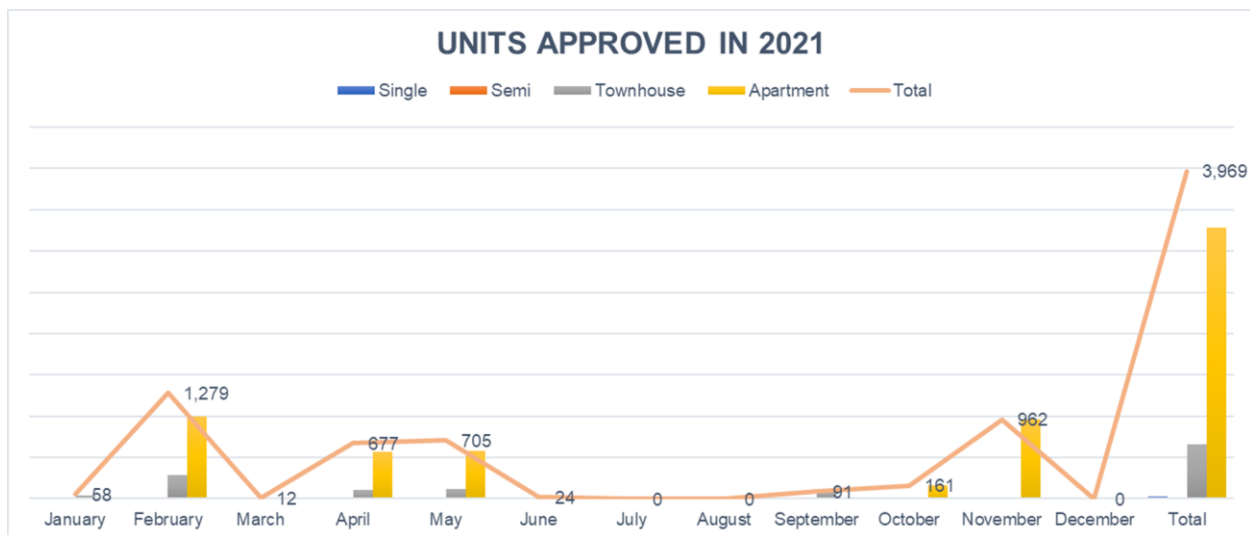
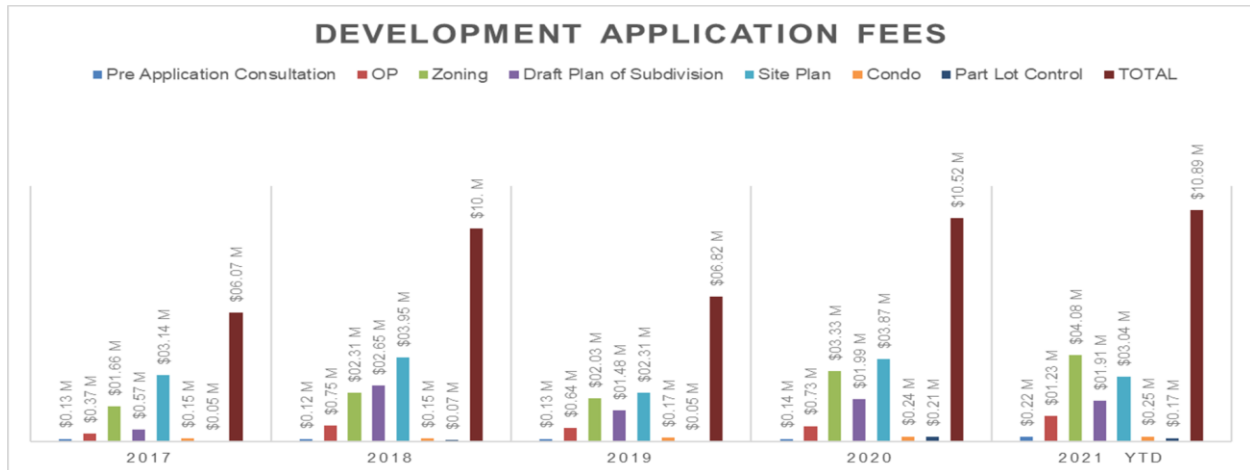


Inspections are strongly influenced by weather; January through March is typically a slower period.

