

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 29, 2020

Item 3, Report No. 27, of the Ready, Resilient and Resourceful Committee, which was adopted, as amended, by the Council of the City of Vaughan on June 29, 2020, as follows:

By approving the following:

- 1) ***That an additional column be added to the chart in the library portion of the report indicating which of the practices are now embedded, the cost savings in doing so, and if the practice is not embedded, the reason it is not.***

3. UPDATE ON CITY'S RESPONSE TO COVID-19

The Ready, Resilient and Resourceful Committee recommends:

- 1) That the recommendation contained in the following report of the Acting City Manager, dated June 23, 2020, be approved;
and
- 2) That the presentation by the Acting City Manager and Communication C4, presentation material entitled, "*Update on City's Response to COVID-19*", be received.

Recommendations

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

Ready, Resilient and Resourceful Committee Report

DATE: Tuesday, June 23, 2020

WARD(S): ALL

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

FROM:

Mary Reali, Acting City Manager

ACTION: FOR INFORMATION

Purpose

To provide the Ready, Resilient, Resourceful (RRR) Committee with information regarding the City's response to COVID-19. Information provided includes the Ready, Resilient, Resourceful Roadmap for Success; an update from each portfolio on key actions in response to COVID-19; an assessment of the impact COVID-19 has had on the City's strategic directions; information regarding the impact COVID-19 has had on human resources and staffing; an overview of plans underway for business re-integration; preliminary overview of the City's experiences and lessons learned to-date; and, information regarding various innovations and process improvements in response to COVID-19 to mitigate against service disruptions and to ensure city building continues.

Report Highlights

- The Ready, Resilient, Resourceful Roadmap provides the key objectives and framework for the City's response, mitigation, and recovery related to the COVID-19 emergency.
- All Portfolios and departments have been working diligently to effectively respond to the COVID-19 emergency and have ensured the protection of staff, the public and the delivery of quality public services while city building continues.
- All key activities within the 2018-2022 Term of Council Service Excellence Strategic Plan have been assessed. All key activities are still targeted for completion within the term of Council, with modifications where required in response to COVID-19.
- The Office of the Chief Human Resources Officer has worked across the organization and within collective agreements and in partnership with CUPE and the VPPFA to respond to the impact of COVID-19 to workforce requirements, recruitment, safety, wellness and mental health.
- A comprehensive plan is in development for future business re-integration and will include protocols for staff management, case management, safety and physical distancing, cleaning and disinfecting, education and communications.
- A team to focus on lessons learned throughout the emergency and to assist in the preparation of a future after-action report has conducted two phases of interviews with key leaders, staff and all Councillors to provide input to support continuous learning and improvement for future emergencies.
- Over 100 innovations and process improvements have been implemented across the organization to mitigate against service disruptions and to ensure city building continues. These innovations include the utilization and optimizations of technologies, automation, process improvements, partnerships, and financial efficiencies.

Recommendations

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

Background

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

Throughout the pandemic, the City has ensured that quality services are delivered for families, businesses and all citizens. By March 30, 2020 we were able to hold the first electronic virtual Committee of the Whole and Council meeting. Throughout, the pandemic City building continues.

On May 27, 2020 Council unanimously endorsed the Mayor's Member's Resolution to establish the new Ready, Resilient and Resourceful (RRR) Committee of Council as part of the City's ongoing COVID-19 response effort.

The RRR Committee provides the governance structure to ensure that all members of Council are informed and kept up to date with the decisions made throughout the emergency response to the pandemic. The RRR Committee will report on issues related to the City's ongoing response efforts to the global COVID-19 pandemic. The first meeting of the committee is being held June 23, 2020.

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

This report provides the RRR Committee with information regarding:

- The Ready, Resilient, Resourceful Roadmap.
- An update of actions taken by all Portfolios and departments in response to COVID-19.
- An update on the COVID-19 impact on the 2018-2022 Term of Council Service Excellence Strategic Plan.
- An update on the impact of COVID-19 on human resources and staffing and actions that have been taken.
- An update on the comprehensive plan being developed for future business re-integration which will provide protocols for staff management, case management, safety and physical distancing, cleaning and disinfecting, education and communications.
- A high-level summary of the preliminary results of the lessons learned initiative.
- A summary of over 100 innovations and process improvements which have been implemented across the organization to mitigate against service disruptions and to ensure city building continues. These innovations include the utilization and optimizations of technologies, automation, process improvements, and financial efficiencies.

Previous Reports/Authority

N/A

Analysis

The following provides a corporate-wide overview of our response and mitigation initiatives related to COVID-19 and the pandemic crisis. It also provides information regarding the impact of COVID-19 on the organization's staffing, operations and the City's key strategic initiatives.

The City has effectively responded to this crisis and the vast 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 pandemic crisis has necessitated creative responses and has presented opportunities to innovate and improve /change processes and the way we deliver services. The city has embraced these opportunities and over 100 improvements and changes have already been implemented with many more under development.

We recognize that we must evolve and leverage our base strengths with new ways of doing our work.

READY, RESILIENT, RESOURCEFUL – ROADMAP FOR SUCCESS

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.

The City was alert and ready to act in response to the 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 re-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.

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.

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. **As COVID-19 persists, City Building Continues.**

Please refer to attachment #1 for a detailed report regarding the Ready, Resilient, Resourceful Roadmap for Success.

SERVICE AND OPERATIONAL IMPACT – PORTFOLIO UPDATES

Throughout the response to COVID-19, all portfolios and departments have worked diligently to assess and implement precautionary measures and put contingency plans into effect. Council has been provided with regular weekly update memos from each department outlining key activities and results. In addition, the portfolio Deputy City Managers provided Council with verbal updates at the Committee of the Whole meetings of March 17, 2020 and April 21, 2020.

In addition, please refer to attachment #2 which provides a high-level summary of actions to-date.

COVID-19 IMPACT ON THE 2018-2022 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN

On March 19, 2019, Council unanimously approved the 2018-2022 Term of Council Service Excellence Strategic Plan that serves as a guide that identifies Council's priorities for the Term of Council. The Strategic Plan was developed to align the City's priorities, people, processes and technology so that the City can deliver on our commitments for this Term of Council.

The Strategic Plan lays out six strategic priority areas reflective of Council objectives and three strategic priority areas of Service Excellence objectives. The 2018- 2022 Strategic Plan bridges Vaughan Vision 2020 to the forthcoming Vaughan 2051 plan which is a key activity under the current Strategic Plan.

Impacts of COVID-19 on Strategic Priorities

As part of our response and mitigation to the COVID-19 crisis, the City has reviewed and assessed impacts to the key strategic activities. Given our proactive governance and oversight of the strategic activities, the majority of initiatives remain intact or, where required, can be modified to adjust to changes in response to COVID-19.

There are 105 key strategic activities, all of which were reviewed to assess the impact of COVID-19:

- 10% of key activities have been completed.
- 81% of key activities are on track to be completed within this term of Council:
 - 65 initiatives remain unchanged and will continue as planned for delivery in this term of Council.
 - 20 initiatives require some level of change (such as virtual delivery or automations to be optimized) given COVID-19 but remain on target for delivery within this term of Council.
- In addition, 9 new initiatives have been included. Five of these new key activities are in direct response to COVID-19. The majority of these are within the Economic Prosperity and the Service Excellence Strategic Priority areas. The other four key activities are in relation to phase 2 of existing key activities.

Please refer to attachment #3 for a full report and assessment of each strategic priority area and related activities.

COVID-19 IMPACT ON HUMAN RESOURCES

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

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

Staff were sent home and those that could effectively work from home, have continued to do so with the help of technology and business process modifications. For staff that were unable to work from home as they performed critical services within the field, we ensured they were protected and minimized their exposure to the threat of COVID-19.

For some staff, where a work from home option was not possible and where they were not providing critical services, we were able to redeploy a number of staff to provide parks education services until June 4th; and for others we had to proceed with layoffs.

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

Please refer to attachment #4 which provides a detailed report on the key human resources and staffing related actions taken.

BUSINESS REINTEGRATION PLAN

The City's Business Reintegration Plan is currently being developed and will continue to evolve as more information becomes available from the Province and Public Health with regards to COVID-19. The framework for this draft plan entails a high-level consistent approach to how staff are reintegrated back into City facilities, including those staff who have never left.

A sub-committee of the City's COVID-19 Emergency Task Force is advancing with significant progress on the "return to work" or reintegration plan for the Corporation.

Please refer to attachment #5 for additional information regarding the approach to business re-integration.

Please note that a full report will be provided to the Ready, Resilient, Resourceful Committee at an upcoming committee meeting.

LESSONS LEARNED – OUR EXPERIENCE TO DATE

In conjunction with the Emergency Operations Centre and the Emergency Management Team, the Office of Transformation and Strategy established a Lessons Learned /After-Action Report (**LLAAR**) Team to assist in the collection and analysis of information required for reporting purposes. It also serves as valuable input into the development of an Emergency Preparedness and Resiliency Strategy for the City post-COVID-19. The LLAAR Team has also been facilitating meetings and discussions across the organization regarding impacts to business operations, how COVID-19 has presented opportunities for changes in the way we do business and in documenting over 100 (and counting) innovations and process improvements since the onset of the pandemic.

Lessons Learned interviews were conducted with leaders (Deputy City Managers, Directors, Managers, Supervisors) and various staff across all portfolios and departments to better understand the impact COVID-19 has had on the City's staff and the services we deliver to our community. In addition, one-on-one interviews were conducted with the Mayor and all members of Council to obtain their input. Lastly, an all-staff survey was sent to all staff across the organization so they could provide their input.

Although a detailed Lessons Learned and After-Action Report will be provided to the Ready, Resilient, Resourceful Committee and Council at a future date by the VFRS Chief and the EMT, attachment #6 provides an overview of the lessons learned approach, questions, and summary of the key themes that have been identified so far.

INNOVATION AND PROCESS IMPROVEMENTS

Challenges presented by COVID-19 have impacted the City of Vaughan, as they have all organizations and industries worldwide, prompting a renewed urgency to examine the way we do business. In the spirit of resilience and resourcefulness, the City of Vaughan has proven to be able to quickly pivot, adapt and be nimble in its response to COVID-19 and its impact on our services and operations. Staff in every department across the organization have risen to the challenge to continue city building and the provision of quality public services to our citizens and our community.

Staff from across every portfolio and department have worked diligently and innovatively to develop **125** innovations and process improvements to date since the onset of COVID-19. These innovations and process improvements include virtual meetings, curbside services, on-line payment processing and electronic submissions. They have proven benefits in efficiencies, effectiveness and capacity building for the future.

An important takeaway from these learnings and adaptations, is identifying the sustainability of the change and embedding these new practices as a new baseline of operations in how we deliver service going forward. We do know that many of these changes - innovations, improvements, enhancements - will carry over to provide better value, higher levels of citizen service, lower costs or a combination of these.

Please refer to attachment #7 for a full report on all 125 innovations and process improvements.

Financial Impact

This report does not have any financial impacts. A separate report is being provided to the Ready, Resilient, Resourceful Committee by the Deputy City Manager, Corporate Services and Chief Financial Officer and City Treasurer with full information regarding the financial impact of COVID-19.

Broader Regional Impacts/Considerations

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

Conclusion

This report has provided the Ready, Resilient, Resourceful (RRR) Committee with information regarding the City's response to COVID-19. Information provided includes the Ready, Resilient, Resourceful Roadmap for Success; an update from each portfolio on key actions in response to COVID-19; an assessment of the impact COVID-19 has had on the City's strategic directions; information regarding the impact COVID-19 has had on human resources and staffing; an overview of plans underway for business re-integration; a preliminary overview of the City's experiences and lessons learned to-date; and, information regarding various innovations and process improvements in response to COVID-19 to mitigate against service disruptions and to ensure city building continues.

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

For more information, please contact:

- Mary Reali, Acting City Manager and Deputy City Manager, Community Services and Acting Deputy City Manager, Planning and Growth Management
- Wendy Law, Deputy City Manager, Administrative Services and City Solicitor
- Michael Coroneos, Deputy City Manager, Corporate Services and Chief Financial Officer and City Treasurer
- Zoran Postic, Deputy City Manager, Public Works
- Nick Spensieri, Deputy City Manager, Infrastructure Development
- Kathy Kestides, Director Office of Transformation and Strategy
- Margie Singleton, Chief Executive Officer, Vaughan Public Libraries

Attachments

1. Ready, Resilient, Resourceful Roadmap for Success
2. Portfolio Updates in Response to COVID-19
3. Impact of COVID-19 to 2018-2022 Term of Council Service Excellence Strategic Plan
4. Innovations and Process Improvements in Response to COVID-19
5. Human Resources and Staffing in Response to COVID-19
6. Business Integration Plan in Response to COVID-19
7. Lessons Learned

Prepared by

Kathy Kestides, Director: Office of Transformation and Strategy ext. 8412

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

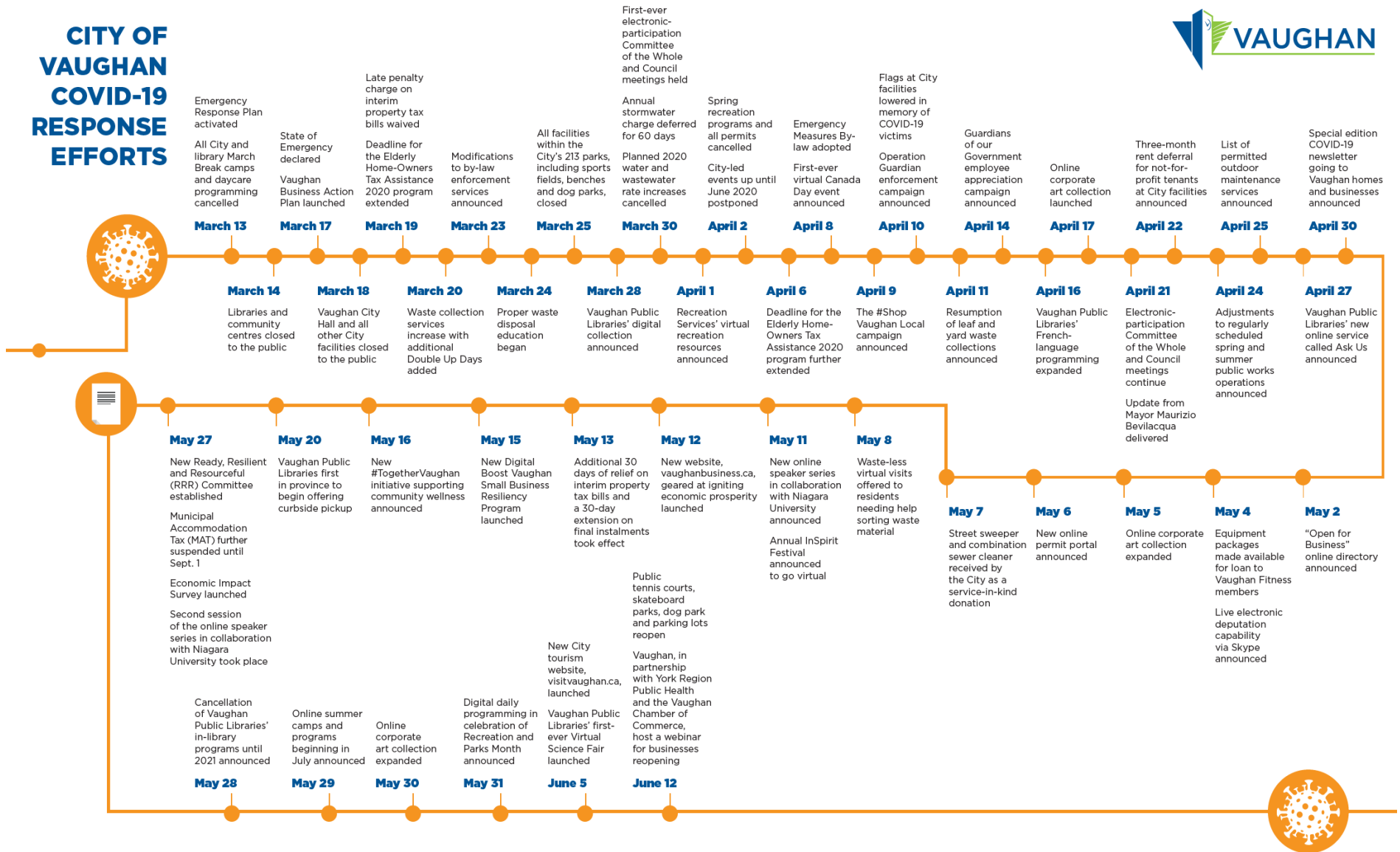
Attachment 1

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



Attachment 1

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 1st
- COVID-19 Economic Recovery Plan.
- City building continues with priority capital projects and Mackenzie Vaughan Hospital.

Attachment 1

- 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.



PORTFOLIO UPDATES IN RESPONSE TO COVID-19

Ready, Resilient, Resourceful Committee

June 23, 2020

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Portfolio Updates in Response to COVID-19

ADMINISTRATIVE SERVICES & CITY SOLICITOR PORTFOLIO

OFFICE OF THE CITY CLERK

Impact on Business Objectives, People and Services

The business objectives for the Office of the City Clerk have remained largely unchanged. Council provided direction to proceed with a Ward Boundary Review and an RFP for consulting services has been released. An RFP related to an Electronic Content Management System was issued for consulting services for an updated strategy.

All counter services have been suspended. Where possible, an electronic delivery model has been employed. Core functions of the department have been maintained, and some supplementary services have resumed on a limited basis.

The majority of the staff are working from home, as much as possible. Staff need to attend City Hall to facilitate meetings of Council, Committee and Committee of Adjustment. Some services, such as Corporate Print and Mail Services and Archives and Records Management Services, can only continue with staff on-site, although in reduced numbers to respect social distancing and reduced workload demands.

Electronic-Participation Meetings

The Procedure By-law establishes the principles and rules to be used for meetings of Council and its Committees. The Procedure By-law enhances stakeholder participation, community involvement and opportunities for valuable input from the public, other stakeholders and relevant experts on matters that come before Council.

On March 17, 2020, Council approved amendments to Procedure By-law 7-2011, to facilitate electronic participation at Committee of the Whole and Council meetings on a trial basis. This was done as a proactive measure to allow electronic participation at Committee and Council meetings to the extent possible under the Municipal Act, at that time. Since then, Bill 187 had been enacted by the provincial government, which provided for greater extent of electronic participation than previously permitted.

On March 30, 2020, Council approved further amendments to the Procedure By-law to allow for electronic participation in Committee of the Whole and Council meetings for Council Members. On April 8, 2020, Council approved further amendments to the Procedure By-law to allow for electronic participation by Members of statutory, ad hoc and subcommittees.

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Since these amendments were made, all Committee of the Whole and Council meetings have taken place through electronic participation. A number of task forces and statutory Committees, such as Committee of Adjustment, Heritage Vaughan and the Accessibility Advisory Committee, have also held electronic meetings. A complete list of meetings is below:

<u>MEETING</u>	<u>MEETING DATE</u>
Special Council	March 17, March 30 (x2), April 8, June 9, June 11
Special Committee of the Whole	March 17, March 30 (x2), April 8
Special Committee of the Whole (Closed Session) Council	June 9, June 11 April 21, May 27
Committee of the Whole (1)	June 9
Committee of the Whole (2)	April 21, May 20, June 16
Committee of the Whole (Closed Session)	April 21, May 20, June 16
Committee of the Whole (Working Session)	May 12
VMC Sub-Committee	May 27
Heritage Vaughan	May 25, June 10
Accessibility Advisory Committee	May 28
Committee of Adjustment	May 28, June 11
Effective Governance and Oversight Task Force	May 19
Transportation and Infrastructure Task Force	June 3
Total Number of Electronic Participation	30
Meetings	

Electronic Deputations

The Office of the City Clerk, in consultation with the Office of the Chief Information Officer, have made available to the public the ability to make electronic deputations at Committee and Statutory Committee meetings. Deputations can be made in writing, through the Skype for Business app, or by telephone.

