

**READY, RESILIENT, RESOURCEFUL – ROADMAP TO SUCCESS**

**Ready, Resilient, Resourceful Committee**

**June 23, 2020**

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## READY, RESILIENT, RESOURCEFUL – ROADMAP TO SUCCESS

### BACKGROUND

On March 11, 2020, the World Health Organization (WHO) assessed 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.

The City of Vaughan had been monitoring the situation since late January with enhanced monitoring by the EOC as of February 1, 2020. On March 13, 2020 the EOC was partially activated. On March 14, 2020 the City closed its community centres and libraries. The City of Vaughan was the first city in Ontario and the first municipality in York Region to declare a state of emergency on March 17, 2020. On March 18, 2020 all city facilities were closed to the public and facilities in the City parks were also closed on March 25, 2020. By March 30, 2020 we were able to hold the first electronic virtual Committee of the Whole and Council meetings.

Throughout the pandemic, the City has ensured that quality services are delivered for families, businesses and all citizens. As COVID-19 persists, City building continues.

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

### OUR ROADMAP

Our response to COVID-19 has been embodied within our roadmap for success – **Ready. Resilient. Resourceful.**

The City has effectively responded to this crisis and the majority of our objectives are intact and on target. Where change is required, we have taken a disciplined and evidence-based approach to modify where required, 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 of Vaughan continues to manage its response and mitigations against COVID-19. In doing so, it continues to ensure the safety of our staff, protect public interest, manage tax-payers' dollars, safeguard investments and provide quality public services and programs to residents and businesses every day.

City building continues as a vast number of services have continued uninterrupted or with modifications as required. The City was alert and ready to act in response to the

## Attachment 1

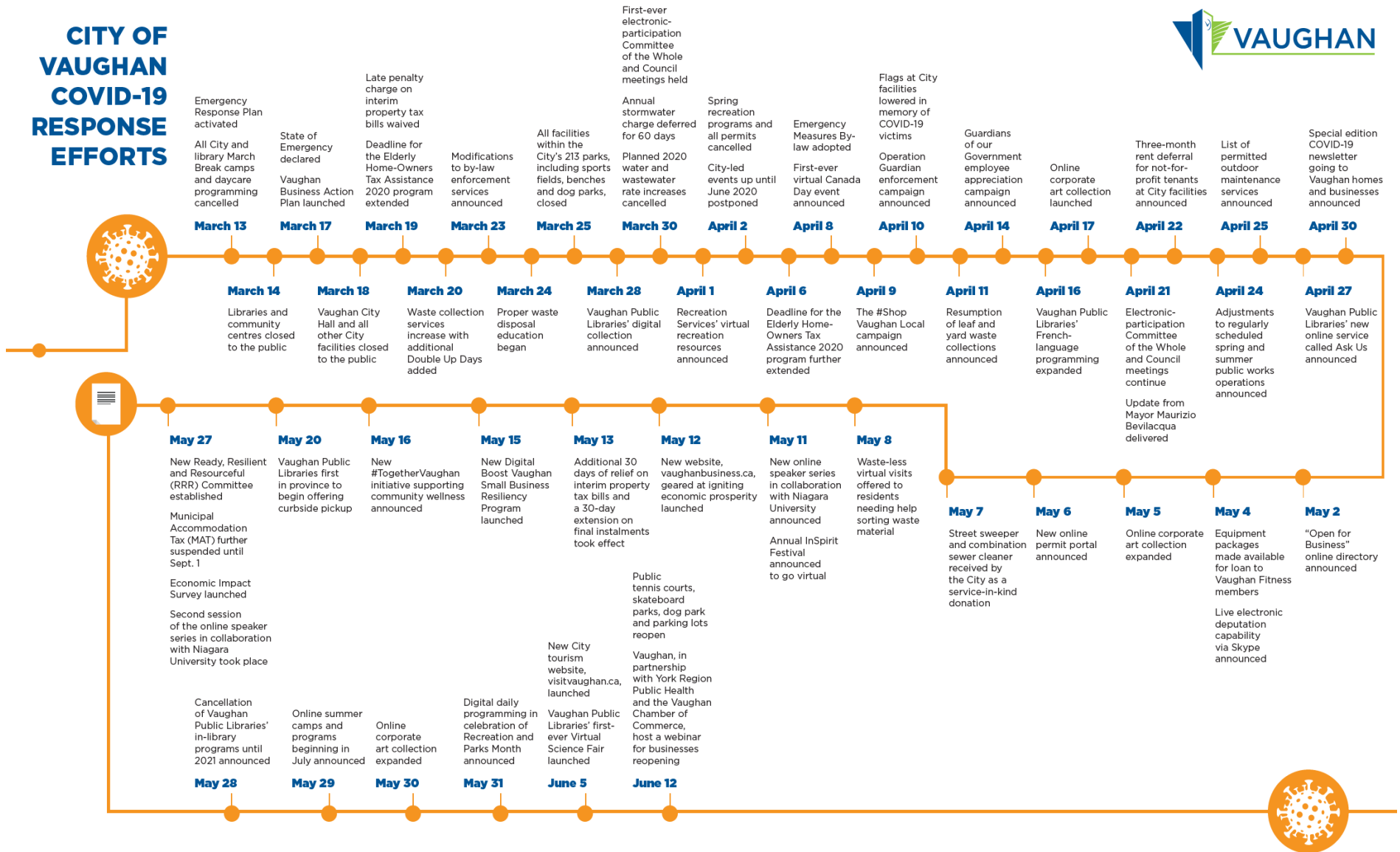
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pandemic crisis given ongoing proactive monitoring in January 2020 and enhanced operations of our Emergency Operations Centre as of February 1, 2020.