Development Planning



Total number includes filed applications and PAC meeting requests.



Vaughan Metropolitan Centre (VMC)

COMPLETED AND OCCUPIED

New Units Completed and Occupied by December 2021

3,900

New Developments Completed and Occupied by December 2021

8

Total Population in the VMC by December 2021

7,722

Office Area (m²) Completed and Occupied by December 2021

36,504 m² (392,929 f²)

Retail Area (m²) Completed and Occupied by December 2021

11,785 m² (126,854 f²)

NEW PROPOSED UNITS SINCE COVID-19

New Proposals received since March 2020

15,808*

New Applications Received since March 2020

30

Total Residents represented by the new applications received since March 2020

31,300*

* Includes formal applications and PACs

OVERALL VMC STATISTICS

Total Residential Units at Various Stages of Approval or Construction**

36,452

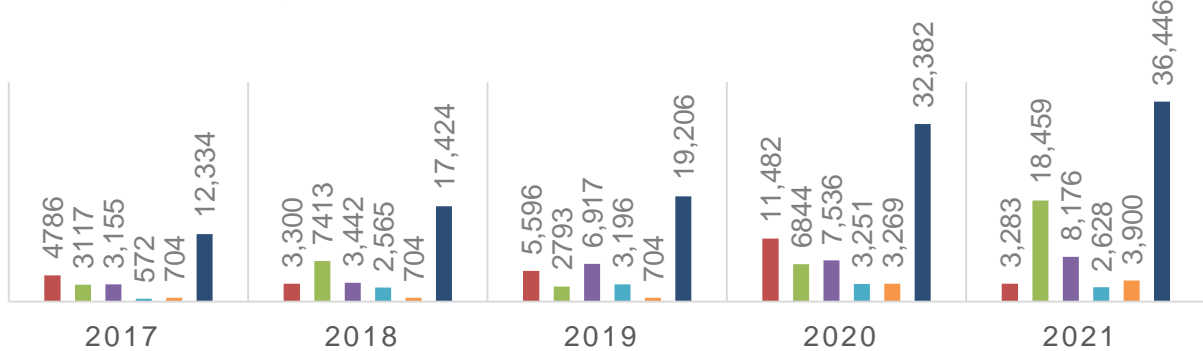
Total Projected Residents**

72,175

Includes Pre-Application (Proposed) Projects, Formally Submitted Development Applications In-Progress, Approved Development Applications, Developments that are Under Construction or Built, and Developments that are Completed and Occupied.

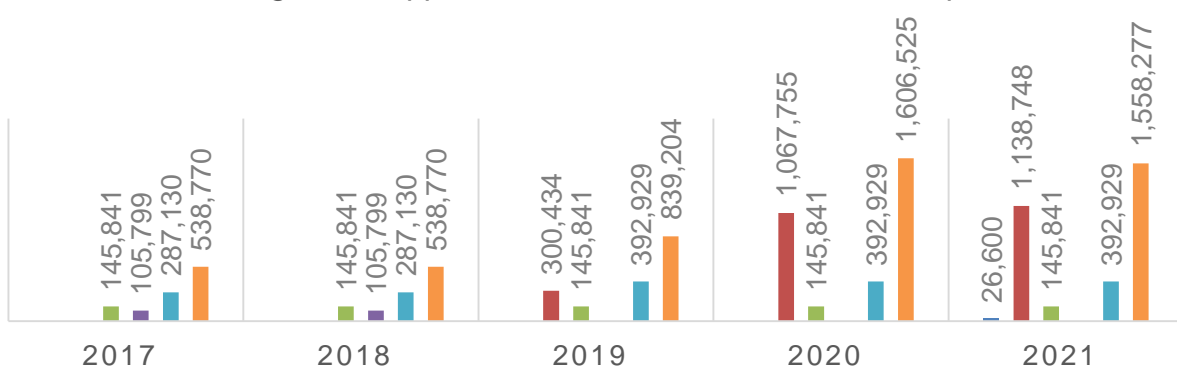
RESIDENTIAL (UNITS)