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Electronic deputations have been successfully accommodated at Committee of the Whole, Heritage Vaughan and Committee of Adjustment meetings. Deputants have connected through the Skype app or by phone, and have been able to engage in two-way communication with Members of Council.

Curbside Marriage License Service

With the lessening of Provincial restrictions, there has been an increased demand for the issuance of marriage licenses. Marriage licenses are issued by municipalities and are required for a legal marriage ceremony. While the Province has not made any changes to the regulations related to marriage licenses that would make it easier to issue them via electronic means, staff have developed a process that minimizes in-person interaction between the applicant and City staff. The marriage license is ultimately issued to the applicant outside of City Hall, while the applicant remains in their vehicle, to ensure separation between the parties.

Burial Permits

As with marriage licenses, staff have developed a process that minimizes in-person interaction between funeral home staff and City staff. The model developed by Vaughan proved to mostly mirror the regulations issued by the Province when they updated their regulations to allow for more electronic sharing of documents for burial permits. Volume of this work has tripled compared to earlier in the year.

LEGAL SERVICES

From the outset of COVID-19 Legal Services was able to transition to a work from home deployment model to maintain operations, with minimal disruption to service levels. Legal has been actively monitoring all legislative changes and working with the respective functional departments to ensure that City policies and procedures are updated in a timely fashion, and that all contractual rights and obligations are properly monitored to determine potential financial and operational impacts upon operations.

During the past 3 months, Legal Services has been actively working with By-law Enforcement, Vaughan Fire and Rescue Services, Building Standards, Finance and the Office of the City Clerk to ensure that all the necessary Council reports and by-laws required to comply with and enforce all Provincial Orders and regulations issued pursuant to the Emergency Management and Civil Protection Act were finalized and submitted in a timely fashion.

In collaboration with the Office of the City Clerk, Planning & Growth Management, and Financial Planning & Development, Legal Services continues to support the development community and facilitate continued City-building in Vaughan. Legal Services has played

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a key role in the continued efforts to implement development approvals, assistance with the processing and consideration of development applications, and continues to assist in responding to inquiries from the development community with a view to supporting the Province's economic recovery.

In addition, Legal Services has leveraged the time tracking system that was implemented in 2019 to monitor team effectiveness while working from home to ensure service levels continue to be achieved. As well, in order to overcome data access limitation that arose from the implementation of a work from home deployment model, Legal Services has undertaken a data migration initiative to ensure that all team members have access to the electronic documentation necessary to support their ongoing and assigned tasks and responsibilities. The leveraging of both technology and electronic documentation has allowed for the successful transition to a remote workplace.

CITY MANAGER'S OFFICE PORTFOLIO

INTERNAL AUDIT

Internal Audit continues to support the Term of Council Priority of Good Governance, by executing the engagements on the Council approved 2020 Internal Audit Risk Based Work Plan, while providing risk-based advice on any emerging COVID-19 issues to Council and SLT.

Internal Audit has been successful at transitioning to working remotely to advance audit projects. However, there have been some challenges including accessing physical documents and being able to communicate with departments who are operationally stretched administering the City's pandemic response. We have been able to overcome these challenges by being adaptable, flexible and taking on additional value added activities, such as providing advice to the COVID-19 Sub-Committee Task Force regarding the City's Business Reintegration Plan and staying informed of COVID-19-related fraud schemes and communicating them to Council and the Senior Leadership Team.

Internal Audit was able to celebrate International Internal Audit Awareness Month which occurs every year in May. It provided a great opportunity to promote and raise awareness of the internal audit profession and the City's commitment to accountability and transparency. This commitment is demonstrated in my ways, including having an independent internal audit function, the Anonymous Reporting System, an Integrity Commissioner, the Lobbyist Registrar, the Vaughan Accord and much more. Internal Audit continues to support the City by evaluating and providing recommendations to improve the efficiency and effectiveness of risk management and control activities and continues to administrator of the Anonymous Reporting System.

CORPORATE AND STRATEGIC COMMUNICATIONS

Throughout the global COVID-19 pandemic, the City of Vaughan's Corporate and Strategic Communications (CSC) department has employed all of its channels to ensure stakeholders – both external and internal – are well informed about the City's response and what they need to know.

The following is a snapshot of the communications issued by CSC from March 13-May 24, 2020:

- 78 public service announcements (PSAs)
- 10 news releases

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- 17 Mayor's communications (includes statements, keynote address and messages)
- 27 staff communications (includes City Manager communications, general staff updates from CSC)
- 95 special City Update eNewsletters
- 143 communications to Council (includes 104 council communications packages, communication update emails and constituent responses)
- An average of 326 social media posts across the City's Facebook, Instagram and Twitter accounts have averaged approximately 670,000 impressions
- 43 Intergovernmental Relations (IGR) communications (includes memos and letters to provincial Ministry offices and daily IGR updates to Council)
- 3 voice-recorded household phone messages from the Mayor
- 1 special edition of City Hall Connects – a hard-copy newsletter sent to all homes and businesses in Vaughan

These efforts have resulted in approximately 84 COVID-19-related Vaughan-focused media products generated from news outlets (news articles, radio and television interviews). In preparation for these media opportunities, approximately 71 different media briefs were prepared.

The following is a snapshot of the webpage metrics from March 13-May 24:

- The dedicated COVID-19 webpage at vaughan.ca/COVID19 received 38,402 page visits
- The Newsroom page on vaughan.ca (vaughan.ca/news) has received 2,840 page visits

The following is a snapshot of the creative services CSC has produced to May 24:

- 125 special signage/displays
- 122 web graphic pieces
- 428 social media graphics
- 195 graphic pieces for City Update eNewsletters and media products
- 28 pieces for ads (example: social media ad campaigns)
- 34 photographs have been taken for graphic/creative pieces
- 95 multimedia videos
- 282 graphics for Council communications
- Total products created to May 24 is 1,309

What are our results – successes, challenges, innovations

The CSC team transitioned to working from home seamlessly, responding to issues and providing support around the clock from day one. The entire department has come

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together to ensure it continues to provide high-quality communications recognizing that although COVID-19 has been the focus and priority, city-building continues in Vaughan and all departments rely on CSC for communications direction.

Staff have faced some technology challenges with computer equipment and network access and have worked with the Office of the Chief Information Officer to rectify these matters.

Throughout the COVID-19 response, CSC has been committed to providing a range of communications to ensure messages are delivered in a timely manner. Through effective media relations, leveraging all channels available and always looking for new opportunities, this goal continues to be achieved.

OFFICE OF TRANSFORMATION and STRATEGY

In immediate response to the COVID-19 crisis, the Office of Transformation and Strategy (OTS) adjusted all corporate deadlines regarding a number of key initiatives in recognition of the Senior Leadership Team's needed focus on critical services in response to COVID-19.

This included strategic plan progress reporting, 2021 business plan development, 2021 business case submissions, corporate performance measures reporting, and service excellence project prioritization sessions. Where these initiatives and reports originally were to be submitted in March and April, deadlines were delayed to mid to late May. This provided internal capacity for management time to focus on the COVID response. OTS staff then worked closely with all departments across the organization to assess the impact of COVID on department business objectives and key activities related to the 2018-2022 Term of Council Service Excellence Strategic Plan.

The Office of Transformation and Strategy was able to adjust its service delivery and mobilized supports in direct response to the crisis. In conjunction with Fire Chief Deryn Rizzi, Sharon Walker and the Emergency Management Team, the OTS established two teams: a COVID-19 Data and Analytics Team and a Lessons Learned/After-Action Report Team.

The COVID-19 Data and Analytics Team is focused on building a data model and dashboard housing all COVID-19-related data including case counts, inquiries and issues, VFRS response, economic development impacts, lessons learned, internal department impacts, corporate communication efforts, tracking of inquiries, quantitative and qualitative research and analysis.

The Lessons Learned/After-Action Report Team is tracking and documenting events, activities and decisions, which is important to the continuous improvement opportunities from any emergency events we manage. The team developed a framework for

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information collection and for the elements that will be required for the eventual post-event report that will need to be provided to the Province and our Council. The team has conducted two rounds of lessons learned interviews obtaining inputs from over 100 staff (senior leaders, managers and staff) One-on-one interviews were also conducted with the Mayor and Members of Council to obtain their input/feedback. In addition, an all-staff on-line survey was conducted from May 1st - May 15th which captured input from 705 respondents regarding their impressions on the City's response to COVID-19 from a staffing perspective.

People /HR Impact:

The entire Transformation and Strategy team has been effectively working from home since March 16th and has been able to conduct all its work through virtual meetings and facilitated group sessions via Skype or Office 365 Teams. Staff have felt safe and protected while also being highly productive.

Innovations:

The OTS is also responsible for providing City staff with training and guidance in project management, change management, innovation and business process improvement. The team was able to quickly pivot to provide these services virtually through e-based learning formats. In addition, the launch of the Enterprise Project and Change Management Office and all related tools, templates and reporting formats was launched virtually with all documents available to everyone in the organization on-line.

ECONOMIC AND CULTURAL DEVELOPMENT

Economic and Cultural Development (ECD) was ready for COVID-19 and have supported hundreds of businesses, artists, and cultural organizations, reaching thousands more via newsletters.

ECD's business plan, focused on creating a climate for job creation, advancing projects that create economic opportunity, and enriching our communities through arts and culture allowed the department to quickly respond to the crisis created by the COVID-19 pandemic.

In direct response to the COVID-19 crisis, ECD has:

- Maintained frontline services: more than one thousand local businesses through the end of May 2020 by resolving inquiries and delivering consultations
- Kept our business community informed: converted our webpage to a one-stop resource and information centre on emerging and available programs in response to COVID-19

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- Kept our business community informed: launched sector-specific e-newsletters that were release twice per week. Eighty-nine newsletters were released in the first two months of the pandemic with a thirty percent open rate to thousands of recipients

Economic and Cultural Development has been proactive in building resilience in the business and cultural communities.

To equip our business and arts communities to withstand the challenges presented by the COVID-19 pandemic, ECD has:

- Launched the Vaughan Business Action Plan to provide relief to the hospitality industry, make the delivery of goods easier, and maintain frontline business advisory services
- Created the Digital Boost program to help bricks and mortar small business adopt digital technology to continue business operations despite limitations to in-person commerce
- Established the visitvaughan.ca webpage to help visitors explore Vaughan now and visit later
- Digitized and expanded the Corporate Art collection with two new exhibitions since the beginning of April
- Conducted Corporate Calling programs to support the development of Personal Protective Equipment (PPE), contacting more than seventy companies to ensure that they were aware of Ontario Together and York Region's PPE supply initiative
- Partnered to deliver webinars with the Vaughan Chamber of Commerce, the Vaughan Public Libraries, NiagaraU, and ventureLAB delivering more than twenty sessions to thousands of viewers
- Been an active partner in the York Region Business Support partnership with the Region's nine municipalities and chambers of commerce to support supply-chains, the agri-food industry, tourism and hospitality, and our small business community.

ECD was quick to adopt digital methods for service delivery.

ECD quickly recognized the need to deliver services online. Staff immediately began delivering all business advisory services via Skype or telephone. In addition, we reallocated available resources to ensure that all frontline staff had access to corporate phones.

Similarly, we partnered with local groups like the Vaughan Chamber of Commerce and NiagaraU to deliver webinars in lieu of our traditional in-person seminar offerings.

Economic and Cultural Development's (ECD) operations seamlessly transitioned to adopt alternative work arrangements.

ECD's full staff compliment began working from home the week of March 16, 2020. Staff have been utilizing the full suite of MSOffice tools and remain productive, pushing forward strategic initiatives like the Vaughan Mackenzie Healthcare Precinct study and the City's new economic development brand, in addition to responding to the COVID-19 crisis.

For the Ready, Resilient, and Resourceful Committee of Council, ECD has detailed an amendment to its existing business plan to pivot tactics within existing goals to help the business community transition to a post-COVID world.

More information on the above initiatives can be found in ECD's report to the Ready, Resilient, and Resourceful Committee, June 23, 2020.

The report demonstrates that ECD has developed a forward-thinking approach that will enable the department to deliver programming, outreach and education, marketing, and research to:

- Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resiliency into their businesses and adapt to the new normal
- Enhance Vaughan's key strategic economic drivers like our downtown commercial zone, manufacturing and logistics, the Mackenzie Vaughan healthcare precinct, and the tourism industry to create opportunities in a post-COVID world
- Share Vaughan's reanimated public spaces within social distancing measures and invite the community to experience the cultural fabric of Vaughan as the COVID-19 pandemic subsides through public art and cultural development, and highlight Vaughan as a welcoming community

ECD's tactics will work across three phases during and after the:

- Ready: started on March 17, 2020
- Resilient: measures meant to help businesses ramp up operations
- Resourceful: long-term projects and tools to help our businesses and economy withstand future crises.

COMMUNITY SERVICES PORTFOLIO

ACCESS VAUGHAN

Access Vaughan (AV) the City of Vaughan's contact centre, plays a crucial role in the City's daily operations by providing accurate and timely information to citizens. The team of dedicated agents continues to respond Monday to Friday, 8:30 a.m. to 7:30 p.m., while our third-party service provider team responds overnight and on weekends to ensure citizens receive a live answer 24 hours a day, 7 days a week.

Due to the COVID-19 pandemic, Access Vaughan, with assistance from the Office of the Chief Information Officer, successfully deployed 94% of the entire team to work from home. One agent continues to work from City Hall in a safe and secure space to ensure additional continuity in the contact centre's service delivery. Moving forward, AV will continue to work with partners within the corporation to assure that agents have what is required in the alternative work environment to deliver excellent service to Vaughan citizens.

Since the beginning of the pandemic in the City of Vaughan, some 11 weeks ago, AV agents have received over 40,000 calls and responded to 3,000 emails. Overnight and on weekends, agents have received over 1,500 calls, ensuring that municipal emergencies are addressed immediately by on-call staff.

Together with the Office of Transformation and Strategy, as well as partners throughout the organization, AV is working towards launching the one-stop-shop counter service. This service will improve and enhance service delivery through one focused area. Furthermore, it will create efficiencies through process improvements and innovations. Lastly, it will ensure a safe and secure space for staff and for citizens visiting City Hall.

BY-LAW AND COMPLIANCE, LICENSING AND PERMIT SERVICES

Shortly after the state of emergency was declared on March 17, By-law and Compliance, Licensing and Permit Services (BCLPS) began monitoring COVID-19 related activity to identify patterns in non-compliance during the pandemic and to be better able to provide regulatory relief where necessary. In the first week of the emergency, BCLPS:

- Closed counter operations, discontinued certain services (such as issuance of special event permits) and began to offer remaining services by phone (such as screenings) or by e-mail (such as new licenses and renewals); and
- Modified its delivery of animal services, limiting public access to the animal shelter and discontinuing outreach programs. Reduced services also applied to services under contract to King and Richmond Hill.

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As the emergency concluded its first month, BCLPS:

- Had fleet vehicles from other departments redeployed to BCLPS, as Municipal Law Enforcement Officers (MLEOs) were deployed to enforce *Emergency Management and Civil Protection Act* (EMCPA) orders and Customer Service Representatives (CSRs) were deployed 7-days a week to provide support to the field;
- In conjunction with the City Solicitor, introduced COVID-19 Emergency Measures (CEM) By-law 037-2020 on April 8, giving the Mayor statutory powers (such as passing by-laws) and delegating certain authorities to the City Manager (such as cancelling, reducing or deferring fees and charges) and the Director (prohibiting or regulating access to City facilities); and
- Launched “Operation Guardian” on April 17 to provide a systematically proactive enforcement approach and initiated the Parks Education Teams through a redeployment from Recreation Services to provide park-usage data (nearly 51,000 people, across 20 parks, over four weeks) and educate the public (over 1,300 contacts) on City COVID-19 related policies and measures.

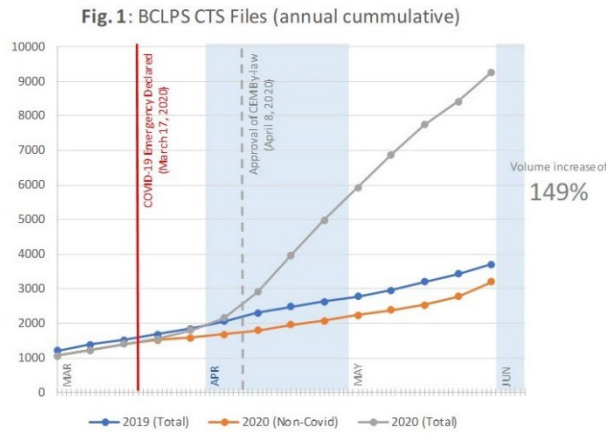
Throughout the emergency, BCLPS has supported residents and businesses by:

- Deferring payment of licensing fee renewals (up to 180 days) and disputed administrative penalties (90 days);
- Launching “Open for Business”, in conjunction with Economic and Cultural Development, and Corporate and Strategic Communications (and with over 200 business submissions to date); and
- In conjunction with Development Planning, Building Standards and Vaughan Fire and Rescue Service, recommending regulatory relief for eating establishment owners to create or expand existing patios. This initiative is subject to approval of by-laws by Council and permission by the Province for eating establishments to provide eat-in services.

The emergency has had a significant impact on departmental operations. Enforcement efforts have focused on COVID-19 related issues (i.e., the enforcement of the EMCPA and the CEM By-law), in particular park and shopping plaza patrols (litter and waste) and responding to complaints from the public, resulting in higher case file numbers (an increase of 149% over last year), but lower enforcement activity in other areas, especially parking (*see Figures 1 and 2*).

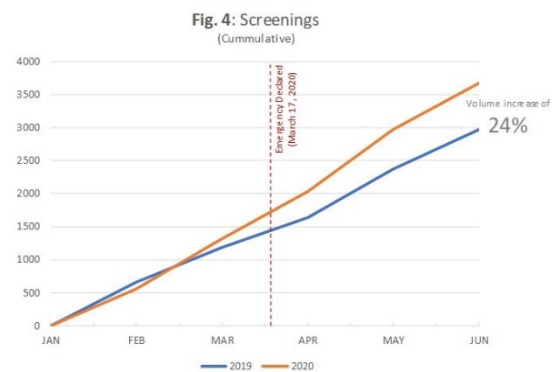
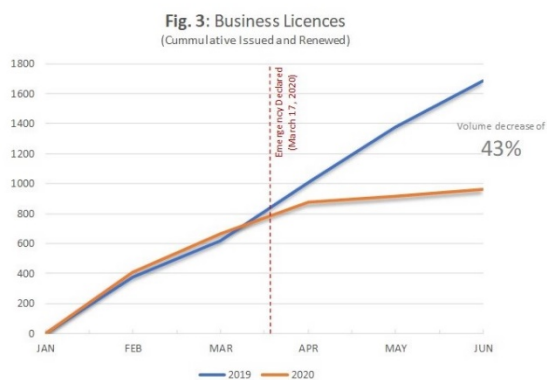
Despite the much higher number of case files, overall enforcement effort has not increased significantly, as most COVID-19 related case files relate to proactive patrols.

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The impact on business has been overwhelming with many businesses not being able to operate or being highly restricted in their operations. The result has been a collapse in the issuance of new licenses and license renewals since the emergency declaration (see Figure 3).

Despite a very significant drop in the number of penalty notices issued, the number of screenings has experienced an increase of 24%, likely due in part to a number of factors, including the ability to dispute penalties over the phone and media attention on the suspension of enforcement in other jurisdictions (see Figure 4).



BCLPS continues to respond in a timely way to legislative developments, evolving social trends and community needs while balancing these efforts with fiscal responsibility and the overall public interest.