- **On March 13, 2020** the Emergency Response Plan was activated and the City cancelled all City and library March Break camps and daycare programming and closed facilities to the public.
- **On March 14, 2020**, Recreation Services closed community centres and the City Playhouse Theatre to the public to protect the health and safety of citizens and staff during these unprecedented times.
- **On March 17, 2020**, the Mayor declared a state of emergency signaling the City would take every precaution and every possible step to help break the transmission of COVID-19.
- **On March 18, 2020**, City Hall, Joint Operations Centre and all facilities were closed to the public.
- **On March 25, 2020**, all facilities within the City's 213 parks, including sports fields, tennis courts, benches and dog parks were closed to the public. Decisions regarding opening these places will be based on provincial orders and the advice of Public Health; a steady decline or flattening of case numbers; a risk-based approach to assessment; and appropriate levels of controls for the situation.
- **On March 30, 2020**, the City held its first electronic-participation Committee of the Whole and Council meetings. Electronic meetings continued for the Council meeting cycles in April, May and June. In addition, electronic Public Hearings are scheduled for June.
- **On April 8, 2020**, Council adopted an Emergency Measures By-law granting new authorities to the Mayor and staff to issue clear, responsive and decisive orders during the state of emergency.

The following timeline identifies key activities and decision points that have occurred during the City's response to COVID-19.

# CITY OF VAUGHAN COVID-19 RESPONSE EFFORTS



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In responding to COVID-19 and in establishing key initiatives and measures to mitigate against its impact, the City established a Ready, Resilient, Resourceful (RRR) Roadmap for Success. The RRR Roadmap is based on key principles to manage the response and seeks to balance employee and public safety, fiscal responsibility, and citizen needs.

### PRINCIPLES

As the City continues to manage its response to the COVID-19 emergency and next steps to restart/reopen our operations, we will apply the following guiding principles:

#### Responsible:

- We are responsible to our citizens, our business community, and our staff
- We'll take a responsible, measured and methodical approach
- We are fiscally responsible and financially prudent
- We'll make decisions based on data-driven and evidence-based assessments

#### Evolving:

- We are a resilient, flexible, nimble City/organization that is adaptable to change
- We are always evolving, improving and innovating the way we do business
- We are responsive to the needs of our staff, citizens, businesses, community

#### Innovative:

- We continuously advance and enhance our business practices
- We are always forward-looking and anticipating what we need to do for success
- We're already doing service delivery differently – and we've been very successful

***Balance employee and public safety, fiscal responsibilities, citizens needs***

As we move toward the resumption of operations in our closed facilities/centres:

- **Roadmap:** A Roadmap and reintegration plan that provides a framework for restarting our facilities and office locations with a consistent response and strategy, while planning and preparing for a second wave.
- **Safety:** Protecting employees and citizens; ensure everyone stays safe, healthy and confident about returning to work and to our facilities/centres.

- **Empowerment:** To empower each department to work within the Roadmap and Principles to develop service-specific plans of action to meet the objectives of re-start up and full operations.

### OUTCOMES / RESULTS

As we respond to and mitigate for the COVID-19 crisis we will come out of this as a stronger, more agile City. We are creating a “new normal” and we do not expect things to be the same. However, the City will be in control as much as possible on where it makes its changes and how it implements for success.

Our results will be a sustained recovery which facilitates a new normal. It will provide a framework for restarting our facilities and office locations with a consistent response and strategy. We will protect employees and make sure everyone stays safe, healthy and confident about returning to work. We will empower each department to work within the roadmap and principles to develop service specific plans of action to meet the objectives of start-up and recovery.