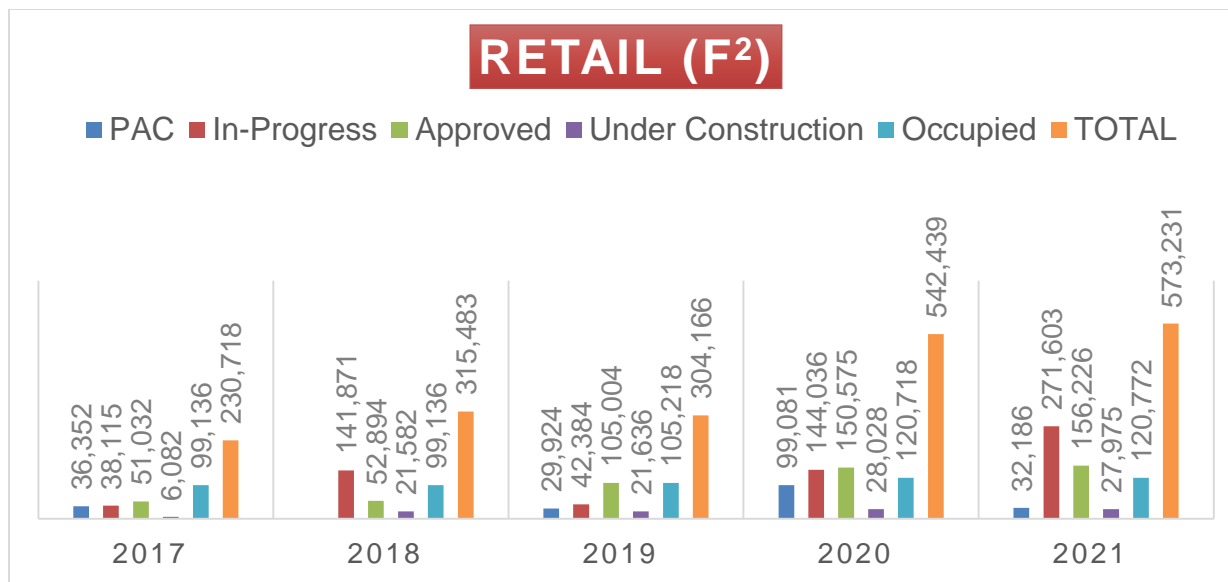
■ PAC ■ In-Progress ■ Approved ■ Under Construction ■ Occupied ■ TOTAL



OFFICE (F²)

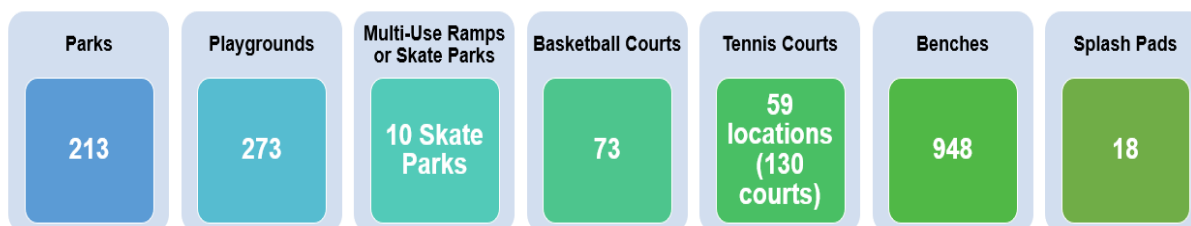
■ PAC ■ In-Progress ■ Approved ■ Under Construction ■ Occupied ■ TOTAL