RECREATION SERVICES

Effective March 14 at 5 p.m., Recreation Services (RS) closed community centres and the City Playhouse Theatre to the public to protect the health and safety of our citizens and staff during these unprecedented times. To date, Recreation Services has cancelled the following:

- March Break Camps and Spring Recreational programming
- On-site Concerts in the Park series and other on-site City-led events until further notice
- Vaughan fitness facilities until further notice
- Outdoor and indoor permits until further notice
- Audience-attended shows at the City Playhouse Theatre until the end of August
- Thornhill Outdoor swimming pool, Group Swim lessons at community centres, recreational swimming programs including aqua fitness and lane swims until the end of August
- All recreational drop-in programs including youth, adult and older adult activities until the end of August

Recreation Services has encouraged work-from-home arrangements where operationally feasible and has introduced safety measures for those staff required to be on-site, including creating work zones and dedicating staff to certain locations within facilities to ensure physical distancing.

During the facility closures, the department is 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 centre and preventative maintenance, in an effort to minimize future service disruptions. Commercial grade cleaning and disinfectants system are used to ensure surfaces are clean from germs and bacteria, while ensuring proper cleaning with appropriate products for various surfaces. Additional standing hand sanitizers and disinfectant wipes have been ordered for entrance/exits to encourage regular and effective hand washing and educational signage for proper use of hand sanitizers has been posted.

On April 27, a number of RS employees were redeployed to the BCLPS department as Parks Education Team Members at assigned parks to educate how to reduce the spread of COVID-19, answer citizen questions, and notify BCLPS Enforcement Officers if they observe any infractions.

A new webpage featuring virtual RS 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. Through our social media channels, RS has posted hundreds of videos to keep our community engaged and active. The department continues to provide many virtual campaigns and challenges with chances to win various prizes.

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In addition, RS introduced their Fitness Equipment Loaner Program, whereby fitness members can borrow small fitness equipment to continue working on their fitness goals at home.

Recreation Services in collaboration with Vaughan Public Libraries are leading the *Community Wellness Task Force* that focuses on priorities and initiatives to provide resources for health and wellness for the residents of Vaughan. *#TogetherVaughan* is an online portal designed in support of community wellness to keep our residents engaged and living their best life, regardless of circumstances, and spreading positivity around our community.

Recreation Services has introduced the Virtual Summer Adventures series this summer to keep kids active, engaged and entertained. City instructors will livestream popular summer camp activities and recreational programs remotely via Zoom.

Recreation Services' Events team is working diligently on Vaughan's first-ever virtual Canada Day celebration. This will allow Vaughan residents to mark this popular and much-anticipated event safely from the comfort of their homes, with exciting performances, activities and surprise shout outs from Vaughan loving celebrities.

On June 4, 2020, Recreation Services introduced a new organizational design that will strengthen the department's position to deliver on Council priorities and the Service Excellence Strategic Plan.

VAUGHAN FIRE and RESCUE SERVICE

The work of Vaughan Fire and Rescue Service (VFRS) is critical and essential to the health and safety of the community, and the dedicated team continues to serve 24 hours a day, seven days a week. Many of the components of their work have legislative implications, and they are ensuring they address public fire protection and safety issues. Fire codes and standards play an important part in making the City of Vaughan safe.

Firefighters are part of a tiered response system and provide emergency medical services; they play a vital role in responding to requests for assistance, triaging patients and providing emergency medical assessment and support for ill persons.

VFRS prides itself on being prepared for any scenario. Although SARS and Ebola taught us important lessons, COVID-19 continues to evolve and tests our operational playbook. In response to the COVID-19 pandemic, Dr. Boucher, the VFRS Medical Director, has altered, or in some cases suspended, some of our medical directives to fall in line with Public Health and Provincial Base Hospital guidelines. These changes are in effect to help protect staff from the possibility of an increased risk of exposure

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during resuscitation and medical procedures. Some of the more significant changes include; suspension of the Salbutamol (Ventolin) directive, hands only CPR and a change to the defibrillation algorithm for pre-hospital cardiac arrest, modified PPE and assessment guidelines designed to maximize physical distancing while still providing quality and timely interventions.

The COVID-19 Data and Analytics team was set up the first week of April on behalf of Chief Rizzi, the Manager of Emergency Planning and the EMT with the main focus of building a dashboard housing all COVID-19 related data. VFRS has partnered with the Office of the Chief Information Officer (OCIO) and the Office of Transformation and Strategy (OTS) to analyze VFRS' COVID-19 screened positive calls (callers identifying signs and symptoms for COVID-19) using incident data, ESRI Insights software and Environics data. As the world copes with COVID-19, the field of data analytics is very relevant for a fundamental reason. The data available to us that helps us understand and respond to this crisis is growing by the minute in volume, variety, veracity, and velocity. As we review, standardize, organize, and synthesize massive amounts of information to find insights, identify relevant patterns, it tells a story and helps us make informed predictions. In times of uncertainty, this discipline can be critical in inspiring societal and behavioural changes such as physical distancing, evaluating the effectiveness of the public health strategies, public education and communications strategies, *Emergency Management and Civil Protection Act* (EMCPA) enforcement, tactics implemented in different wards and fire districts and helps us identify best practices quickly. In this time of COVID-19, data analytics can be used to solve problems, achieve goals, and contribute to society. By looking at modelling and following the advice of expert analysts, we can all work together to flatten the curve of this pandemic.

A dashboard was created which tracks data not only in Vaughan, but also on a provincial and federal level. This dashboard also includes operational level data from the City's departments with respect to their response efforts. For example, data related to VFRS response, corporate communication efforts, Access Vaughan call data to name a few. This team is also responsible for conducting research which the Vaughan Public Libraries team members provide on a weekly basis. In April, the team's research focused on treatments, testing, companies retooling efforts, and provincial restrictions. In mid-April the research focused on triggers related to the re-opening of cities and countries. The month of May, the team began researching vaccine testing and socioeconomic impacts. Most recently the team is researching Ontario announcements and local municipality openings.

The dashboard is automated to update daily by pulling data from the York Region website and provincial and federal sources. From this dashboard, the team provides reports to senior leaders in the organization that provides insightful information to assist in decision making during these unprecedented times. Currently the team is pulling a daily report that displays the % of total cases in Vaughan over a 14-day and 21-day period that is provided to senior leaders in order to examine if the City is at or below 1%

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for a sustained time period. The team also provides a 5-day rolling average that mimics the provinces litmus test. This smooths the spikes and provides another picture of the curve in Vaughan.

The Analytics team also conducted geo analytics by mapping out positive COVID-19 emergency calls by community in Vaughan and mapping out institution outbreaks and locale businesses with known outbreaks such as that at local grocery stores. Most recently, the team layered in a chronology of significant events and holidays to the COVID-19 graphs to determine if there are any correlations to government/City announcements on the spread of COVID-19. The team has recently highlighted a spike in cases post Mother's Day. The data analytics includes a population (100k) comparison which has shown Vaughan having the most active cases per 100,000 population within York Region. The operational level data has informed us that City-building continues during this time. Building inspections are higher than this time last year as are permits issued by Development Engineering. The Vaughan Metropolitan Centre data shows how the population keeps growing at a fast pace, over the targets in some cases. The data also indicates that departments have pivoted in their approach to their service offerings and embraced technology. As our organization moves to a more outcome-based approach to our planning and evidence-based decision making, the utilization of this dashboard and the analytics is integral to this success.

Our Vaughan Fire and Rescue Service department was featured in the Vaughan Citizen, with the headline "[We're still there for people.](#)" This was a feel-good story which highlights the commitment of our team to serving our community each and every day. Our proactive COVID-19 testing of asymptomatic firefighters was also highlighted in "[Dozens of Vaughan firefighters begin voluntary COVID-19 testing.](#)"

The *COVID-19 Task Force* has evolved since inception in March 2020. There were a lot of moving parts and operational tasks to complete, requests for input and approvals from the Senior Leadership Team – Executive (SLT-E), and push out to the Senior Leadership Team (SLT) in the beginning of the declared pandemic. Since then, most operational challenges have been resolved. The *Task Force* has since identified a need to branch off into a sub-task force in order to plan our operations for a "new-normal" state. This *Sub-Task Force* has created a playbook that has already seen measures implemented for when we do have staff/citizens return to our facilities. When the decision comes to begin transitioning back to a traditional model, it is anticipated the *COVID-19 Task Force* will once again be tasked with operational decisions and tasks. Overall, the *COVID-19 Task Force* has allowed for interdepartmental relationships and knowledge to be shared in order to streamline operations.

CORPORATE SERVICES, CHIEF FINANCIAL OFFICER & CITY TREASURER

All areas within Corporate Services - the Office of the Chief Human Resources Officer (OCHRO), Office of the Chief Information Officer (OCIO), Finance Planning Development Finance (FPDF), Financial Services (FS) and Procurement Services (PS) worked diligently to minimize service disruptions and enable the organization to ensure the delivery of Service Excellence to our citizens, from the beginning of the pandemic.

OFFICE OF THE CHIEF HUMAN RESOURCES OFFICER

As provincial directives were issued encouraging people to work from home, where operationally feasible, OCHRO and OCIO worked tirelessly to enable the deployment of alternative work arrangements.

Throughout the pandemic, OCHRO has supported staff with important messaging, policy direction and informative Q's & A's to assist with a variety of HR issues, including but not limited to: proper ergonomic set up; work-from-home guidelines to assist people leaders in effectively managing their team remotely; dealing with sick leaves and emergency leaves; managing child care issues; work from home information on Bill 186 leaves under the ESA as well as how childcare issues can be addressed if school closures continue for an extended period.

An Emergency Response committee was struck with CUPE, with a mandate to address Collective Agreement issues to ensure business continuity during the declared emergency. The membership includes the Acting Chief Human Resources Officer, two Human Resources Managers, the Director of By-law and the Director of Environmental Services as well as the CUPE Executive and CUPE National Representative.

The OCHRO worked with their counterparts across the region, the City of Toronto and other GTA municipalities, as well as senior levels of government discussing the response to COVID-19 and approaches to staffing impacts seeking alignment. There was consistency for the most part amongst our municipal partners with respect to handling layoffs, emergency leaves and redeployments. There was also consistency in the postponement of collective bargaining during the COVID-19 emergency response.

With the closure of facilities and the reduced income generated, actions were taken to ensure financial sustainability in the future, including considering what expenditures can be immediately stopped or deferred and staffing reductions, as appropriate. While every reasonable attempt was made to keep staff employed and whole from a pay perspective, temporary layoffs resulted for almost 1200 non-essential staff that were unable to work from home were made in concert with CUPE on April 6, 2020.

As part of the next phase in assessing longer term staffing impacts, the OCHRO developed a framework to ensure consistency on how redeployment opportunities were assessed and operationalized.

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Currently, only business critical recruitment and hiring is occurring, and any recruitment activity must be approved by the DCM. As well, where possible, when attrition or a contract ends, that position is not being filled.

The OCHRO is working on a reintegration plan and is nearing completion of Phase 1 of the Business Reintegration Strategy. In this regard, staff have conducted multiple on-site visits to assist departments with changes to work areas and pathways to ensure physical distancing and appropriate health and safety measures. OCHRO has worked with Legal, Facilities Management and OHS.

OCHRO is working with Recreation Services on a project plan to address staffing needs moving forward.

FINANCIAL PLANNING AND DEVELOPMENT FINANCE (FPDF)

FPDF has worked with each City department to estimate the financial impact due to COVID-19, with an initial focus on tax-supported operating impacts, ensuring cash-flow and liquidity projections remain sound. External market impacts (e.g. interest rate reductions) have been closely monitored to assess the impact on City's investment portfolio, executing near-and-mid-term adjustments as required.

Staff also worked with City departments to establish cost savings/deferral measures to help mitigate known and anticipated revenue shortfalls, while working to refine and enhance a spending restrictions framework.

FPDF staff have supported the City's efforts to lobby senior levels of government for financial support and on-going policy development. Staff worked on approach and assumptions across the York 9 municipalities prior to submission of a consolidated York Region response to City of Toronto and the GTHA. Staff continue to monitor funding relief and financial levers made available from other levels of government.

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

Timelines and guiding principles for the 2021 Budget cycle have been established. Budget kick-off is planned for June with approval targeted by Festive closure. The 2021 budget will be approached with a mindset geared towards conservatism, flexibility and sustainability. All initiatives will be prioritized prudently with focus on legislated deliverables, business continuity and service-level stabilization.

FINANCIAL SERVICES

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

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

Staff also addressed actions on canceling the W/WW rate increase and a 60-day stormwater deferral, which were brought forward to a special Council meeting for consideration.

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

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

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

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

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

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

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together with their bi-weekly pay. This new process will reduce processing time as well as cheque printing costs.

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

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

OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO)

The City has planned and invested in a robust, resilient and flexible IT infrastructure that enables our administration to respond rapidly in case of emergencies. During the outbreak of

COVID-19, the City enhanced remote access capabilities and assisted in enabling City employees to access major business systems, corporate files, emails, telecommunications and video conferencing. The City's technology team supported departments with their business continuity plans to minimize the impact to residents.

The following services and capabilities highlight some of the major COVID-19 accomplishments:

1. Implemented electronic participation for the Office of the City Clerk to conduct virtual Committee and Council meetings.
2. Enabled over 1,300 users (70% of staff) to work from home.
3. Set up Access Vaughan Citizen Service Representatives and other departments requiring call center telephony to take calls from home.
4. Launched the Citizen Portal for residents and businesses to eliminate paper submissions at the Building Standards counter, as well as enable staff to download electronic files for review to improve productivity.
5. Provided resources to COVID-19 Data Analytics team.
6. Mobilized the By-Law and Compliance department and Building Standards department through the acquisition and deployment of hardware devices.
7. Implemented internal digital signature capability to assist with electronic approvals for remote workers.
8. Collaborating with Recreation Services department to implement Virtual Activities such as summer camps and virtual fitness classes through the acquisition of hardware and software.
9. Implemented new security measures to protect network accounts from phishing attempts against employees.

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10. Substantially increased Internet bandwidth to accommodate for a higher video conferencing demand.

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

PROCUREMENT SERVICES

Procurement Services explored all sources and channels to arrange for PPE and supplies for front-line workers, securing surgical masks for Public Works, Building Inspections and Facility Management staff and N95 masks for Fire and Rescue Services to enhance staff health, safety and morale.

Procurement Services was able to completely automate procurement processes both internally and externally with the vendor community and continued to perform business as usual with efficient and effective improved processes during the pandemic.

Procurement Services also worked with Infrastructure Development, Public Works and Legal Services to review the impact of Ontario's expanded list of non-essential businesses on the City's construction projects employing risk mitigation to ensure delivery of City's projects.

INFRASTRUCTURE DEVELOPMENT PORTFOLIO

To complement and support the various strategies implemented by the City, outlined below are some of the numerous actions, measures, tactics and initiatives undertaken by the Infrastructure Development portfolio to effectively manage the COVID-19 crisis as it related to advancing infrastructure and construction projects, sustaining and enhancing municipal buildings, sites and operations, and more importantly, looking after the City of Vaughan's most important assets, our people:

Employed Measures to Inhibit Virus Transmission | Service Delivery & People

From the onset of the COVID pandemic, the team took on the challenge and privilege of maintaining and protecting City assets, with a focus on the health and safety of our colleagues, citizens and the community at large. Since mid-March, along with delivering core programs and services to sustain City facilities, the team worked diligently - going above and beyond with *no break in service delivery* - to employ new strategies to specifically react to COVID concerns. Based on growing evidence that building sciences can be employed at facilities to inhibit the transmission of the virus, various actions were taken to clean and disinfect at increased frequencies; reinforce health and safety protocols; complete preventative maintenance; replacement/upgrade of filters for HVAC; deep specialized disinfecting of VFRS fleet; increased building humidity levels, fresh air circulation.

Developed New Contingency Plans & Programs | Service Delivery

Developed and implemented contingency plans, including enhanced cleaning and disinfecting programs; introducing engineering interventions, based on building sciences, to inhibit the transmission of the virus; enforcing health and safety protocols and provincial workplace guidelines; reviewing, assessing and revising property management works such as standards, guidelines, protocols, techniques, processes and products; and, employing innovative solutions to improve the condition and safety of all City sites.

Advanced City & Partnership Infrastructure Projects | Business Objectives

To sustain, enhance and expand Vaughan facilities and amenities, the ID portfolio actively advanced all master plans, environmental assessments, feasibility studies and design assignments. With support to our community partners Ministry of Transportation (MTO), Metrolinx and York Region, progress continued on the Highway 427 Expansion, Rutherford GO Station Expansion, and the Major Mackenzie Drive Widening (W of Pine Valley Dr.).

Enhanced Communications | People & Business Objectives

The ID management team hosted bi-weekly virtual "Team Huddles" and employed SharePoint Discussion Boards to maintain vital connections with staff across the portfolio. These conversations helped to inform, engage, resolve, recognize and celebrate as staff continued to work from home (Alternate Work Arrangements), and move forward together. ID staff quickly adapted by embracing technology (SKYPE and

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Teams site) to communicate with colleagues, reach out to stakeholders as well as meet with consultants. Where safely possible, field visits continued at essential workplaces/construction sites.

Assessed & Identified Essential Projects | Business Objectives

Consulted with Legal Services in the review of 93 ID projects with respect to essential/non-essential classification in compliance with the [Ontario Government's Essential Workplaces](#); subsequently, 91% of ID projects were not impacted.

Implemented Strategic Approaches to Uphold Healthy Buildings | Service Delivery

To uphold and advance “healthy” municipal buildings while facing new and unprecedented challenges, the department shifted its focus to respond to this ongoing crisis, taking a number of strategic actions and preventive measures, demonstrating resilience through adversity. We enhanced cleaning frequency; expended 25,000 disinfecting wipes; installed 365 high-efficiency HVAC filters; distributed 12,500 PPEs; dispensed more than 500 litres of hand sanitizer and cleaned and disinfected 21 VFRS fleet vehicles.

Completed Facility Renewals & Repairs | Business Objectives

Taking full advantage of imposed facility closures, the team managed more than 40 renovation projects at various City buildings – from arena refrigeration upgrades and facility renewals, to life safety sprinkler replacements and roof repairs, all to sustain and enhance sites for full operation when they re-open. Projects proceeded in compliance with provincial directives and workplace restrictions.

Developed New Rent Relief Program | People

Recognizing the economic hardship that City building closures have placed on our not-for-profit tenants during the pandemic, a Temporary Rent Relief Program was developed allowing the deferral of rent payments for all not-for-profit City tenants for a 3-month period, April to June 2020. This program was approved by Council on April 8, 2020.

Advanced City Infrastructure Projects & Initiatives | Business Objectives & Service Delivery

The ID portfolio continued to closely monitor this fluid situation as it related to the progression of essential City-building projects during this pandemic while adhering to the [Ontario Government's Essential Workplaces](#). Critical projects such as North Maple Regional Park, Carville Community Centre, Library & District Park, Clark Avenue Bike Paths, Vaughan Transportation Plan, Land Acquisition Strategy, Integrated Urban Water Master Plan, were all advanced accordingly.

Employed Program Management Process to Effectively Respond | Business Objectives & Service Delivery

Prior to the pandemic, the ID Program Management Office (PMO) developed and launched an ID Program Management Process to enhance and expedite the delivery of projects across the portfolio. The process encompasses best practices, escalation

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procedures, a regular reporting structure, and issue management. The team was ready to respond to COVID, treating it as an issue within each project and risks surrounding COVID were identified with mitigation strategies as staff continued to advance project delivery during unparalleled times.

Conducted Financial Assessment | Business Objectives

As part of the Program Management Process, cash flow assessments were conducted on active Capital projects managed by the portfolio – which reconfirmed the importance of these key City-building projects in supporting the City’s growth and recovery efforts; supplemented existing ID Program Management Office proactive practices that foster data-driven decision-making; and, resulted in informed considerations to bring forward as the Corporation looks to responsibly offset COVID-19 financial impacts.

Leveraged & Enhanced Internal Systems to Pivot | Business Objectives

The team leveraged and enhanced existing project reporting systems, portfolio management metrics and increased communications for effective oversight to facilitate issue identification and resolution. Effective internal systems and processes provided a solid foundation with the agility to quickly pivot to respond to the new and evolving business demands.