The end result will be a stronger, more innovative and agile City that is even better prepared for future pandemic, natural and human-caused emergencies (in addition to a COVID-19 second wave). We will leverage new ways of doing business while still delivering quality public services.

- Continue **City Building**
- Continue to advance and enhance our services
- Continue to safeguard public interest
- Continue to be responsible financial stewards of taxpayer dollars
- Continue to provide quality public services and programs
- Support a thriving economy
- Staff Engagement, Citizen Satisfaction, Business Satisfaction

*Ready, Resilient, Resourceful*

### READY

The following provides some examples of how we have demonstrated readiness:

- Monitoring of the COVID-19 situation began 45 days before WHO declared a global pandemic.
- Increased cleaning and disinfecting of public buildings, facilities and community centres.
- Staff provided with information on what to do if they felt unwell.
- Alternative Work Arrangement policy already in place.
- Plans in place for Business Continuity for every department.
- Vaughan Healthcare Centre Precinct MOU signed October 2019.
- Already started planning for a new Economic Prosperity Task Force.
- First Ontario City to declare a State of Emergency.
- February 1, Emergency Operations Centre enhanced monitoring.
- March 13, Emergency Response Plan activated and March Break Camps and programming cancelled, community centres and libraries closed.
- March 18, all facilities closed to the public.

### RESILIENT

The following provides some examples of how we have demonstrated resilience:

- Core services including clean, safe drinking water and wastewater and stormwater services continue without interruption.
- Street sweepers deployed 2 months earlier.
- Increased waste collection services with additional double-up days.
- Increased presence of By-Law Compliance Officers in parks and throughout the City.
- More than 6,185 COVID related investigations carried out by By-law staff.
- March 8, Emergency Measures By-Law adopted by Council.
- March 25, all facilities within City's parks closed.
- Electronic Council and Committee meetings.
- Continue to advance the City's Official Plan Review.
- Operation Guardian launched April 20.
- Over 800 staff continue to meet business objectives while working from home remotely.
- Capitalizing on closures to conduct maintenance projects.
- Key VMC infrastructure projects continue; attracting investment and development interest.
- First Virtual Canada Day Celebration planned for July 1<sup>st</sup>
- COVID-19 Economic Recovery Plan.
- City building continues with priority capital projects and Mackenzie Vaughan Hospital.



## Attachment 1

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- City building continues with 1040 permits issued representing over \$327 million in construction value (Jan – May 31, 2020).
- City building continues with 19,720 inspections (Jan – May 31, 2020).
- During the community centre closures, conducting deep cleaning and disinfecting of all areas within our community centres and advancing work scheduled for later in the year, such as pool shutdowns, fitness centres and preventative maintenance, in an effort to minimize future service disruptions.

## RESOURCEFUL

The following provides some examples of how we have demonstrated resourcefulness:

- Parks and open space trail planning and design leveraging collaborative software technologies.
- Cancelled 2020 water and wastewater rate increases.
- Deferred annual stormwater charge.
- Late penalty waived on interim property tax bills.
- Deadline for Elderly Home Owners Tax Assistance program extended.
- Rent deferral for not-for-profit tenants at City facilities.
- Leveraged and enhanced remote access capabilities.
- Electronic Committee and Council meetings with electronic public participation.
- Online recreation services, resources to support citizen physical and mental health.
- A 135% increase in online library card registrations.
- Vaughan Business Action Plan developed.
- Launched #ShopVaughanLocal campaign.
- Online learning programs and services for staff.
- Created the Community Wellness Task Force.
- Innovations and process improvements including on-line permits portal, electronic development applications and virtual planning workshops.
- Automated procurement services and e-signatures.
- A new Recreation webpage featuring virtual resources was developed to assist Vaughan residents and staff to manage their physical and mental health while social and physical distancing. These include home workouts with Vaughan fitness instructors, first aid basics from lifeguards, singing songs with Vaughan playschool instructors, and acting, dancing and singing skills practice with our theatre crew.
- Created the Ready, Resilient, Resourceful Committee of Council.

## Attachment 1

Within our Principles, Objectives and Results, we will focus on key areas to ensure success. These areas of focus include: Our People -- Our Places -- Our Services -- Our Finances -- Our Economy -- Our Communications



## Attachment 1

The following summarizes the Roadmap for Success by phases of the response to the pandemic. The timing of each re-opening / restart phase will be determined based on a decision model which is guided by i) provincial orders and the advice of public health, ii) a steady decline or flattening of case numbers, iii) a multi-perspective risk-based approach to assessment regarding impacts to our staff, citizens, businesses and community, and iv) an assessment of our ability and measures to mitigate and control the risk.