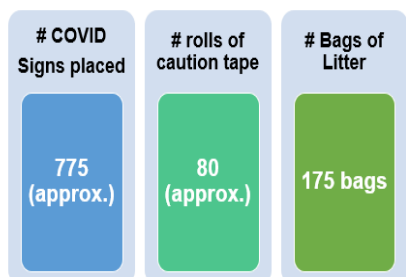


Public Works

CITY ASSETS



PARKS, FORESTRY AND HORTICULTURE



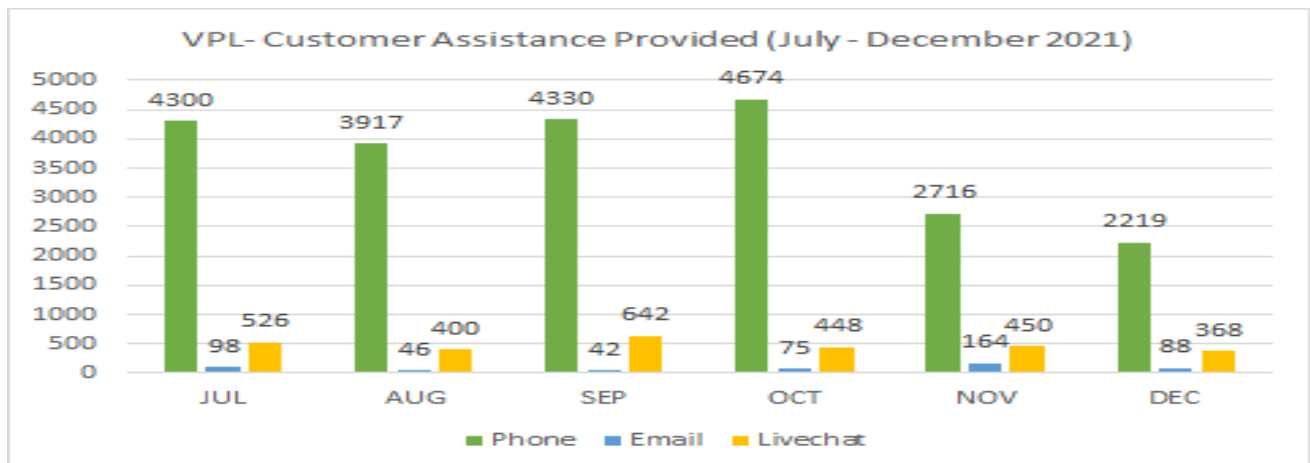
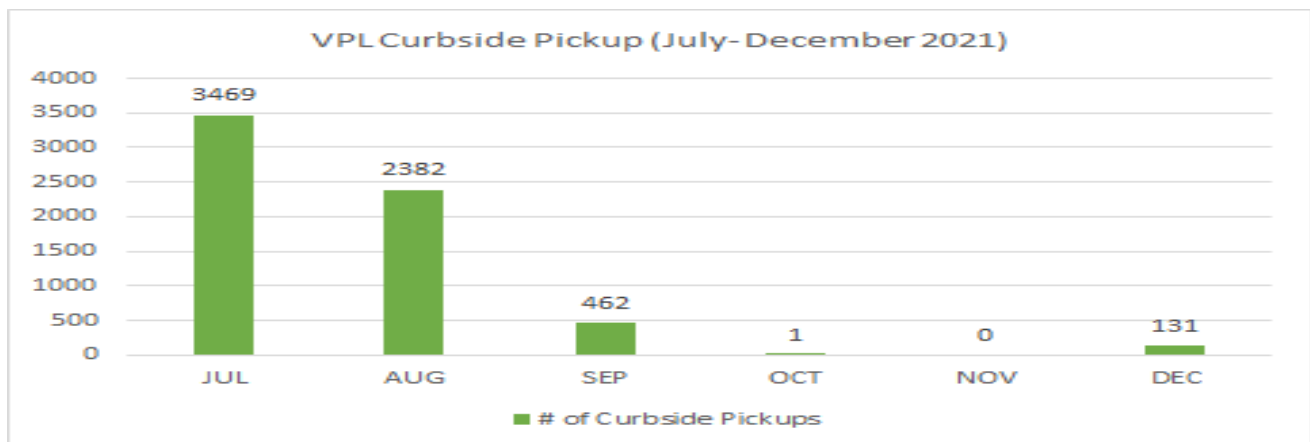
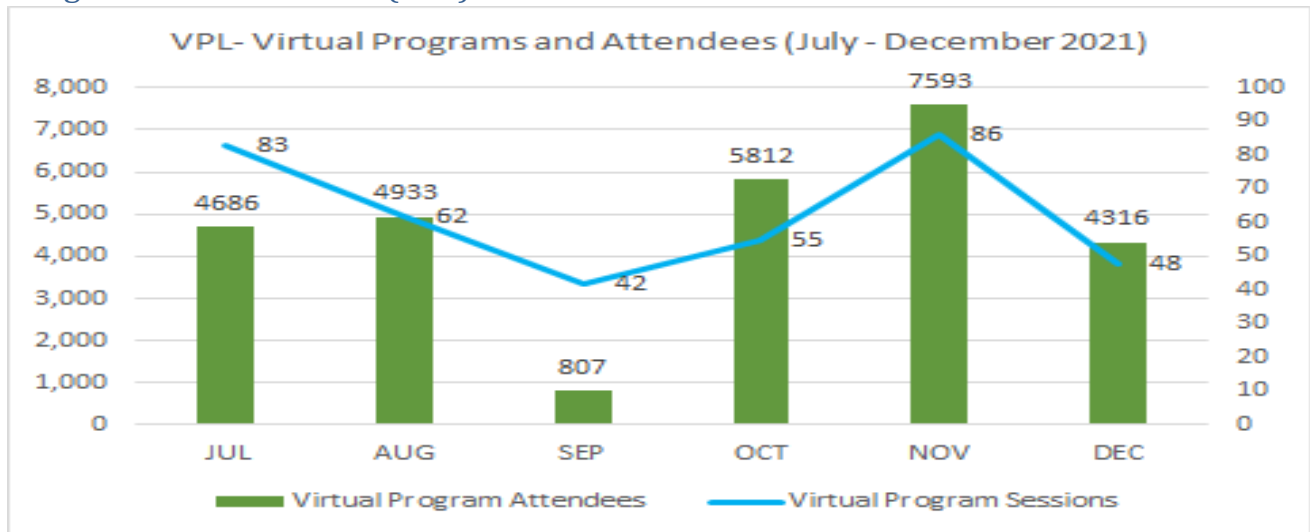
Reopening Strategy – Responsible & Measured Approach