As the portfolio looks to the future with optimism, the entire team continues to do its part to support City growth with the advancement of essential Capital construction projects to benefit our great city and cultivate economic recovery. Investing in infrastructure is ultimately about investing in people – helping to ease the flow of people and goods; delivering parks, sports and leisure spaces for families to play and stay healthy; and, upholding water and wastewater systems for the community to enjoy clean water and pristine environments.

Workforce Reintegration Plan | People

Through a sub-committee of the City’s COVID-19 Emergency Task Force, the Office of the Chief Human Resources Officer and Facility Management have led the development of a Business Reintegration Plan (BRP) to help support and shape the transition to the new “normal” workplace for City staff. To inform a comprehensive reintegration plan, the sub-committee completed the necessary background work and has developed an extensive draft plan for current review and feedback.

The BRP plan will help guide the Corporation to best prepare for the return of employees, while ensuring the transition is both safe and efficient. It covers key areas of action with consideration given to business models and any associated modifications, customer service and experience (citizens and businesses), provincial directives, as well as Corporate policies (i.e. Alternate Work Arrangements).

The BRP comprises three Start-Up phases, providing clear direction to help guide the Corporation to best prepare for the return of employees to municipal facilities, while ensuring the transition is both safe and efficient. Phase One outlines seven key areas of

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consideration – Administrative; Cleaning and Disinfecting; Personal Protective Equipment; Workplace Layout and Physical Distancing; Case Response/Management; Visitors, Contractors and Suppliers; and, Inbound Parcels/Packages Guidance.

Worked with Corporate & Strategic Communications, to develop a comprehensive communication plan to support the various phases of the reintegration plan to promote the return-to-work components, strategic measures and implementation timelines, including an extensive Q&A piece for City staff.

Systematizing Municipal Buildings for Return | Service Delivery & Operations

As the City prepares for recovery post-pandemic and ramps up to safely welcome the return of staff to the workplace, it is imperative that we implement key adjustments to support a seamless transition. Vital to a successful reintegration program is the introduction and enhancement of associated policies and strategies that allow employees to view the workplace as a carefully managed operation – a safe, healthy and welcoming environment. To that end, “Readiness Essentials” are being addressed and will be in place in advance of our workforce’s return.

The team is working towards the development of evidence-based plans to better manage and protect City sites in the post-virus world. These plans will inform various building and maintenance standards and guidelines for implementation at Vaughan City Hall, community centres, fire stations, the Joint Operations Centre and libraries. The process will include rigorously evaluating current cleaning and disinfecting practices as well as assessing pathogen types and building levels. Staff are also taking this opportunity to retool building checklists and evaluations to make sure facilities will not just operate efficiently, but will also help people feel safe, welcome and healthy, especially as they return to work.

Applied Strategic Approach to Recovery | Business Objectives

The ID portfolio continued to push forward with a clear focus on preparing for the future state by applying a strategic approach to position the City to be fully equipped to kickstart the local economy post-pandemic:

- Supporting and advancing all master plans, environmental assessments, feasibility studies and design assignments;
- Ensuring that important City infrastructure projects are proceeding on course and ready to break ground, boosting momentum to recovery; and,
- Actively monitoring stimulus measures from both the provincial & federal governments; looking to access funding to apply to shovel-ready projects and thereby drive direct growth.

SUCSESSES

- Co-led the development of the **Business Reintegration Plan** to help support and shape the transition to the new workplace for City staff.

- **Achieved Gold Certification in Accessibility from the Rick Hansen Foundation for North Thornhill CC & Pleasant Ridge Library -**
In March, the North Thornhill Community Centre and Pleasant Ridge Library received Gold Certification through the Rick Hansen Foundation Accessibility Certification program. It's the City's third building to be certified gold, first community centre and second library. This speaks to the City's commitment to inclusivity and being a city of choice where people of all abilities can thrive.
- **91% of active Capital projects advanced without any impact** from the COVID pandemic - ID staff continued to embrace technology to communicate with colleagues, reach out to stakeholders as well as meet with consultants.
- **LED Streetlight Retrofit Program reached its 30% milestone** and remains on-track for completion by December 2020. This city-wide program will realize \$1M in annual cost savings as a direct result of energy savings.
- **Program Management Process in place to support business objectives during unprecedented times**
- **Leveraged & Enhanced Internal Systems to Pivot** to respond
- **Resilient Workforce Operated at Full Capacity** with a focus on linear, vertical and recreational infrastructure projects to keep the City growing, moving and thriving. Through this challenging chapter, the ID workforce has been resilient, reliable and dedicated - determined to continue to deliver infrastructure projects in a new environment by swiftly pivoting and adapting by means of ongoing engagement, technology and applying strategic recovery approaches. Portfolio project reporting metrics substantiate that the ID team remained steadfast in carrying out core business functions at full capacity.
- **Fulfilled all COVID information requests within deadlines** – compiled and facilitated portfolio data, statistics and updates to inform numerous Bi-weekly/weekly COVID Council Memos, EOC Interim Reports 1 & 2, as well as the Ready, Resilient & Resourceful Report
- **ID Program Management Office (IDPMO) Emerged as Vital Hub** – The IDPMO became the central hub for the ID portfolio, effectively facilitating the team through COVID-related tactics and communications. With existing staff resources and leveraging skill sets, the IDPMO applied best practices and a holistic approach to successfully review financial data, facilitate issue management, and apply a COVID lens where required.

Facility Renewals & Enhancements

Taking full advantage of imposed facility closures, the Facility Management (FM) department managed 40+ renovation projects at various City buildings.

Championed City Growth to Kickstart Recovery

To champion City growth and kickstart recovery, the ID portfolio continued advancing key city-building outputs with the following Capital project successes (March 1 to end of May 2020):

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- Managed \$6.4 million in project activities
- Awarded 15 infrastructure project contracts = \$7.7M
- Advanced 900-acre vision for North Maple Regional Park as plans progress for Phase 2
- Delivered \$3 million of linear infrastructure projects since mid-March
- 150+ active City Capital Projects:
 - 40+ in the Pre-Design/Design Procurement phase
 - 20+ in the Design phase
 - 20+ in the Construction Procurement phase
 - 30+ in the Construction phase
 - 40 in the Study/Plan/Environmental Assessment phase
- 91% of ID projects progressed without impact
- Submitted 27 pre-bid forms
- Facilitated the issuance of 21 bids
- Processed 165 invoices or progress payment certificates (PPCs)
- Hosted 24 staff engagement sessions to inform on and promote the ID Program Management Process

CHALLENGES

- **COVID-19 Financial Impacts** – After conducting a cashflow assessment, the ID portfolio provided informed considerations to bring forward as the Corporation looks to responsibly offset financial impacts as a result of the pandemic and revenue losses. Financial decisions made may directly impact whether certain ID projects move forward, move forward with modifications, are deferred or eliminated.
- **Lack of Central Repository** – As the IDPMO is midstream in centralizing all project related information, these systems (i.e. Eclipse) were not available and manual efforts were required to gather and consolidate data and information.
- **Frequency of Cashflow Review & Updates** – The Corporation currently generates quarterly Cashflow Review & Updates. To effectively manage the portfolio’s extensive Capital program, monthly cashflow and expenditure monitoring is required through JDE.
- **Rethink the City’s Space Management Program** – To address the post-COVID workplace as it relates to the implementation of the Business Reintegration Plan and associated workplace guidelines and Alternate Work Arrangements, space management construction projects have been directly impacted – some are on hold as we look to the organization for direction on reassessing tactics and developing a new strategy.
- **Report Preparation** – Compiling data and information from various sources to manually prepare reports in response to numerous information requests was challenging.

INNOVATIONS

- **ID’s Merger and Tagline** – Just before the COVID outbreak, the portfolio introduced our “Stronger Together” tagline and subsequent staff Town Hall theme to promote and celebrate the amalgamation of 5 existing City departments – its relevance was even more fitting as the situation unfolded around the globe.

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The “Stronger Together” theme placed emphasis on our staff with a focus on engagement, collaboration and innovation.

- **Developed COVID Central Teams Site** – developed a collaborative site to collect, store and share COVID-related data, information and updates with the portfolio
- **Bid & Tenders Central Repository** – Procurement Services trained ID staff and Legal Services on the use of the Bid & Tenders system to conveniently access up-to-date contract information directly; this assisted in responding to COVID-related contractor inquiries in a timely manner.

PLANNING AND GROWTH MANAGEMENT PORTFOLIO

The Planning and Growth Management Portfolio, like others, was quick to initiate change to ensure the health and safety of staff. In-person meetings were cancelled in the very early stages of the pandemic and replaced by modified electronic processes.

Since that time, the Portfolio's Management Team has continued to assess the impacts of the COVID-19 pandemic crisis on our business units and service level delivery, with a lens of protecting our most important asset – Our People! Providing our staff with the tools, resources and support, allows them to work remotely and successfully maintain our service levels. Since the closure on March 18, 2020, the Portfolio's capacity to work remotely from home has increased to 85%, allowing us to protect staff by reducing potential exposure in contracting the virus.

Inspection services in the field continue to be performed throughout the closure. Inspections performed are done so using safety measures including daily staff self-assessments, personal protective equipment (PPE) and physical distancing.

As the face of City Building, as it relates to planning and development approvals and facilitating construction projects, we continue to be mindful of the expectations of our partners, the development industry, external agencies and our valued Citizens. Our staff have proven to be quite resilient and adaptable during this unprecedented time as we continue to advance our business.

All departments within the Planning and Growth Management Portfolio continue to advance our day-to-day services (in a modified manner) and have implemented a number of innovative digital solutions to deliver our business. While the COVID-19 pandemic has been challenging, it has provided an opportunity for all departments to continue to improve, modernize and digitize services and processes.

BUILDING STANDARDS

On May 6, 2020, the Building Standards department launched a new digital permitting portal enabling citizens and building industry professionals to apply, track and pay for permits online. The department is now equipped to electronically review residential and commercial plans as part of the building permit submission process. The use of the portal creates a fully paperless submission process, allowing city-building opportunities to continue and further supports the City's commitment to environmental stewardship during the COVID-19 pandemic and beyond.

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A number of other digital modernization initiatives are also underway including the addition of services to the online STRATAWISE Portal which allows Citizens to apply for online Non-Building Permit applications.

Since the closure, Building Standards services continue uninterrupted. Staff are provided access to City network to facilitate remote work arrangements with scheduled rotating visits to the office. Building Standards maintain a skeleton staff at City Hall to continue to receive, renew and issue permits. Administration, zoning services and technical plans examination continue to be performed remotely with scheduled visits to the office. Building Inspection services continue uninterrupted to ensure building and construction projects are safe. From March 18 to May 31, 2020, the Building Standards department has performed 8,369 inspections and issued 436 building permits.

DEVELOPMENT ENGINEERING

From the onset of the closure of City Hall due to the COVID-19 crisis, the Development Engineering Management Team has strived to accommodate staff and to create safe working environments, while maintaining the highest level of service possible to our residents and business partners.

The COVID-19 crisis accelerated an Alternative Work Arrangement mentality that was implemented while leveraging technology. This new approach to service delivery has demonstrated many new innovative solutions and procedures that has allowed staff to maintain efficiency and prioritize projects to assist with the economic stimulus that the Planning Growth Management Portfolio supports. Throughout the pandemic, all Development Engineering business functions have been maintained with new innovative processes.

In response to COVID-19, the Development Engineering review team has leveraged technology and has initiated and implemented several new digital processes. These processes include: development agreement signing in counterparts, digital signatures for agreement recommendation letters, digital circulation for approval and execution of development agreements. Accelerated and successful implementation and training of Bluebeam Revu to facilitate the efficient digital mark up of drawings allowed staff to quickly adapt. Staff are also working on process improvements such as subdivision drawing review / approvals, and are creating new processes to update development agreement packages. Currently, there are over 15 agreements underway as well, development applications continue to be processed.

The Development Transportation Engineering group continues to advance the Kleinburg Parking Strategy and will deliver a final report containing a list of robust and refined recommendations for Council consideration in September. The team has held digital

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stakeholder meetings and has been communicating with the public via email, newsletter and online. Planning is also underway for a virtual Public Open House. Transportation Engineering has coordinated digitally with multiple departments and procurement to finalize the Transportation Demand Management (TDM) RFP. In addition, the group has published the City's Parking Study Guidelines that outline the requirements for Parking Studies submitted with development applications and is currently updating the City's Transportation Impact Study (TIS) Guidelines to reflect changes in the industry.

The Development Inspection and Grading team launched an electronic permit intake process on April 6 to accept digital permit applications. The team is improving that process via an online portal that offers a one stop shop process to apply and pay for grading and pool permits effective June 8. Permit fees, securities, letter of credit reductions and releases continue to be processed electronically. Integration of Access Vaughan with Development Engineering's front counter, email and phone line processes took place to create one central hub for all Development Engineering related inquiries. The inspection and grading division functions remain uninterrupted and continue to provide field inspections at development construction sites. As of April 6, 2020, the Development Engineering Department has received 81 pool permits and 261 grading permit applications.

DEVELOPMENT PLANNING

Despite the uncertainty during this time, the Development Planning Department is moving ahead with great certainty, continues to innovate and is delivering its services. The Development Planning Team is working remotely to maintain a modified "business as usual", so planning approvals can proceed immediately and enable "shovel ready" development projects. City-building continues.

The Development Planning Department has implemented procedures for full electronic-participation Pre-Application Consultation (PAC), Heritage Vaughan and Design Review Panel meetings. Staff continue to receive new development applications electronically, schedule Public Meetings, produce technical reports and implementing Official Plan and Zoning Amendment applications for consideration by Council. The Development Planning Team continues to meet with internal and external stakeholders to ensure projects move ahead as efficiently as possible.

In April and May, the Development Planning department received 10 new development applications, including applications for residential projects representing a total of 2496 units. Staff also conducted 8 PAC meetings, representing a potential 814 residential units. The Development Planning team continues to process development applications for the Council meetings in June and upcoming fall meetings. There are currently 59

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development applications, representing 29 separate items, being prepared for consideration at future public meetings.

In addition, staff reviewed 27 Minor Variance / Consent applications and prepared reports for consideration by the Committee of Adjustment

The Design Review Panel considered 3 high-rise mixed use projects, two located in the Yonge Street and Steeles Avenue area, and a mid-rise mixed-use project in electronic-participation meetings held in April and May representing 4,642 residential units.

The Development Planning Team has ten capital projects underway including Urban Design Studies and Streetscape Master Plans critical to guide developments for intensification areas such as the Vaughan Mills Centre and the Yonge Steeles Corridor to evolve into a vibrant, safe, active-transportation-oriented, sustainable and high quality public realm that attracts people and investment.

The Cultural Heritage Division continues to advance the Maple and Kleinburg Nashville Heritage Conservation District Plan Reviews and has initiated a Heritage Inventory Update. Since the City municipal building closure, the Cultural Heritage Division has issued 2 Heritage Permits, 4 Heritage Clearances (demolition), prepared 10 reports for consideration by the Heritage Vaughan Committee and are working on 31 other active projects for consideration at future Heritage Vaughan Committee meetings.

City building continues.

PARKS PLANNING

Since the beginning of the pandemic and the start of the Alternative Work Arrangements (AWA), all Parks Planning department staff continue to maintain the essential review functions of Development Planning Applications, Policy Planning, and Development Engineering approval and agreement processes. During the initiation of AWA, Parks Planning staff carried out meetings remotely through teleconference or video-conferencing capabilities, utilizing existing tools and software to maintain service levels. Staff supported other departments and cross portfolio groups in the development of GIS mapping for the advancement of key capital projects, planning and design master plans, acquisitions of City assets, and supporting By-Law and Public Works in response to the deployment of their resources, including the development of Citywide maps and ward maps.

From March 20, 2020 to May 28, 2020, staff reviewed and provided comments on 41 planning and development applications; attended and provided requirements for 18 Pre-Application Consultation meetings; reviewed and commented on 2 Block Plans (Block 27 & 59) and are developing 3 Request for Proposals (RFPs) to commission consultants to undertake local and city wide parkland, recreational facility and open space trail planning, design and implementation initiatives.

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Since the closure, Parks Planning staff successfully awarded an RFP for the Parkland Dedication Guideline and released the RFP for the Block 18 District Park Master Plan (Design). Staff also continue to advance and develop several recreational planning and design RFPs, which include the Vaughan Super Trail Feasibility Study (Rutherford Road to McNaughton Road), the Greenspace Strategic Plan; the MacMillan Farm Master Plan (Design) and finalizing a developer build park project in Block 50 (Steeles West Common). In order to ensure fulsome public engagement, staff are consulting with the Corporate and Strategic Communication department to develop alternative online public engagement platforms to address non-statutory public open house meetings for parks and open space trail planning studies and master plans. Website updates and email correspondence continue to be used to communicate with citizens and user groups.

During these unprecedented times, the use of recreational trails has been a key benefit to our citizens. The planning of recreational trails is also an important Council priority to advance the Citywide 100km Vaughan Super Trail concept. Parks Planning staff continue to build partnerships with external government agencies, through collaboration on Environmental Assessments and new major infrastructure initiatives across the City of Vaughan. In order to ensure the efficient and effective planning, design and implementation of Council's priority for the advancement of the Vaughan Super Trail, Parks Planning staff in consultation with internal stakeholders are developing a governance structure to prioritize recreational trail projects.

Most recently, staff have begun to resume subdivision site inspections for maintenance and assumption approvals. The continued progress and advancement of development and planning application reviews has allowed the department to advance new capital growth related projects and initiatives including securing 4.35 km of new recreational trails, the conveyance of approximately 9 hectares of new parkland (planned in 2019) and negotiating the conveyance of an estimated 5.8 hectares of new parkland in 2020.

POLICY PLANNING and ENVIRONMENTAL SUSTAINABILITY

The Policy Planning and Environmental Sustainability (PPES) department is in the fortunate position of being able to take advantage of the City's proposed Alternative Work Arrangements (AWA) program. When AWA was put in motion as a result of the pandemic, the PPES staff were able to be productively working from home within two days. Our team thanks Human Resources and the Office of Chief Information Officer for the tools to be able to make a seamless transition to working from home.

Our business processes adjusted to meet the objectives in the PPES Business Plan. PPES staff accepted the first fully electronic Block Plan submission. Secondary Plan studies are proceeding to prepare emerging land use plans. The consulting team for the Official Plan Review was secured during the COVID-19 response. This critical project to guide growth in the City is continuing to prepare for a formal launch of a civic

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engagement strategy while supporting studies are underway in consultation with a range of internal and external stakeholders through virtual meetings.

The Environmental Sustainability team is staying apprised of issues raised during the pandemic related to Green Directions Vaughan. This includes the increased awareness of local food and the numerous requests about community gardens, food security, and the importance of access to greenspace in areas of higher dwelling unit density. We are also tracking strategies for green economic recovery such as energy retrofits for buildings and investments in green infrastructure and active transportation.

Our main challenge relates to public engagement. All three teams (Policy Planning – Short Range, Long Range Planning, and Environmental Sustainability) require public engagement to move projects in a comprehensive and transparent manner that builds ownership of the proposed policies and plans. We continue to assess a variety of online community engagement alternatives, together with the City's consultants, to ensure this critical component of our work responds to resident and stakeholder expectations.

VAUGHAN METROPOLITAN CENTRE

Since the beginning of closure of City Hall, 100 per cent of the VMC team had the ability and capacity to work from home. Staff worked with industry partners to make the necessary arrangements to hold Pre-application Consultation (PAC) meetings, accept new development applications, co-ordinate with internal and external stakeholders and arrange virtual meetings to ensure projects are advanced as smoothly as possible. Staff continue to work collaboratively with industry partners to ensure that the planning process continues seamlessly through this period to enable shovel-ready projects when the pandemic subsides.

VMC staff are currently working on 22 active development files. This includes 3 PACs representing an additional 7011 units. Based on the approved and proposed residential developments to date, close to 50,470 residents in almost 25,490 residential units are moving into the VMC, achieving 212% of the residential units and 202% of the population targets identified for the 2031 planning horizon. This includes a total number of new residential units currently occupied in the VMC at 2,137 with another 4,383 new residential units under construction. The VMC Team was successful in adhering to the original timeline and meeting the target for occupancy of a residential development in the VMC, including 510 condo units and 62 townhomes.

In May, the VMC Team virtually participated in the first VMC Sub-Committee meeting of 2020. The meeting included an update on the VMC Marketing Plan, an introduction to the first temporary public art installation, sited prominently along Regional Road 7 at the heart of the Mobility Hub, and an introduction to a pay-and-display on-street parking pilot. The pilot will help manage current demand for short duration on-street public

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parking from various road users and, on a trial basis, will permit the City to gauge future parking demand based on development activity and the increasing demand for curbside pick-up/drop-off and deliveries due to the current global COVID-19 pandemic. In order to meet the hard and soft infrastructure needs of this growing community, staff also provided an update on the VMC Secondary Plan and supporting studies.

The various VMC plans and studies inform each other and will be closely coordinated to ensure their collective contribution to the Term of Council Strategic Priority of City Building to “Develop the VMC as a complete community, with emphasis on cultural development”. VMC staff continue to work with staff and stakeholders to make progress on the studies and advance all reviews of development applications.

PUBLIC WORKS PORTFOLIO

Ready

From the onset of the emergency order, as City Building continued, so have operations and maintenance of our critical infrastructure by the Public Works Portfolio.

In Public Works, our people are the most important piece of service delivery. Our readiness is dependent on ensuring that our staff is safe, and that they have the skills, knowledge, and equipment to deliver service excellence irrespective of the situation. To do this, we immediately pivoted to:

- Enable all staff not required on-site to work from home; which is approximately 20% of our workforce;
- Increase the use of virtual meetings;
- Implement staggered and rotating shifts for frontline staff;
- Collaborate with our partners in the Office of the Chief Human Resources Officer to perform onsite assessments of staff to identify and secure appropriate equipment and PPE to perform their job duties safely;
- Develop standard operating procedures around vehicle sharing and vehicle usage and litter pickup;
- Develop guidelines for staff who must enter homes in cases of emergency (e.g. water operators);
- Build social distancing into the way we communicate with our staff and provide services by moving staff starts to alternate work locations and satellite yards, and performing virtual tailboard meetings.

The departments highlighted below, provide our citizens the services they expect and rely on.

The ***Environmental Services Team*** (ES) has ensured uninterrupted delivery of safe, clean drinking water, wastewater collection and stormwater management. When citizens did their part by remaining at home, ES immediately supported their efforts by increasing Solid Waste collection service levels with minimal impact to leaf and yard waste collection.

The ***Parks, Forestry and Horticulture Operations Team*** (PFHO) With the necessary closure, delay, and/or cancellation of citizen services, have made necessary adjustments around their people, services and their finances. PFHO was flexible and ready to immediately close park amenities and sports fields; scale down services supporting playgrounds, splash pads and some park spaces. Resources were reallocated to areas that have needed more attention such as litter and debris pick up, particularly on our boulevards and in our woodlots.

The ***Transportation and Fleet Management Services Team*** (TFMS), has ensured continued delivery of all of its legislated and essential services without disruption.

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Winter maintenance, pothole, curb, sidewalk and minor road repairs, streetlight and traffic signal maintenance, street sweeping, road compliance programs, road occupancy permits, utility inquiries and field inspections, and vehicle and equipment maintenance and repair have all continued uninterrupted. TFMS maintained School Crossing Guard services for as long as was feasible and are now working towards a plan to ensure the service is prepared to resume safely when schools are re-opened.

Resilient

Public Works was not only ready to respond to COVID-19, but we have demonstrated **Resiliency** by making adjustments to the impacts of the pandemic. Just as we delivered our services prior to the pandemic, we continue to deliver services with little to no disruption to our citizens. However, as COVID-19 has altered the way of life of our community, we have had to adjust our services, where appropriate, to ensure the safety of our citizens.

The Parks, Forestry and Horticulture Operations Team closed 273 playgrounds and all park amenities throughout Vaughan’s 213 parks.

On March 21st the PFHO team closed all 273 playgrounds across the City. Closure required the installation of warning signs and yellow caution tape to block off all equipment within our playgrounds.

On March 24th, prior to the order from the Province of Ontario, Vaughan was the first municipality in Ontario to close all amenities within parks. Park amenity closures are summarized below in Table 1:

Table 1.

Park Amenity	Quantity
Parks	213
Playgrounds	273
Multi use Ramps / Skate Parks	10
Basketball Courts	73
Soccer Fields	150
Tennis Courts	59 locations – 130 courts
Bocce Courts	23
Splash Pads	18
Baseball Diamonds	58
Swing Sets	606
Benches	948
Dog Park	1

Additional efforts required as a result of park amenity closures include,

- 775 warning signs installed;

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- 80 rolls of caution tape used to block off amenities;
- Removed
 - 130 tennis court nets;
 - 606 swing sets;
 - 73 basketball hoops;
- 10 skate parks were fenced off

Both of these decisions were made to protect our community – particularly from the risk of transmission from high touch areas and to reinforce physical distancing.

As a result of park amenity closures, the PFHO team reduced their seasonal hiring by over 50% to ensure the reduction in services matched our resources.

We continue to push out messaging educating citizens about the closures while reminding the community that they are free to walk, cycle, jog or run through our parks and trails. We encourage the community to go outdoors and enjoy the City of Vaughan's beautiful scenery, while doing so in a safe manner in keeping with physical distancing guidelines.

The Re-Opening strategy of Park Amenities was based on a risk model

With public safety guiding all decision-making, Park Operations collaborated with Recreation Services, Legal Services, Transformation and Strategy and By-Law and Compliance to develop a risk model to guide our re-opening strategy.

The model includes an assessment of Vaughan-specific COVID-19 data that's informed by guidance issued by York Region Public Health and the Provincial government. Each park facility/amenity was assessed according to the relative risk of transmission along with available control measures to further prevent, eliminate or reduce potential transmission of COVID-19. Based on our model, Vaughan was well-positioned to make evidence-based decisions to match our current situation on a staged reopening approach.

Public Works commits to Keeping Vaughan Clean

In doing their part to flatten the curve by staying home, citizens are producing notably more household waste than usual. Some of this waste is finding its way onto and into roads, sidewalks, parks, rural ditches, boulevards and woodlots. The debris/litter/dumping material varies in size, weight, and risk and ranges from common litter to discarded PPE such as masks and gloves.

Although the City's litter and debris program is currently reactionary, Public Works has implemented proactive litter collection as one aspect of the Keeping Vaughan Clean initiative in order to ensure the City remains clean and beautiful throughout and after the pandemic. Information gathered in the execution of this initiative will be used to develop a future litter and debris program.

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To date, the Public Works team has performed the following actions as part of the Keeping Vaughan Clean initiative:

- The Boulevard Maintenance Program commenced on March 11th, 2020, approximately a month earlier than scheduled.
- With weather improvements, the Street Sweeping Program started early, on April 1st, 2020. The first rotation of city-wide street sweeping was completed two weeks ahead of schedule, with 2,330 curb kms swept and 8,475 tonnes of road debris collected.
- Woodlots and open spaces were identified as litter hotspots. In response staff were deployed to woodlot locations. To date we have cleared 19 of our 25 woodlots and collected 192 commercial garbage bags of debris and litter.
- Lower than normal traffic volumes, innovations, and close coordination with York Region Public Health's Mosquito Larvicide program, enabled all planned catch basin cleaning (almost 10,000, annually) to be completed in the Spring. Completing this work early, avoids the contractor returning in the Fall, reducing disruption to the City's citizens and businesses.
- To accelerate litter collection, as well as to ensure the safe collection of waste – two Ride on Litter Vacuums that enable litter collection at a distance have been secured for pilot purposes. If the units are found to be effective, they may be identified as future tools to support litter cleaning activities.

The Transportation and Fleet Management team accepts in-kind donation for equipment to support Keeping Vaughan Clean

Joe Johnson Equipment donated a street sweeper and combination vacuum/flusher unit to the City of Vaughan as a service in-kind donation to support us in keeping our City clean. The vehicles were with the City for one month commencing May 6th and have been applied to new cleaning initiatives such as power washing of our business intensification areas and high traffic areas in Woodbridge and Kleinburg. Additionally, the cleaning on hard surface areas – such as traffic islands to prevent weed growth was also completed. The availability and use of this equipment are leading to assessments of potential new City cleaning activities and service levels that we currently do not perform.

Environmental Services responds to a sharp increase in solid waste tonnages by increasing service levels

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In the initial weeks of the COVID-19 crisis, staff noted an initial surge in both solid waste collection data and citizen inquiries to increase garbage uptake beyond the City's three bag limit. Environmental Services negotiated with Miller Waste to provide an additional Double-up-day (allowing citizens six bags of garbage on their collection day). To support this change and ensure that collection service remained reliable in the face of potential collector absenteeism, Yard Waste collection was simultaneously deferred. Tonnages have since returned to traditional levels.

Recognizing the importance of Yard Waste collection to our citizens, we worked in collaboration with Markham, Richmond Hill and Miller Waste to re-negotiate the start of this service to match the scheduled start date, aligning the City's solid waste service levels to those nearly identical to those published in the City's waste calendar.

Virtual coaching of citizens, by Environmental Services staff, reduces increased garbage collection needs

Staff are now offering virtual 1:1 waste consultation with citizens that have additional waste. These consultations provide coaching to citizens to help minimize materials placed in the garbage that could be diverted to other streams. Citizens are also offered the opportunity to purchase garbage tags over the phone and subsequently delivered by mail.

To keep water safe, Environmental Services prepares for absenteeism

The City's highly licensed water operators protect Vaughan's drinking water system. ES recognized that absences due to COVID-19 could pose a significant risk to maintaining the City's record of 100% Regulatory Compliance. To address this specific risk, ES staff responded by developing several contingencies as follows:

- Staff in other areas of ES were trained on the water sampling Standard Operating Procedures, providing critical resource backup.
- ES reached out to its partners in the Region and its other eight local municipalities to arrange mutual aid/reciprocal support for water and wastewater operations.
- ES applied to the Province requesting Regulatory Relief from mandated sampling. The application was approved for a 25% reduction in the event that the City experienced staffing impacts.

Resourceful

As the Public Works team adjusts and adapts toward a "new normal", we continue to be **Resourceful** and innovative in the way we provide our services and keep our team safe.

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Throughout the pandemic the teams have developed innovations and improvements as a result of our response efforts to COVID-19. These innovations and improvements are expected to provide long-term efficiencies, increased service levels, and improved staff engagement.

Public Works Celebrates National Public Works Week 2020, Virtually!

National Public Works Weeks takes place each year on the third week of May. Under normal circumstances, we celebrate our dedicated staff by hosting an all Portfolio kick-off flag raising event, a skills challenge versus our neighbouring municipalities, a thank you staff BBQ, and an open house into which we welcome our citizens. As a result of COVID-19, we could not gather as we typically would. As such we celebrated this important week virtually by:

- Partnering with Vaughan Public Libraries to conduct book readings by our Public Works Senior Leaders (1600 views and counting on social media!);
- Conducting site visits with Public Works frontline teams across the Portfolio;
- Hosting a Touch-a-Truck Heart Event with staff, and showing “heart” to the community;
- Connecting daily with Public Works staff by email and video, highlighting the valued work that they do across the portfolio, and thanking them for their unyielding dedication to their service and our citizens; and,
- Hoisting our Public Works Flag at the Joint Operations Centre and City Hall

City wide roll out of 150 Water Sampling Stations

Environmental Services performs drinking water sampling across the City to ensure that our citizens and businesses receive safe and clean drinking water, meeting regulatory requirements set by the Ministry of the Environment, Conservation and Parks. These samples are currently taken from inside buildings across the City, including some within private properties.

The installation of over 150 water sampling stations throughout the City will not only allow us to maintain our excellent regulatory compliance record but will also improve efficiency of water operations, keep staff safe and reduce inconvenience to private property owners since samples will be taken outside, directly from the City’s watermain.

Developed a flushing and testing plan for the reopening of our businesses

Environmental Services has developed a flushing and testing plan, to ensure when businesses begin to open, the water in the watermains (which would have seen lower demand during the shut down) is refreshed and ready for businesses to open. Working with Building Standards provided businesses a quick reference to reopening, including a reminder for them to flush their plumbing system and appliances before using them, if they haven’t been doing this proactively during the shut down. We are trying to avoid a series of odour/water quality complaints caused by water stagnating in the building’s internal plumbing/appliances (such as water heaters).

Water and Wastewater operators use work from home as opportunity to complete mandatory training

Keeping staff safe in the environment of unknowns throughout the crisis was, and continues to be, a top priority. Although most tasks performed by Environmental Services' front-line staff do not require direct public contact, during the first few weeks of the COVID-19 crisis, processes and procedures were developed to keep staff, citizens and business owners safe. As such, half of our water and wastewater operators were assigned to work from home. During this time, the operators were assigned to complete their regulatory mandated training, keeping their licenses up to date. This training would have normally been completed during working hours and utilizing the time they were working from home, every hour of their time provided value to the City. Once safety protocols, procedures and PPE were in place, these operators were transitioned back to provide their essential front-line services, keeping the City's water safe and managing its wastewater and stormwater.

Water Sampling Station installations begin, addressing challenges and risks from entering homes and businesses during the COVID-19 crisis and providing ongoing benefits to the water system

Environmental Services performs drinking water sampling across the City to ensure that our citizens and businesses receive safe and clean drinking water, meeting regulatory requirements set by the Ministry of the Environment, Conservation and Parks. These samples are currently taken from inside buildings across the City, including some within private properties. The installation of over 150 water sampling stations throughout the city will not only allow us to maintain our excellent regulatory compliance record but will also improve efficiency of water operations and reduce inconvenience to private property owners since samples will be taken outside, directly from the City's watermain.

Environmental Services supports Industrial, Commercial and Institutional business reopening with its supplementary watermain testing and flushing plan

Environmental Services has developed a supplementary flushing and testing plan, to ensure that when businesses begin to open, the water in the watermain (which would have seen lower demand during the shut down) is refreshed and ready for businesses to open. We will also be working with Building Standards to provide businesses a quick reference to reopening, including a reminder for them to flush their plumbing system and appliances before using them, if they haven't been doing this proactively during the shut down. We are trying to avoid a series of odour/water quality complaints caused by water stagnating in the building's internal plumbing/appliances (such as water heaters).

Environmental Services responds by modernizing processes and going virtual, creating operational efficiencies while improving Citizen Experience

In ES, modifications to existing processes and ways of doing business include the delivery of daily morning meetings via Skype, modifying garbage tag and bulk water

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sales to ensure continued service despite the closure of the JOC counter, and the City's first remote water meter repair.

Working closely with our partners from the Office of the Chief Information Officer and Financial Services, work has begun to move all ES' JOC counter transactions online using the AMANDA platform. Initial services are expected to migrate in July, with completion expected by October. This upgrade will enable modernization of payment processes, a reduction in manual transactions, better data security, and the ability for citizens and business owners to access service 24/7 from the comfort of their homes/workplaces.

Parks, Forestry and Horticulture converts areas within 32 locations to *Grow Zones*

To responsibly and prudently manage citizen tax dollars during the pandemic response, PFHO reviewed the opportunity to redirect staff resources where they are needed most so as to reduce the requirement for seasonal labour. The result was the implementation of approximately 30,000 square meters of ***Grow Zones*** at 32 locations across the City.

Grow Zones are locations that are left naturalized with no performed maintenance. The benefits of grow zones include erosion control improvement, groundwater replenishment, improved biodiversity, storm water filtration, promotion of sustainable landscaping, native plant growth encouragement, and weed growth. These areas enable the redirection of approximately 128 staff-hours per season to other essential activities. Future implementation of such improvements will enable our team to maintain and operate additional locations while minimizing the amount of additional resources and funding required.

PFHO has also dispersed staff to start locations closer to their assigned work area to further increase the availability of frontline staff. This results in less travel time for staff that can be directed into productive effort. Preliminary assessment of this initiative indicates a productivity improvement of approximately 7% in the Horticulture division.

Transportation and Fleet Management Services implements preventative measures to deter increased levels of illegal dumping

To counter illegal dumping in the City's rural area hotspots, the TFMS team has implemented the following preventative deterrence measures:

- Partnership with By-law and Compliance to include hotspot areas in evening patrols;
- Additional signage in the area prohibiting dumping and warning of fines; and,

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- Installation of jersey barriers along roadsides.

The measures have been found to be successful thus far and will be employed in other areas where dumping is deemed excessive.

The Public Works Portfolio will continue to provide our citizens services in which everyone can have a better tomorrow. Readiness, Resourcefulness, and Resilience are key elements of the culture of the Public Works team, and they will continue to be built into our services – services that have continued reliably and unabated since declaration of the COVID-19 emergency.

VAUGHAN PUBLIC LIBRARIES

On Saturday March 14th, Vaughan Public Libraries (VPL) closed its doors to the public. While our branches may be closed, VPL has remained open to new ideas and innovation resulting in the adoption of an entire new service delivery model to provide Vaughan citizens with a robust digital library and the introduction of curbside pickup. In tandem with this, we've made operational changes to rise to the challenge of COVID-19 and lay the groundwork for a safe and gradual return to operations.

Early Pandemic Response

Throughout the week of March 9, VPL quickly moved to increase cleaning of high touch surfaces, provision of hand sanitizers and promotion of public health measures. The CEO and Executive Management initiated a review of library pandemic planning and attended business continuity planning at the City of Vaughan (COV). The CEO joined the Emergency Management Team of the COV and began ongoing meetings with the Senior Leadership Team – Executive at the COV while VPL's Deputy CEO Customer Experience was appointed the COV COVID-19 Task Force.

On March 12th, the World Health Organization declared a global pandemic, and the Province of Ontario responded by closing all publicly funded schools. To ensure the safety of our staff and customers, VPL made the decision on Friday March 13th to close all branches and cancel all programming beginning March 14th at 5pm - the first major library system in Ontario to make this call.

The Pivot to a Digital Service Model

Despite the challenge of a drastically altered workplace, VPL staff collaborated to develop a new digital service model that has been embraced by our customers. VPL already had a robust suite of online resources, including access to news publications, ebooks, audiobooks and databases. This has been bolstered by the addition of new titles, the doubling of borrowing limits on Hoopla and Kanopy which are providers of digital movies, and the purchase of new tools that can be safely enjoyed from home, such as the researching family trees through Ancestry.com and the French database Cantook Station.

The importance of programming has never been so vital as a contributor to the mental health, wellbeing and education of our community, yet our ability to deliver has never been so challenged. Despite this, VPL staff worked tirelessly to create a dynamic calendar of programming, engaging all ages and embracing the diverse groups that make up Vaughan. Highlights include:

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- Livestreamed storytimes on Instagram launched on March 23rd with 15-30 minutes of live stories, songs and activities for preschoolers. These sessions average between 30 and 50 connections per session, and average 189 views over a 24-hour period. To ensure access for all, pre-recorded storytimes have also been added to YouTube.
- New Francophone activities, including storytimes, adult socials and downloadable activities are available three times per week on VPL's social media and website.
- Bilingual Mandarin storytime is offered once per week in pre-recorded format.
- Guest speakers have informed and inspired attendees at a number of Zoom sessions, as diverse as personal finances during COVID-19, how real estate has been affected by the pandemic, and gardening with native plants.
- Adult book clubs have been hosted on Zoom, averaging 20 attendees per session.
- Similarly, children and teen book clubs have been introduced on Instagram, YouTube and Zoom engaging an average of 140 children or teens per session
- STEAM activities for school-aged children are produced three times per week and hosted via YouTube and our social media accounts. These pre-recorded, 5-minute videos showcase quick activities that parents can do with their children. On average 240 view and participate in these activities.