- Opened park amenities with controls in place– sports fields, tennis courts, basketball courts, bocce courts, and splash pads
- Reinstalled basketball hoops at 73 locations
- Extended splash pads hours until 9pm across 18 Splash Pads

Keeping our City Clean

- Daily inspection & waste pickup at splash pads
- Weekend coverage of waste pickup for high-use areas
- Completed 5th rotation of the boulevard litter and debris cleanup
- Completed woodlot blitz - 28 woodlots/ wooded areas, total of 250.5 commercial bags of litter/ debris collected

Vaughan Public Libraries (VPL)



VPL has enhanced their offerings through a variety of means including a greater virtual presence. We held 376 virtual sessions with over 28,000 participants. Customer assistance via phone appeared to be the preferred option with over 22,000 calls received from Q3-Q4. There were over 6000 curbside pickups from Q3-Q4.

RECOMMENDATIONS AND STATUS

The following recommendations are those specific to the Emergency Planning program to enhance our capacity to plan for, mitigate, respond to and recover from emergencies that can affect the City.

Recommendations outside of the scope of operations of the program were forwarded to the Senior Leadership Team Executive for consideration. To date five recommendations have been completed.

Recommendation	Responsibility	Target Date	Status/Comments
Business Continuity Planning <ol style="list-style-type: none"> 1. Conduct annual reviews of Business Continuity Plans (BCP) that align with business planning process. 2. All departments understand interdependencies through shared BCP portal. 3. Coordinate with Office of Transformation and Strategy (OTS) to review BCP tool and process. 4. Through the BCP process identify essential services and employees and develop a succession plan in the BCP. 	<p>All Departments</p> <p>Emergency Planning</p> <p>All Departments</p> <p>Emergency Planning and OTS All Departments</p>	<p>Annual</p> <p>Ongoing</p> <p>TBD</p> <p>Ongoing</p>	<p>Cross departmental coordination taking place in planning for potential business interruptions in the future.</p> <p><i>The program is investigating digital solutions to improve the process.</i></p> <p><i>Departments identified critical employees, minimum staffing needs and certification required in Q-3</i></p>
Emergency Plan and Procedures <ol style="list-style-type: none"> 5. Revise the Emergency Response Plan to include feedback from the debriefing sessions. 6. Include Data and Analytics team in Strategy Section of the EMT. 7. Include Lessons Learned team in the Emergency 	<p>Emergency Planning</p> <p>Emergency Planning</p> <p>Emergency Planning</p>	<p>Q2 2022</p> <p>Q2 2022</p> <p>Q2 2022</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p>