This represents just a small selection of the programming and activities available to the community. To make all of these programs as accessible as possible, we've increased promotion across all of our communication channels and created a dedicated web portal to host them. Our social media activity has more than doubled, and the eNewsletters promoting our programming and resources have switched from every two week to twice per week. Throughout this time, eNewsletter distribution has remained steady at approximately 15,000 recipients with open and click rates surpassing industry benchmarks. The new VPL at Home web portal has also experienced large numbers of visitors, with more than 18,500 page views since launch, with the average visitor spending roughly 4 minutes on the page - a clear sign that they are accessing and enjoying our content.

Use of digital resources has skyrocketed during the closure as the public look for materials that can be enjoyed without leaving the house and new digital resources procured. The largest increases in database use have been seen in the following:

- Tumblebooks (digital children's picture books): 350%
- Press Reader (newspapers in 60 languages) 215%
- Lynda.com (education and training programs): 212%
- NY Times: 203%
- Zinio (digital magazines): 149%

Use of VPL ebook, eaudiobook and digital movies has also increased significantly during our closure. To meet customer demands over 3,863 new ebooks and eaudio books

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have been purchased since mid-March. Increases in use of these digital resources has been as following:

Overdrive (ebooks and eaudio): 202%
Hoopla and Kanopy (digital movies): 314%

All of these resources are accessed with a VPL library card, so we've made registration for a temporary digital VPL library card far more accessible during the closure. Thanks to our own internal promotion as well as that of our partners in the COV and Council, we have issued more than five times the number of digital memberships as the same period last year, since branches closed their doors.

Community Outreach and the Introduction of Ask Us

VPL continued to be an active member of the community and has engaged its partners to nurture relationships and drive awareness of the resources available. An email and phone outreach was made to all of our partners to see how we can support the needs of their members and we have seen significant pick up of our resources, including inclusion of programming in school newsletters.

A personal customer care program was created to provide updates to over 6,000 customers with active hold requests and to promote knowledge of online resources. Staff demonstrated great compassion through the 1,524 telephone calls made to regular customers and vulnerable members of the community. These calls provided people with reassurance, advice on services available as well as social and mental support. The remaining customer care contacts were through email and were equally well received. Feedback from customers has been overwhelmingly positive.

The Ask Us virtual information desk opened to field questions about library services, as well as to assist customers in research. Ask Us has proven to be a valuable resource in assisting customers as they navigate our digital collection, often for the first time. This service is available on the VPL website, as well as by phone and through live chat on Instagram, Facebook and Twitter and monitored citizen social media posts.

Finally, two of VPL's 3D printers have been loaned to a local health care provider who are using our machines to produce 3D printed pieces for face shields for frontline workers.

Staffing

During the initial 3-week closure, all VPL staff continued to be fully paid for their scheduled hours of work, and managers conducted regular check-ins to ensure personal wellbeing and provide support so that valuable work could be conducted.

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When the province announced a decision to extend the closure of publicly funded schools, VPL made the difficult but necessary decision to extend the library closure and to temporarily layoff all 172 part-time and casual staff, both union and non-union, 62% of VPL staff complement. On April 2, 2020 staff impacted were telephoned by their Manager and informed of this decision. Each staff person was awarded the choice to accept a temporary layoff or to take a Declared Emergency Leave (DEL) which was a job protected leave. Staff were emailed a letter confirmed details of the conversation, an extensive Q&A and a pamphlet to guide them through their Employment Insurance (EI) or Canadian Emergency Relief Benefit (CERB) application. In collaboration with the City of Vaughan, staff receiving EI were informed that VPL would top up their benefits to 75% of their previous salaries. While news of the temporary layoffs was difficult, staff were understanding of the necessity of the action and responded graciously.

Substantial energies have been directed to communicating with our staff including those currently furloughed during these closed days. For active staff, every 2 weeks a Town Hall is coordinated for all to attend using Zoom and every 3-5 days a casual but informative update is issued by the CEO through email. In the interim, Managers frequently liaise with staff including regularly scheduled one-on-one meetings and area meetings using MS Teams. Staff Engagement also periodically distributes information to VPL staff as appropriate. The VPL Management Team continues to meet every two weeks as does the Executive Management Team to ensure communications is frequent and comprehensive. Staff currently furloughed are distributed the weekly CEO updates and Town Hall summaries in addition to sporadic communications from their supervisors. A commitment to regular and fulsome communication with the entire VPL team has been adopted to promote continued engagement and encourage staff retention. It is anticipated that one day, all will return to the workplace.

The resilience, adaptability and creativity of our staff has been a great source of pride to VPL and has been reflected in the outstanding work they've produced in what are new and uncharted waters. Staff have performed enthusiastically and continue to develop and present innovative approaches to digital service delivery.

Collaboration with the City of Vaughan

Vaughan Public Libraries continues to be an active participant on City of Vaughan teams and task forces. In addition to senior management participation, three VPL librarians are participating on the City's Data Analytics Task Force researching and analyzing information regarding such topics as government involvement and actions such as restrictions and regulations for various levels of government which have impacted Canada and internationally and grassroots community initiatives both at home and abroad being implemented and heralded. Two other VPL librarians are working with the City's Economic Development team researching business trends and long-term impacts of COVID-19 on all types of businesses among other topics.

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Vaughan Public Libraries and the City's Recreation Services department have initiated and are co-leading a Community Wellness Task Force, resulting in the creation of the TogetherVaughan portal - a site providing information to connect people with assistance and identify volunteer opportunities in our community. The Community Wellness Task Force also launched a social media campaign to celebrate positivity and goodwill with stories of neighbours helping neighbours, businesses going above and beyond and other uplifting stories worthy of recognition.

Curbside Pickup

VPL became the first library in the province to implement Curbside Pickup, a service that enables customers to digitally place requests for individual titles or general referrals and collect them from library entrances. Curbside Pickup was launched on May 14th and has been wildly successful. During the first two weeks of this program 1,800 customer requests were received and 9,000 items were loaned. To maintain physical distancing and the wellbeing of staff and customers, pickups are being timed and we have added extra pickup days in response to the high demand. Information about Curbside Pickup on the VPL website has been viewed over 13,000 times since launch. This service is currently being offered at our three resource libraries to provide easy access throughout Vaughan.

Our Facilities

To ensure staff safety returning to the workplace, modifications have been made to staff workspaces. Transit lanes and access routes have been identified with arrows on the floor to encourage safe movement and safe distancing of staff computers implemented. The advice of City of Vaughan Health and Safety professionals was sought in this endeavour. At Civic Center Resource Library, the plexiglass wall used to direct customers after hours has been repurposed to act as a shield between staff workspaces. Personal Protective Equipment (PPE) including masks, gloves and hand sanitizer is supplied to staff at entry points and all staff are individually oriented to new work processes and practices. Standard operating procedures (SOPs) have been defined and shared with staff and disinfectant wipes and disinfecting sprays are available throughout our facilities. During our closure a deep cleaning of all VPL locations has been conducted and minor building repairs undertaken.

Fiscal Impact

It is estimated that VPL will generate approximately \$1.4M in savings from March 14 - July 1, 2020, primarily via reduced payroll, but also partly through other operational costs and the delay in opening the VMC Library.

VPL Recovery Strategy

As we look ahead and plan for reopening our libraries many questions remained unanswered, the most significant being what will be the impact of the “second wave”? As a result, a somewhat fluid Recovery Strategy has been created that will serve as a roadmap to VPL’s reopening. This plan employs a risk assessment matrix to guide in the reopening decision and includes a phased-in approach. It is anticipated Resource Libraries will open in advance of Community Libraries and will serve as a pilot project for site modifications and introduction of new procedures. The safety of staff and customers was the key focus area of the VPL Reopening Task Force as they investigated how physical distancing and cleaning protocols could be maintained while still offering core library services.

It has become clear that to protect the health of our community we should not promote large gatherings thus programming will remain online for the foreseeable future, and we have announced the suspension of all in-branch programs for the remainder of 2020 with a commitment to review this decision periodically. We will continue to offer our online activities and will soon be expanding them through the addition of our inaugural Virtual Science Fair, as well as transforming the popular Teen Summer Reading Challenge and the TD Summer Reading Club to digital for the summer of 2020.

Recognizing the need for Vaughan citizens to connect digitally and access digital resources, VPL is expanding the reach of our free wifi externally at all three Resource Libraries. We also continue to investigate additional avenues to support customers need for access to technology.

There are currently over 130,000 items on loan to our customers, and we are planning to safely accept these items back to our collections with procedure to isolate returned items before handling and integrating into library collections. For now, all fines have been suspended and loan periods extended, but as curbside continues to prove successful, bringing these items back into our accessible collection has become more pressing.

In summary, in these uncertain times, VPL is confidently forging forward, addressing consistently changing conditions with innovation, enthusiasm and compassion.

**COVID-19 IMPACT ON 2018-2022 TERM OF COUNCIL
SERVICE EXCELLENCE STRATEGIC PLAN**

**Ready, Resilient, Resourceful Committee
June 23, 2020**

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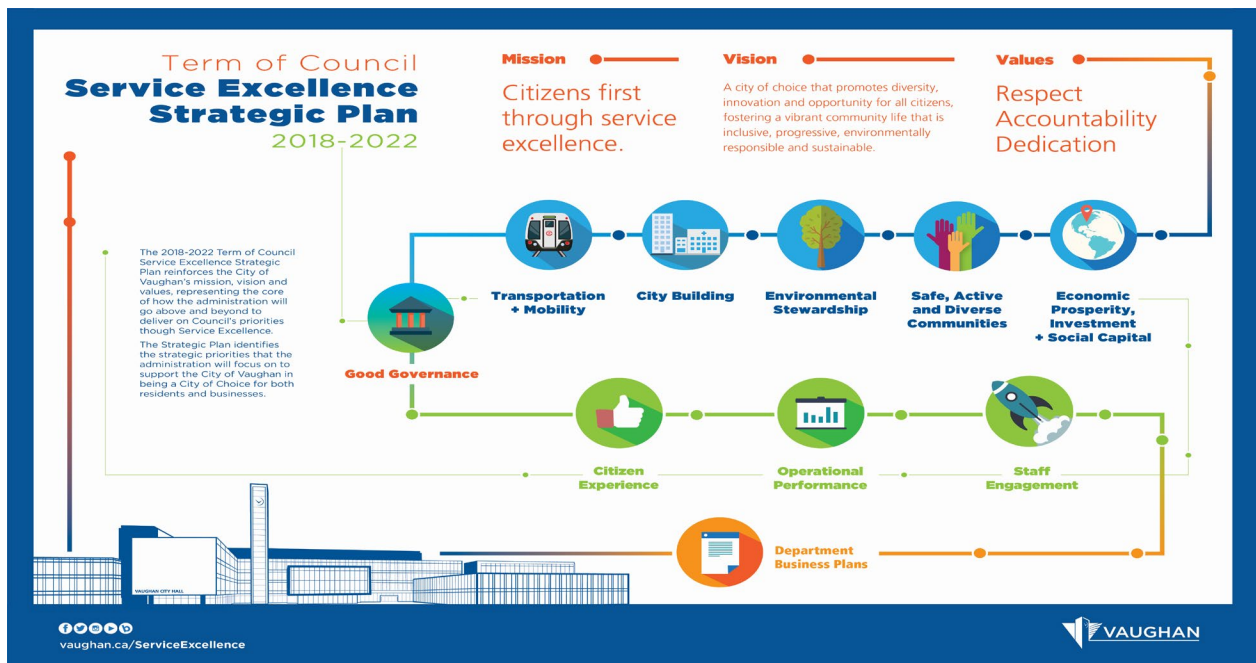
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COVID-19 IMPACT ON 2018-2022 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN

Background

On March 19, 2019, Council unanimously approved the 2018-2022 Term of Council Service Excellence Strategic Plan that serves as a guide that identifies Council's priorities for the Term of Council. The Strategic Plan was developed to align the City's priorities, people, processes and technology so that the City can deliver on our commitments for this Term of Council. It reinforces the City's mission, vision and values, representing the core of how staff and Council will conduct its affairs, centered on a strong foundation of public engagement and equality in the operation and function of the municipality.



The Strategic Plan lays out six strategic priority areas reflective of Council objectives and three strategic priority areas of Service Excellence objectives. Each strategic priority area is further broken down into goal statements and objectives that articulate the outcome that is to be achieved at the end of this Term of Council. The goal statements enable the organization to cascade them into clear, focused and measurable performance results. The strategic priority areas and objective statements provide a more comprehensive approach with a modernized strategy which allows the

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administration to focus on those key strategic activities that will continue to build the City of Vaughan as a world class city. The 2018- 2022 Strategic Plan bridges Vaughan Vision 2020 to the forthcoming Vaughan 2051 plan which is a key activity under the current Strategic Plan.

Each year of the Term of Council will consist of annual updates provided to Council on the progress being made on the delivery of the Strategic Plan. The Year 1 (2019) progress report was provided to Council at the March 9, 2020 meeting.

<https://pub-vaughan.escribemeetings.com/filestream.ashx?DocumentId=31259>

An oversight governance structure on the delivery of the Strategic Plan – Strategic Priority Oversight Teams (SPOTs) – was established in 2019 to oversee and guide the fulfillment of the Strategic objectives. Within the context of the City’s strategic directions and the utilization of the Strategic Priority Oversight Teams (SPOTs), the Administration has made significant progress in ensuring that an effective governance model is in place as it is integral to the Administration’s success in delivering on Council priorities.

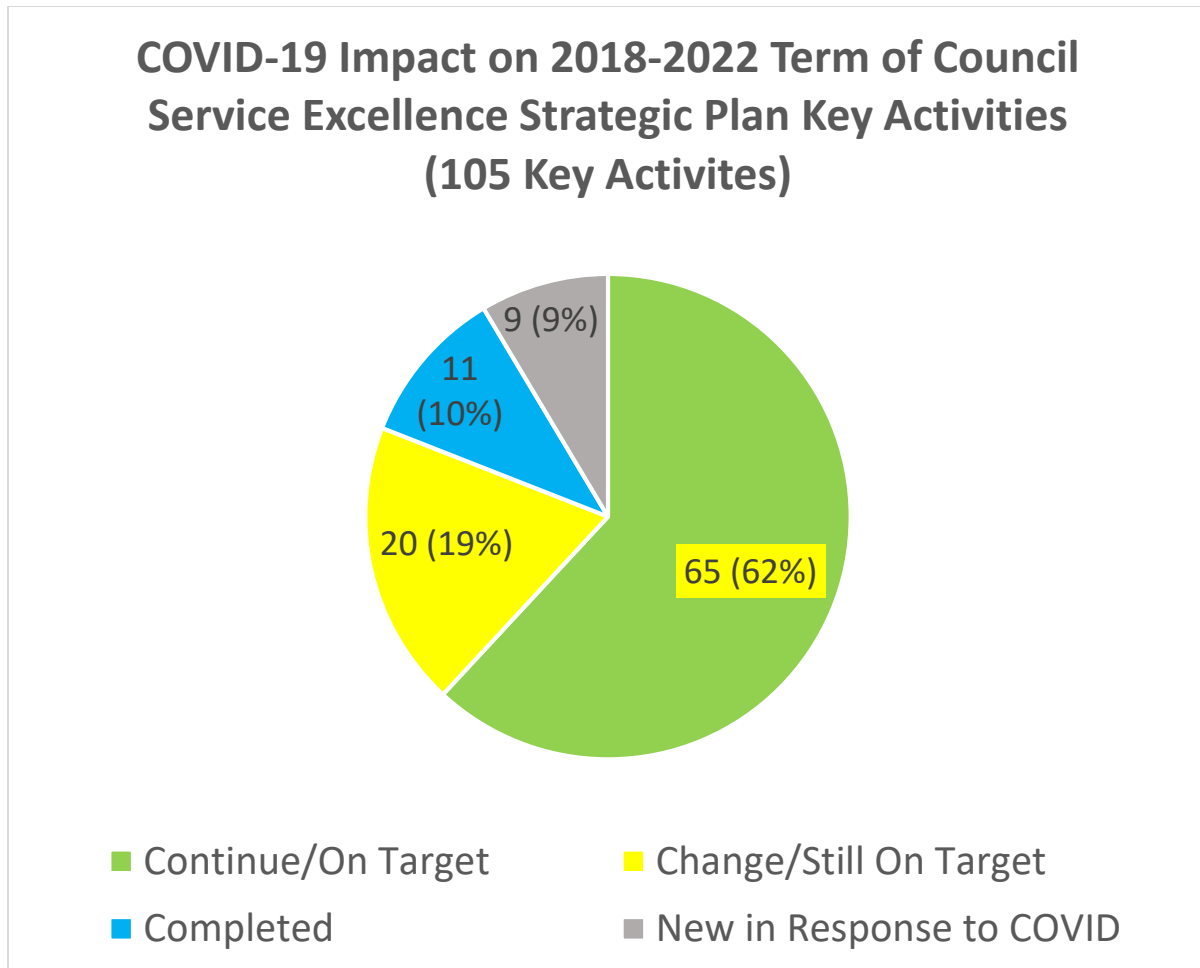
There is one SPOT for each priority area of the Strategic Plan and each SPOT is comprised of a Deputy City Manager Sponsor, Senior Leadership Team (SLT) members, subject matter experts and support members who meet on a quarterly basis to review progress and provide updates on the City’s strategic objectives and key activities. The introduction and use of SPOTs have shown to foster improved decision-making and allocation of funds from a budgeting perspective while also contributing to good governance.

The cross-functional SPOT teams leverage the multiple skills and competencies across the organization and bring a wealth of perspectives and expertise to the table to enhance engagement, empower staff outside of their traditional hierarchies, break down silos, promote creativity, enhance collaboration, and make for better risk management problem identification, options assessments and creative problem solving by looking at things through multiple perspectives and lenses.

This has proven to be essential during the COVID-19 crisis and integral to our ability to track and assess any impacts to our strategic priorities.

Impacts of COVID-19

As part of our response and mitigation to the COVID-19 crisis, the City has reviewed and assessed impacts to the key strategic activities. Given our proactive governance and oversight of the strategic activities, the majority of initiatives remain intact or, where required, can be modified to adjust to changes in response to COVID-19.



- 10% of key activities have been completed.
- 81% of key activities are on track to be completed within this term of Council:
 - 65 initiatives remain unchanged and will continue as planned for delivery in this term of Council.
 - 20 initiatives require some level of change (such as virtual delivery or automations to be optimized) given COVID-19, but remain on target for delivery within this term of Council.
- In addition, 9 new initiatives have been included. Five of these new key activities are in direct response to COVID-19. The majority of these are within the Economic Prosperity & Service Excellence Strategic Priority areas. The other four key activities are in relation to phase 2 of existing key activities.

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STRATEGIC PRIORITY: TRANSPORTATION AND MOBILITY

Goal Statement: To be a fully connected and integrated community, the City will undertake initiatives to improve the municipal road network, support the development of transit and increase cycling and pedestrian infrastructure.

Key Activity	Status	Comments (If changes needed)
Transportation and Infrastructure Taskforce	Continue	

Objective: Improve Local Road Network

Key Activity	Status	Comments (If changes needed)
Vaughan Transportation Plan	Continue	Will likely require virtual consultation
Traffic Management Strategy	Change	Revised timing/scope - Phase 2 complete including public engagement, strategic communications & engagement report, internal & external stakeholder consultations. Phase 3 final report in development, anticipate budget implications for program implementation to be deferred to the 2022 budget year. Speed identified as one of the key traffic issues with speed management a component of the Road Safety program in the Traffic Management Strategy. Speed limit policy in final development for initial launch (subject to council approval).
Kirby Road Widening, Jane Street to Dufferin Street (EA)	Continue	Will likely require virtual consultation. Has seen minor additional costs for field work due to social distancing.
Huntington Road Widening	Continue	RFP for the design assignment have been issued and closed in April. Currently in the process to Award.
Kirby Road, from Dufferin Street to Bathurst Street (EA)	Continue	EA approved
Kirby Road Extension, Dufferin Street to Bathurst Street (Design)	New	Design phased currently delayed due to finalization of Kirby EA
Bass Pro Mills Drive from Romina Drive to Jane Street	Completed	Road opened Q4 2019; remaining activities continuing in 2020
Bass Pro Mills Drive from Hwy 400 to Weston Road (EA)	Continue	Will likely require virtual consultation. May see minor additional costs for field work due to social distancing.
Canada Drive & America Avenue Bridge (formerly North Maple Community Bridge)	Continue	Newsletter advising on the project has been issued to the area residents. Online survey for public input including project information has also been made available on the City's website.
Huntington Road Ramp extension	Continue	Progressing as anticipated Communications from the developer and MTO suggest that the ramp from the 427 should open in late 2021
Mobility Pilot around GO stations	Continue	Progressing as anticipated, implementation of the pilot has been delayed as a result of COVID-19 related reduction in traffic and GO transit ridership.
U of T IOT initiatives	Continue	

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Objective: Support Regional Transportation Initiatives

Key Activity	Status	Comments (If Changes needed)
Implementation of GO Expansion	Continue	Progressing as anticipated
GTA West Transportation Corridor EA study	Continue	MTO and the GTA West project team are continuing with work.
Highway 427 Extension (construction)	Continue	Substantial completion of the highway extension construction is scheduled to be completed by Q4 2020, as initially planned.
Yonge Subway Extension (design)	Continue	Progressing as anticipated
York Region Bus Rapid Transit (Hwy 7, Centre Street, Bathurst Street - Construction)	Completed	
Langstaff Road (EA)	Continue	YR continuing to progress to targeted completion by end of 2020. Project delays not associated with CoVID 19.
Teston Road missing link (EA)	Continue	York Region has initiated study.
Major Mackenzie Drive widening adjacent to hospital (Construction)	Continue	Progressing as anticipated

Objective: Advance Active Transportation

Key Activity	Status	Comments (If changes needed)
Complete the Pedestrian and Cycling Master Plan Update	Completed	Advertisement of Notice of Completion scheduled for Q3-2020
Advance the Vaughan Super Trail initiative	Continue	Continued as scheduled. Works on 3 major assignments continue while working remotely, which include: BSG trail underpass agreement with Metrolinx, Trail Feasibility Studies, and Wayfinding /Sign Strategy
Deliver Clark Avenue active transportation facility	Continue	Clark Avenue proceeding as expected. The tender closed May 14th with construction anticipated to start week of May 25th.

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STRATEGIC PRIORITY: CITY BUILDING

Goal Statement: To build a world-class city, the City will continue its planning and development in support of key city-wide developments and initiatives that encompass good urban design and public spaces that foster community well-being

Key Activity	Status	Comments (If changes needed)
Hospital Precinct Taskforce	Continue	NOTE: Not yet started

Objective: Develop the Mackenzie Vaughan Hospital Precinct

Key Activity	Status	Comments (If Changes needed)
Facilitate the completion and opening of the new Mackenzie Vaughan Hospital	Continue	
Complete the Vaughan Hospital Precinct Feasibility Study	Continue	Feasibility Study is continuing incorporating the lessons and opportunities from COVID-19. Draft Phase 1 report is ready. Target: Q4 2020
Open new library at the Mackenzie Vaughan Hospital	Continue	

Objective: Develop Vaughan Metropolitan Centre

Key Activity	Status	Comments (If changes needed)
Facilitate construction of Central Park (Phase 1)	Continue	
Further development of Edgeley Park	Continue	Able to continue - some geotechnical work was halted but can continue with other work on the reports and catch up after
Develop the VMC as a complete community with emphasis on cultural development	Change	Many business and public relations events scheduled for VMC have been cancelled or indefinitely postponed. Staff exploring online event options; ways to support external cultural groups with online event adoption.

Objective: Elevate Quality of Life Through City Planning

Key Activity	Status	Comments (If changes needed)
Undertake the City's Growth Management Strategy (Vaughan Vision 2051)	Continue	
Advance 900-acre vision for North Maple Regional Park	Continue	Able to Continue. Phase 2 TA RFP and Design Build procurements endorsed by Council (April 21)
Complete the City of Vaughan Official Plan Review	Continue	
Work with the Region of York to increase availability and affordability of housing choices	Continue	

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Key Activity	Status	Comments (If changes needed)
Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas	Continue	

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STRATEGIC PRIORITY: ENVIRONMENTAL STEWARDSHIP

Goal Statement: To protect the environment and foster a sustainable future, the City will act as a steward to preserve the natural environment by encompassing principles of environmental protection into our social and economic initiatives

Key Activity	Status	Comments (If changes needed)
Environmental Stewardship Taskforce	Continue	NOTE: Not yet started

Objective: Protect and Respect Our Environment

Key Activity	Status	Comments (If changes needed)
Complete the review of Green Directions Vaughan	Continue	

Objective: Proactive Environmental Management

Key Activity	Status	Comments (If changes needed)
Deliver an Asset Management Plan for the City's Urban Forests	Continue	

Objective: Build the Low Carbon Economy and a Resilient City

Key Activity	Status	Comments (If changes needed)
Promote energy efficiency in the business sector in partnership with key stakeholders	Continue	
Aim to meet new energy efficiency targets in City facilities and promote green building for new developments	Continue	
Tree Maintenance Plan	Change	Completed but will be part of the asset management plan going to Council Q2 2021. Given there is an operating budget impact, public works has decided to not request the funds in 2021 and defer it 2022
Home energy retrofit program	New	Capitalize on the proposed home energy retrofit program. The Council commitment to provide financing for the home energy retrofit program provides an important prerequisite to submit an application to the Community Efficiency Financing initiative, one of several programs of the Green Municipal Funds under the Federation of Canadian Municipalities (FCM). – going to council June 16th for approval

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STRATEGIC PRIORITY: ACTIVE, SAFE AND DIVERSE COMMUNITIES

Goal Statement: To ensure the safety and well-being of citizens, the City will commit to engagement and cohesiveness by supporting and promoting community events, arts, culture, heritage, sports and fire prevention awareness.

Key Activity	Status	Comments (If changes needed)
Diversity and Citizen Engagement Taskforce	Continue	
Older Adult Taskforce	Continue	

Objective: Enhance Community Well-being

Key Activity	Status	Comments (change, stop)
Develop and implement modernized Property Standards, Licensing (Tow Trucks), Road Allowance (new), Short Term Rentals (new), Parking By-law (Parking Strategy) and Fence By-laws in accordance with the By-law Strategy	Change	Timing related change.
Develop and implement an Events Strategy	Change	Need to revise strategy - Phase 1 complete including internal and external stakeholder consultation with an assessment of preliminary findings. Phase 2 to recommence in 2021
Open new library and recreation space at VMC	Change	VMC library - Although construction was temporarily paused, and permanently delayed, procurement of the library collections, furnishings and technology continue. Program delivery and recruitment plans currently on hold. VMC Recreation Space - Need to revise strategy - construction paused but able to continue to develop a plan for opening ceremony and operations with a schedule to be determined. Official opening ceremony and subsequent opening of facility to the public will be delayed until later in 2020.
Undertake the design of the new community centre & park in the Carrville area	Continue	
Creation and development of the Great Walks of Vaughan Program	Completed	
Revitalization of Garnet. A Williams Community Centre	Continue	

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Objective: Enrich Our Communities

Key Activity		Status	Comments (If changes needed)
Advance the development of an inclusive citizen engagement framework		Change	Work will continue but timing with shift slightly due to need to engage public
Develop Creative and Cultural Amenities and Nurture Community Engagement		Completed	
Increase Public Art Awareness and Develop Community Public Art Place-making		Change	2020 programs to go digital, where possible
Inclusion Charter Action Plan		Change	Delayed due to COVID

Objective: Maintain Safety in Our Community

Key Activity		Status	Comments (If changes needed)
Provide a comprehensive fire protection program through public education and fire code enforcement		Change	Need to revise strategy - COVID 19 has delayed some of the public education events due to social distancing requirements. The programs will need to be reassessed in the future. This is dependent on the Province's direction with respect to the balance of this year regarding reopening the province.
Land acquisition for fire station 7-11		Continue	
Land acquisition for fire station 7-12		Continue	
Design of fire station 7-12		New	
Opening of fire station 7-4		Completed	
Conduct the feasibility/study of fire-station 7-2		Continue	
Implement recommendations from the School Crossing Guard Program Review		Change	Need to revise the strategy - SCG Program initiatives to be rolled out over the course of the summer into fall, potential to push back some of the recommendations of the Program Review. This is dependent on the Province's direction with respect to the balance of this school year, and the new school year in the fall.
Develop & Implement a Corporate Security Plan		Continue	

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STRATEGIC PRIORITY: ECONOMIC PROSPERITY, INVESTMENT & SOCIAL CAPITAL

Goal Statement: To ensure Vaughan continues to be the place to be, the City will undertake initiatives to ignite economic prosperity and social capital, and celebrate Vaughan as an entrepreneurial city and the gateway to economic activity in the Greater Toronto Area, Ontario and Canada.

Key Activity	Status	Comments (If changes needed)
Economic Prosperity Taskforce	Continue	Taskforce starts July 2020
Smart City Taskforce	Continue	Taskforce starts June 2020

Objective: Advance Economic Opportunities

Key Activity	Status	Comments (If changes needed)
Advance Smart City and technology led economic development opportunities	Continue	
Promote Vaughan's City Building Projects through Mayor and Members of Council attending the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce	Completed	
Generate alternative revenue sources through city-wide Sponsorship, Advertising and Grants	Change	Advertising initiatives and grant applications continue however partnership development has pivoted to focus on planning instead of solicitation.
Build economic resiliency in Vaughan's priority sectors through, for example project and policy development related to key sectors in a post-COVID context	New	Response to COVID

Objective: Attract New Investments

Key Activity	Status	Comments (If changes needed)
Attract a post-secondary institution to Vaughan	Completed	
Invest in the Tourism and Accommodation Industry	Change	Collection of MAT is suspended until June 1 (September 1, based on a May 27 Council Decision) - shift in focus from growth of tourism industry to recovery and resiliency
Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks	Change	Some cancellation/reworking of programs in 2020 to deal with COVID. Engagement of business community is ongoing and has intensified.

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Objective: Enable a Climate for Job Creation

Key Activity		Status	Comments (If changes needed)
Develop Vaughan as an entrepreneurial and small-business and innovation hub		Change	2020 programs to focus on business restart and resilience in existing businesses who can relaunch and employ citizens quickly.
Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)		Change	2020 business missions are discontinued due to COVID concerns. Focus on marketing outreach to foreign-owned businesses in Vaughan in anticipation of future business missions.
Promote the Development of Vaughan's Industrial Sectors and Business Parks		Change	Focus on building resilience and reassessing future demands for industrial space
Increase Vaughan's Brand Recognition as the place to be (to Think, Start-up, Invest and Visit)		Change	Launched new website and brand as a key resource moving forward. Anticipated spending for brand rollout is impacted by budgetary pressures
Develop VMC (Marketing and Promotion, Business Development Activities)		Change	Many business and public relations events scheduled for VMC have been cancelled, indefinitely postponed, or moved online
Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resilience into their businesses and adapt to the new normal		New	Response to COVID

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STRATEGIC PRIORITY: GOOD GOVERNANCE

Goal Statement: To effectively pursue service excellence in governance and fiscal responsibility, the City will hold the public's trust through inclusive, transparent and accountable decision-making, responsible financial management, and superior service delivery and effective communication.

Key Activity	Status	Comments (If changes needed)
Effective Governance and Oversight Taskforce	Continue	

Objective: Ensure Transparency and Accountability

Key Activity	Status	Comments (If changes needed)
Conduct Ward Boundary review	Continue	
Implementation of Voting Technology	Continue	
Establish an Enterprise Project and Change Management Office	Continue	
Execute the Internal Audit Risk Plan	Continue	
Initiate and pilot an Enterprise Content Management System	Continue	

Objective: Commitment to Financial Stewardship and Sustainability (Demonstrate Value for Money)

Key Activity	Status	Comments (If changes needed)
Develop a Long-range Fiscal Plan and Forecast	Continue	
Continue to refine Fiscal Framework policies to support financial sustainability	Continue	
Complete the Strategic Asset Management Policy and Asset Management Plans for core assets	Continue	Corporate policy completed and endorsed by Council in 2019 and released publicly on City website. RFP targeted for June. Stakeholder conversations on RFP.
Develop an Enterprise Risk Management Program	Continue	

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STRATEGIC PRIORITY: CITIZEN EXPERIENCE

Strategic Goal Statement: To ensure citizens receive the best experience in person, by telephone and electronically, the City will provide exceptional end-to-end citizen-centred services, enhance access and streamline services with the use of technology.

Objective: Commitment to Citizen Service

Key Activity	Status	Comments (If changes needed)
Define the Citizen Experience (service level expectations) for each business function and align service costs with service value/ benefits.	Continue	Proceeding as anticipated; include post COVID lens.
Conduct the Citizen Satisfaction Survey	Continue	2020 Survey: Need to revise timing/scope but will complete within term of council; Now to include business satisfaction survey; RFP complete and waiting to be awarded

Objective: Transform Services Through Technology

Key Activity	Status	Comments (If changes needed)
Implement the Customer Relationship Management System	Continue	Subject to funding for future business areas and maintenance/sustaining; can complete PW
Implement Digital Strategy Initiatives	Change	14 initiatives have been completed; Need to reassess in conjunction with smart city and other priorities and other digital innovations
Implement an Open Data Program	Continue	Tools exist and data policy completed; Need to ensure linkages to overall corporate data initiatives; need to escalate to senior leadership for overall framework (BA framework; data analytics)
Implement the new vaughan.ca website	Continue	Funding to be determined

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STRATEGIC PRIORITY: OPERATIONAL PERFORMANCE

Goal Statement: To continue to foster a culture of continuous improvement, the City will support competencies and practices in innovation and process efficiencies.

Objective: Leverage Data-driven Decision-making

Key Activity	Status	Comments (change, stop)
Develop Data Management & Data Analytics Framework	Continue	
Establish performance scorecards for each portfolio/department	Continue	

Objective: Promote Innovation and Continuous Improvement

Key Activity	Status	Comments (If changes needed)
Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement (leverage existing technology and systems)	Continue	
Implement continuous improvement initiatives and business process reviews to improve operations and service delivery/service modernization:		
a) Review the development application and approval (DAAP) process	Continue	Pilot is 90% complete; Bill 108 and COVID could change scope
b) Implement the Finance Modernization project	Continue	
c) Conduct the Public Works Service Level Review	Continue	
d) Service Vaughan initiative – implement new centralized counter service	New	
e) Develop contract management framework (per Internal Audit recommendations)	New	
f) Implement Ideas at Work	New	

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STRATEGIC PRIORITY: STAFF ENGAGEMENT

Strategic Goal Statement: To ensure an engaged workforce, the City will continue to foster initiatives that create a positive work environment through staff development, and workplace health, safety and wellness with strengthened leadership, communication and engagement opportunities.

Objective: Empower Staff

Key Activity	Status	Comments (If changes needed)
Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)	Continue	
Develop a Workplace Wellness Program	Continue	
Establish Alternative Work Arrangements policy and procedures	Completed	
Continue the delivery of the Learning and Organizational Development Program	Continue	

Objective: Develop Leadership

Key Activity	Status	Comments (If changes needed)
Develop a Senior Leadership Team Governance Model	Completed	
Develop and Implement a Succession Planning Framework	Continue	
Develop a Mentorship Program	Continue	

Objective: Manage Performance

Key Activity	Status	Comments (If changes needed)
Implement the Workforce Management System (Time and Attendance Program)	Continue	
Implement Phase 2 (All staff learning module) of the Talent Management System (Halogen) to all staff	Completed	
Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen)	New	Subject to 2021/2022 funding

COVID-19 IMPACT ON HUMAN RESOURCES

**Ready, Resilient, Resourceful Committee
June 23, 2020**

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COVID-19 IMPACT ON HUMAN RESOURCES

INTRODUCTION

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

The City of Vaughan's overarching mission is "Citizens First Through Service Excellence". As a result, all efforts and decision-making align with the 2018-2022 Term of Council Service Excellence strategic priorities, including:

- **Community (aligned with Citizen Experience):** Ensure City's services are safely delivered, with an emphasis on critical/core services during this emergency, with use of technology where possible:
 - Continue to protect community demands/needs within the short, medium and long term;
 - Implement alternate ways to deliver services effectively.
- **Financial Sustainability (aligned with Operational Performance):** Understanding our financial situation in order to ensure financial sustainability in the future:
 - Assess staffing impacts and ensure a balanced approach to staffing and fiscal responsibilities.
- **Our People (aligned with Staff Engagement):** Consider the impacts that our decisions will make on employee engagement and ability to deliver critical/core services:
 - Where possible, every attempt should be made to keep employees whole from a pay perspective.
 - Understand employee's Collective Agreement and legislative rights.
 - Negotiate with Unions to facilitate necessary staffing actions in an amicable manner to the extent possible.
 - Consider redeployment, where possible.
 - Review Municipal comparators.
 - Consider service levels and impacts and costs of layoffs as well as return to 'regular business' to ensure delivery of strategic goals.

Human Resources and Staffing Actions to Date

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

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

The following highlights the human resources and staffing impacts and related initiatives in response to COVID-19 and provides a summary of these actions and decisions.

1. Communications:

Throughout the pandemic, the organization has supported staff with important messaging, policy direction and informative Q's & A's and bulletins to assist with a variety of human resources issues and questions. Even prior to Provincial and Municipal declarations of emergency, the Office of the Chief Human Resources Officer (OCHRO) provided Q&As and policy guidance and had already established an Alternative Work Arrangement policy and procedures. Information sessions were also held for Senior Leadership Team members to educate them on Q&A's and provide policy guidance. Information has been provided with respect to:

- Working from home guidelines;
- Managing remote workers;
- Proper ergonomic set-up;
- School closures and addressing child care issues;
- Managing employee absences and pay including illness, self-isolation and leaves;
- Recruitment;
- Bill 186 leaves under the Employment Standards Act;
- Redeployment;
- Work site visits;
- Health, Safety, Wellness;
- Mental Health.

These critical communications were developed based on best practices, legal guidance, government orders and advice of public health experts. In addition, we have ensured

alignment with collective agreements and policy and following the key principles and values outlined in our Term of Council Service Excellence Strategic Plan.

Safety and Health and Emergency Preparedness week was held May 3 to 9, 2020 with a goal of focusing on the importance of preventing injury and illness in the workplace, at home and in the community. OCHRO developed three communications to all staff, with the following focus areas:

- Emergency preparedness
- Mental health
- Physical health

Each communication included links to useful resources, tools and training for employees. The mental health communication was provided via the HR wellness newsletter. It included the City of Vaughan recreation resource links to mindful meditation and yoga as well as free e-learning on mental health awareness from the Canadian Centre for Occupational Health & Safety (CCOHS).

The physical health communication included information on Musculoskeletal (MSK) injuries and prevention as well as office ergonomics. A webinar was also made available for up to 100 employees working from home on how to make their home office more ergonomically sound and included an opportunity to have a Q&A with a certified ergonomist.

In addition, to continue to keep staff informed, OCHRO launched a bi-weekly newsletter entitled "Making Connections". This newsletter has a focus on employee health and wellness and provides helpful tips on working remotely, managing and mental health and provides links to useful tools and resources.

2. Labour Relations:

A CUPE COVID Committee was created and meets on a regular weekly basis. In addition, regular meetings with VPFPA are taking place twice per week.

This continues our positive relationships to manage issues in a cooperative manner such as layoff and redeployment and to ensure business continuity during the declared emergency.

3. Alternative Work Arrangements:

As provincial directives were issued encouraging people to work from home, where operationally feasible, the Office of the Chief Human Resources Officer and the Office of the Chief Information Officer worked tirelessly to enable the deployment of alternative work arrangements.

On March 14, 2020, employees were directed to work from home where operationally feasible. Approximately 50% of the City's employees are able to effectively work from home.