Recommendation	Responsibility	Target Date	Status/Comments
<p>Response Plan for debriefing purposes.</p> <p>8. Develop a pandemic management appendix to the Emergency Response Plan.</p> <ul style="list-style-type: none"> ○ Include protocols for a phased reduction of services. <p>9. Revise virtual EOC procedures.</p> <p>10. Develop a recovery plan appendix to the Emergency Response Plan.</p> <ul style="list-style-type: none"> ○ Include protocols for a phased approach for reopening. <p>11. Provide support to departments on developing specific incident response protocols.</p> <p>12. Develop an emergency preparedness and resiliency strategy.</p> <p>13. Establish procedure for EMT to sign-off review of the Emergency Response Plan annually.</p> <p>14. Conduct regular reviews and audits of the City's emergency management and business continuity plans and ongoing lessons</p>	<p>Emergency Planning</p> <p>Emergency Planning</p> <p>Emergency Planning</p> <p>Emergency Planning</p> <p>Emergency Planning</p> <p>Emergency Planning</p> <p>Emergency Planning, Emergency Management</p>	<p>Q4 2022</p> <p>Q4 2022</p> <p>Q4 2022</p> <p>Ongoing</p> <p>TBD</p> <p>TBD</p> <p>Ongoing on a quarterly basis</p>	<p>In progress</p> <p><i>First draft completed; additional recommendations made from Exercise Concrete Bungle.</i></p> <p><i>Pending completion and recommendations of Internal Audit, consultants retained</i></p> <p>The Program reports quarterly to the Emergency Management Program Committee. Internal</p>

Recommendation	Responsibility	Target Date	Status/Comments
22. Coordinate with HR to include staff skills inventory in Halogen.	Emergency Planning Human Resources	TBD	<i>Coordinating with OCIO to determine the best platform to use.</i>
23. Consult with Logistics Section Chief, Finance Officers, Administration Section Chiefs on recommendation to establish an “emergencies fund” for disaster events.	Emergency Planning, EMT	Q1/Q2 2022	
24. Coordinate with all EMT Sections to create a central inventory of all resources (equipment, vehicles, supplies etc.) in the City.	Emergency Planning, EMT	Q2 2022	
25. Coordinate with Section Chiefs to identify resources to stockpile.	Emergency Planning, EMT	Q2 2022	
Policy			
26. In consultation with Legal Services develop a standing emergency measures by-law with delegated authority.	Emergency Planning Legal Services	TBD	

The following five recommendations/action items have been completed:

- Create a central electronic storage file for all department BCP’s - completed Q3 2020.
- Revise the situation report form and procedure – completed - Q3 2020.
- Create a decision record template – completed Q3-2020.
- Provide logic, criteria and risk models behind decision-making in response to COVID-19 – Q3 2020.
- Develop a weekly template for updates (Council memos, information requests, etc.) – Q3-2021.

There are 11 recommendations scheduled to be completed in 2022 which are dependent on the status of the pandemic. There are three recommendations that are annual activities, five that are ongoing operations and seven where the implementation time frame is to be determined.

CONCLUSION

Throughout the course of the year, the EMT managed the changing environment of the pandemic. The year began with emergence of the Alpha, Beta and Gamma variants causing a spike in cases January through April, then a trough. Summer and autumn saw the Delta variant causing cases to surge and the year ended with the most transmissible variant Omicron causing new case counts to rise 622%. The EMT maintained a cautious and evidence based approach to resuming operations in each trough, complying with orders in each wave, supporting vaccine clinic operations and implementing policies to support City building and the safety of the community.