Staff have been able to embrace virtual technologies (MS suite, teams, skype, zoom etc.), while continuing to conduct regular department-wide and portfolio meetings and 1:1 meetings with staff and their supervisors.

Leaders and staff have been providing positive feedback that they feel they are more productive and effective (less disruptions) while working at home. In addition, an alternative work arrangement approach helps to address growing space issues; contributes to reducing gridlock and traffic jams; and reduces our carbon footprint.

To support work from home, OCHRO provided AWA policy training to many leaders and work from home tip sheets for staff and leaders.

Although there has been an overall positive and resilient response to working from home, there are still some challenges as there is a definite culture shift as we learn to manage remote teams, empower staff from afar and look to outcomes and outputs rather than physical presence as a sign of productivity. In response, the OCHRO is developing additional supporting materials to provide additional guidance and support staff and leaders to be effective while working remotely.

Where staff duties cannot be performed from home and staff must attend the workplace to deliver essential/critical services, essential employees continue to attend the workplace with appropriate safety measures in place. These include staff who are delivering essential/critical services (firefighters, water services, inspections, etc.).

4. Lay-off of Non-essential staff that cannot Work From Home:

With the closure of facilities and the reduced income generated, actions were taken to ensure financial sustainability in the future, including considering what expenditures can be immediately stopped or deferred and staffing reductions, as appropriate.

While every reasonable attempt was made to keep staff employed and whole from a pay perspective, temporary layoffs resulted for 1168 non-essential staff that were unable to work from home (including School Crossing Guards, Recreation Services staff, and Vaughan Public Library staff), were made in concert with CUPE on April 6, 2020. In addition, a further 31 staff layoffs were made on June 4, 2020 as a result of organizational changes in the Recreation Services department to reflect a new business model in response to COVID-19.

5. Redeployment into critical roles for staff not fully productive:

As part of the next phase in assessing longer-term staffing impacts, the OCHRO developed a framework to ensure consistency in how redeployment opportunities were assessed and operationalized.

Departments assessed their workforce and service delivery needs and identified staff that could effectively and productively work from home as well as staff that must continue to attend the workplace to deliver critical/essential services to maintain legislative compliance and deliver critical services to ensure service delivery (VFRS, water services, inspections, etc).

As part of this initial review, some employees were redeployed within their department, and others were identified for redeployment in other parts of the City in order to ensure the delivery of critical/essential services to our citizens.

To ensure essential/critical City services continue to be delivered effectively while endeavoring to keep staff whole wherever possible, we have worked cooperatively with CUPE and offered redeployment opportunities to approximately 57 employees. A large portion of these employees were offered the opportunity to work under By-law & Compliance and Licensing and Permits Services as Parks Education Team members (PETs in parks) until June 4, 2020. In this role, they represented the BCLPS department and City at assigned parks, answered citizen questions, and in an effort to help stop the spread of COVID-19 in our community, educated residents on the importance of social distancing, and they notified by-law if they observed infractions.

6. Recruitment and Hiring Restrictions:

In an effort to mitigate revenue losses and COVID-19 related costs, recruitment restrictions were put in place to ensure a prudent and fiscally responsible approach. These include:

- Only business critical recruitment and hiring taking place.
- Any recruitment must be approved by the Deputy City Manager.
- No hiring of summer students and limited hiring of summer seasonal staff.
- Ending contracts where operationally feasible.
- Allow for attrition and do not fill vacated positions, where feasible.

7. Encourage Vacations:

Rest and rejuvenation are important to all staff and taking allotted vacation time is highly encouraged especially during this stressful time. Many staff are working even harder than normal and have not had a chance to take much needed time-off and utilize their vacation credits.

The Acting City Manager has communicated to all staff to encourage staff take their much-deserved vacation.

8. Reintegration Plan:

A sub-group of the COVID-19 Operational Taskforce was created to fully assess reopening/restart plans for the city's facilities and its staff. A comprehensive approach is being taken to ensure a safe return to the workplace for all staff.

The OCHRO staff have conducted multiple on-site visits and walk-throughs to assist departments with changes to work areas and pathways to ensure physical distancing and appropriate health and safety measures. OCHRO has worked with Legal, Facilities Management and Occupational Health and Safety.

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

The plan will provide clear guidance on the requirements for the maximum number of staff permitted in a work location, guidance on scheduling, PPE, cleaning and disinfecting, physical distancing practices and response to positive or suspect cases. In addition, the organization is developing communications and training plans (orientation guides) for leaders and staff.

A detailed Business Reintegration Plan is being finalized and will be provided in a separate future report to the Ready, Resilient, Resourceful Committee.

9. WorkSite Visits During COVID

As many of our city facilities continue to be closed, we have taken and continue to take steps to prevent the spread of COVID-19. To assist all staff during the COVID-19 emergency, the Office of Chief Human Resources Department has developed a Health and Safety directive specifically focused on COVID-19.

The directive impacts all staff working in all settings where contact or potential contact with the general public, homeowners, contractors and other City of Vaughan staff may occur. The focus of the directive is to institute controls for staff to stay clear of potential hazards through pre-screening, social distancing, hygiene and enhanced sanitation of high-touch areas such as vehicles.

We are constantly reviewing our practices to ensure our measures are appropriate for the safety of our employees and the community and will modify this directive accordingly.

We conducted virtual learning sessions on this directive for all people leaders. These sessions provided an opportunity to address all questions leaders had with respect to the implementation of this directive into their operations.

We also assisted a number of our operational teams with performing health and safety risk assessments where they were uncertain about COVID-19 control plans within the work activities in their program area. These assessments ensured we have incorporated the necessary controls within our employee's work activities.

IMPACT OF COVID-19 ON STAFF – HOW ARE STAFF FEELING?

Obtaining staff input into their understanding, perceptions and feelings about the City's response to COVID-19 is very important as we continue to navigate our ongoing response and implementation of mitigations and controls. As part of the Lessons Learned initiative, an on-line all-staff survey regarding COVID-19 was developed and sent to all staff on May 1, 2020. The survey was open until May 15, 2020 and resulted in a wealth of information and inputs.

The survey was completed by 705 employees, which is approximately 50% of full-time workforce. Overall the results were very positive. The following provides an overview of what we heard through the survey:

COVID-19 Response:

- 95% are familiar with the City's pandemic response efforts
- 82% are familiar with the City's emergency response plan
- 72% feel confident in the execution of the emergency response plan

Senior Leadership:

- 79% feel confident in our Senior Leadership Team
- 81% agreed our senior leaders displayed adaptability

Working Remotely:

- 87% said they've had the ability to carry on with department deliverables
- 76% agree the organization managed the transition to remote work well

Communication:

- 80% agreed the City has communicated to the public well during the pandemic

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- 76% feel the quality of internal communications during COVID-19 has been either very good or good
- 87% agreed their immediate managers communicate regularly
- 84% agreed they have access to the information needed to do their job well

Employee Resources:

- 69% agreed the City offers enough resources to adequately address mental health and wellness during the pandemic
- 67.5% said the biggest advantage of working from home was saving time on travel

This feedback from staff will assist in our continued response and management to the COVID-19 emergency. Ensuring employee engagement and a workforce that is protected from harm is fundamental to our values at the City of Vaughan.

BUSINESS REINTEGRATION PLAN

**Ready, Resilient, Resourceful Committee
June 23, 2020**

BUSINESS REINTEGRATION PLAN

The City's **Business Reintegration Plan** is currently being drafted and will continue to evolve as more information becomes available from the Province and Public Health with regards to COVID-19. The framework for this draft Plan entails a high-level consistent approach to how staff are reintegrated back into City facilities, including those staff who have never left.

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 pandemic can be viewed in terms of three phases: react, respond and return. Through regular reports and updates Council have been advised of the extraordinary measures departments have taken to react and respond to the pandemic. As staff continue to uphold and advance "healthy" municipal buildings while facing new and unprecedented challenges, plans are developing 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 Task Force is advancing with significant progress on the "return to work" or reintegration plan for the Corporation:

- In collaboration and consultation with colleagues across the City, the Office of the Chief Human Resources Officer and the Facility Management department are leading the plan development and subsequent implementation to help support and shape the transition to the new "normal" workplace for City staff.
- To inform a comprehensive reintegration plan, the sub-committee completed the background work and has developed a draft plan. Once finalized, the plan will help guide the Corporation to best prepare for the return of employees, while ensuring the transition is both safe and efficient.

Corporate & 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 City Manager to staff – similar to the Province's announcement without timelines.

The Office of the Chief Human Resources Officer has led the "people" component of this initiative and will continue finalizing applicable forms, i.e., staff contact tracker; the development of QAs for staff; orientation & 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.

Facility Management has already 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 plan – which recommends 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. It is recommended that where possible staff continue to work remotely and that reintegration to the workplace 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 and works yards, 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.

In consultation with Corporate & 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.

The Ready, Resilient, Resourceful Committee will be provided with a full report on the Business Re-integration Plan at an upcoming meeting of the Committee.

LESSONS LEARNED – OUR EXPERIENCE TO DATE

**Ready, Resilient, Resourceful Committee
June 23, 2020**

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LESSONS LEARNED – OUR EXPERIENCE TO DATE

BACKGROUND

In conjunction with the Emergency Operations Centre and the Emergency Management Team, the Office of Transformation and Strategy established a Lessons Learned /After-Action Report (**LLAAR**) Team to assist in the collection and analysis of information required for reporting purposes. It also serves as valuable input into the development of an Emergency Preparedness and Resiliency Strategy for the City post-COVID-19. The LLAAR Team has also been facilitating meetings and discussions across the organization regarding impacts to business operations, how COVID-19 has presented opportunities for changes in the way we do business and in documenting over 100 (and counting) innovations and process improvements since the onset of the pandemic.

The work of the COVID-19 LLAAR Team is divided into several phases targeting various stages of emergency management, particularly: response, mitigation, and recovery.

The Response Phase of Emergency Management entails activating and carrying out the emergency management plans. Mitigation involves using measures and risk analysis to make logical decisions and reduce the effects of an emergency to save lives, preserve the environment, protect property and recuperate economic deficits. Recovery refers to actions taken to recover from an emergency and include those which are initiated during the incident as well as when the recovery phase is announced. These measures and plans aim to assist staff, residents, businesses and the Vaughan community at large, to return to a new state of normalcy.

Lessons Learned interviews were scheduled with leaders (Deputy City Managers, Directors, Managers, supervisors) and various staff across all portfolios and departments to better understand the impact COVID-19 has had on the City's staff and the services which we deliver to our community. Virtual interviews were conducted via Skype / Microsoft Teams and hosted either in a personal 1:1 format or group settings.

For Phase 1 (mid-March to mid-April) participants were asked a series of open-ended questions about the events which took place for the first 30 days. The interviews were hosted in late April. The participants were asked to consider the City's initial emergency management response and the decisions that have been made about our programming, activities, and operations. A total number of 64 interviews were conducted with 107 interviewees participating in these sessions. In addition, one-on-one interviews were conducted with the Mayor and all members of Council to obtain their input.

For Phase 2 (mid-April to mid-May) Lessons Learned interviews were held during the last week of May / first week of June and focused on the mitigation period of emergency. The participants were asked the same set of questions. During the second

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round 67 interviews were conducted with 108 interviewees participating in these sessions.

To maintain consistency, the following questions were asked during each interview in Phase 1 and Phase 2:

- *What did we do well?*
- *What could we do better? What could have been done better?*
- *What changes do we need to make, or recommendations do you have? (to the emergency plans and procedures, policies, operations, resourcing, training etc.)*
- *What process changes and innovative ways of doing work did you experience in your operations and what did you learn from it?*
- *What did you learn from this emergency?*
- *Do you have anything to add?*

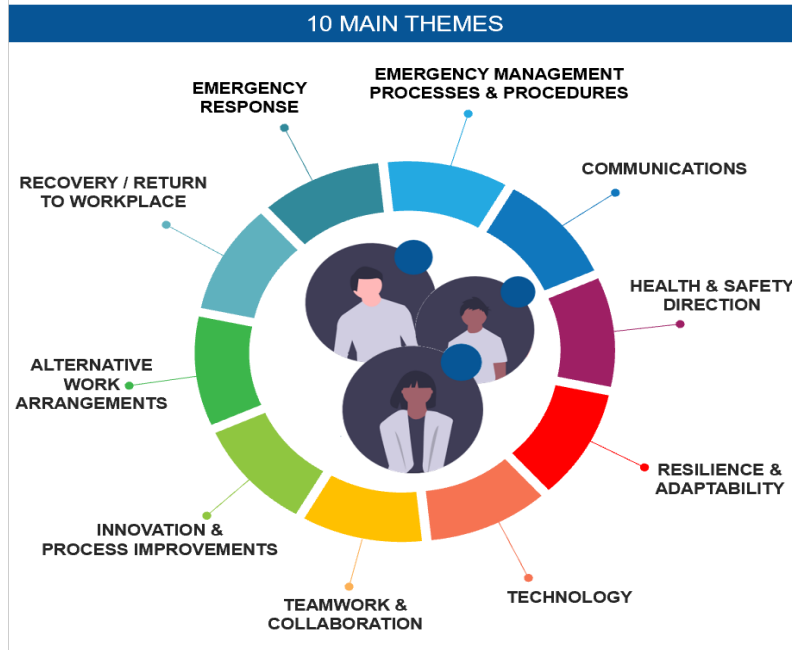
The participants were asked to consider the City's initial emergency response and the decisions that have been made about our programming, activities, and operations. The goal was to capture as much information as possible while it was still fresh in people's minds. An anonymous survey was also made available to all participants upon completion of their interviews to allow for any additional input, considerations or recommendations.

Although a detailed Lessons Learned and After-Action Report will be provided to the Ready, Resilient, Resourceful Committee and Council at a future date by the VFRS Chief and the EMT, the following provides a summary of the key themes that are being considered as part of the lessons learned.

EMERGING THEMES

The information gathered through Phase 1 and Phase 2 of the interviews as well as future interviews and surveys will help the City enhance its Emergency Management program and make recommendations vital to continuous improvement opportunities for any future events. Continual lessons learned gathering provides an opportunity for the City to think longer-term about how to create a more resilient and healthier workforce.

From Phase 1 and Phase 2 of the Lessons Learned Series, 10 common themes emerged from the various interviews across all departments and portfolios.



1. Emergency Response

- The City responded quickly, and departments were able to effectively relocate staff to work remotely or allow for alternative work arrangements to continue work assignments and business services.
- Staff who had to remain in the field were provided with information and appropriate PPE.
- Introduced the City's Emergency Measures By-law and provided responsive services to public health and safety needs.
- The City's responsiveness in declaring a state of emergency and its quick and decisive actions around operational closures and temporary layoffs were critical in mitigating potential financial losses and threats to staff and the public.
- Proactive monitoring and readiness planning
- EOC mobilization and ability to quickly and effectively respond
- Created the operational taskforce to respond at tactical level
- The City's responsiveness in declaring a state of emergency
- Risk-based decision making

2. Emergency Management Processes and Preparedness

- Documentation of Business Continuity Plans
- EOC/EMT regular meetings and briefings
- Action logs and decision-tracking
- Unified approach in meetings, communications and decision making
- Alignment of efforts; consistency in decision making

3. Communications

- Proactive, relevant, timely communications internally and externally
- Message of Ready, Resilient, Resourceful
- Responsive to citizens and Business sector concerns
- Utilization of multiple communications channels
- Better and more expedient communications between staff and management

4. Health and Safety Direction

- Immediate response in the provision of PPE and enhanced cleaning and safety measures for those still in the workplace/field
- Clear messaging on safety
- Initiatives focused on health and wellness
- Employee assistance supports
- Q&As to inform and provide guidance
- Virtual ergonomic assessments and advice for those working from home
- Additional training and education where needed
- OCHRO developed the COVID-19 health and safety directive for Worksite Visits to provide safety measures for employees working in the community, at home or in the workplace during COVID-19.
- The department worked collaboratively with various lines of business identifying department-specific operational needs during COVID-19, and subsequently updating and communicating amended health and safety protocols.
- The OCHRO developed a wellness kit with various online resources and learning opportunities to help manage mindfulness, stress, time and remote communication.
- To help to alleviate stress and further promote emotional and physical wellness, encouraging staff to take vacations and days off.

5. Staff Resilience and Adaptability

- Quickly embraced new ways of doing business.
- Opened new channels for communication.
- Communications have actually increased among team members.
- Staff sharing uplifting messages, positive changes to their business and providing open door communications and transparency.
- Most meetings are taking place virtually (over Skype, Teams, Zoom) and these meetings are positively received.
- Staff are more readily available vs. scheduling meetings in the office and can participate in more meetings as they save on travel / walking distance.
- Staff are being invited to meetings appropriately and time is being used more productively.

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- Meeting duration is generally shorter than pre-scheduled face to face office meetings and still allows staff to create and complete action items and takeaways effectively and efficiently.
- Guardians of government – many staff who have gone above and beyond to provide service and protect our citizens.

6. Technology

- Quickly ramped up and adapted technology for work from home, Skype and Microsoft Teams virtual meetings.
- Electronic Committee and Council meetings.
- Virtual service delivery by enhanced online services including building permits, applications/submissions, PAC meetings, urban design meetings, parking enforcement services, training and development, recreation programs
- The OCIO has been responsive and quick in finding solutions for access to equipment, software and other requests. OCIO's responsiveness (supporting with hardware, installing / updating various software) to allow departments to work and function
- Extensive IT support to ensure different roles were equipped with the technology needed to maintain operations in a remote environment (i.e. Access Vaughan agents – soft phones, agent laptops, training and provided troubleshooting support as needed).

7. Teamwork and Collaboration

- A business unit was created within the financial system to track changes, monitor COVID related expenses.
- Quick and decisive actions around operational closures and temporary layoffs were critical in mitigating potential financial losses. Even though COVID-19's financial impacts are very significant, the situation would have been much worse had the organization delayed or never made those decisions.

8. Innovation and Process Improvements

- Over 100 business process improvements / innovations to the way we do business; implemented very quickly and effectively.
- Curbside pickup for library materials, curbside pickup up fitness equipment, curbside marriage licenses, virtual/digital library services.
- Electronic building permits; electronic applications/submissions.
- Meetings conducted virtually – Committee, Council, Taskforces, PAC, Urban design, etc.
- Email / electronic submission for Vaughan Business Licenses.
- Integrated Service Counter for the future.
- Payment processing innovations and finance modernization process improvements implemented.
- Enhanced efficiencies and effectiveness in safety, service delivery.

- Building capacity by sustaining these process changes.

9. Alternative Work Arrangements

- The City responded quickly and, for the most part, were able to effectively relocate staff to work remotely or allow for alternative work arrangements to continue work assignments and business services.
- The City followed the recommendations from the province and quickly implemented physical distancing guidelines for our workplace; working from home options and the ability to self-isolate is very much appreciated by staff.
- Considering the existing availability of meeting technologies, file sharing and mobile equipment, working from home has proven to be successful for most departments in sustaining business operations and transitioning seamlessly to a virtual environment.
- Staff can multi-task work requirements efficiently while juggling family and home priorities during this emergency. Many staff had already been equipped with laptops.
- Transitioning to working from home was comfortable for the most part. COVID-19 has acted as a catalyst for accelerating work from home arrangements and developing a better understanding of remote access capabilities while maintaining operations.
- Working from home does create some challenges with respect to ergonomic set-up, the need for better physical barriers between the work and home environment, the lack of face-to-face interactions; child care balancing issues.

10. Recovery / Return to Workplace

- Return to the workplace needs to be phased in; needs a disciplined approach.
- Staff have high expectations for distancing protocols, cleaning and disinfecting standards.
- Many understand that we will not return to the “old normal” or previous way of doing business.
- Some areas will need much more detailed protocols given their exposure to the public.
- Space planning and seating arrangements will change significantly and our need for office space will change.



Innovations and Process Improvements in Response to COVID-19 Pandemic

Ready, Resilient, Resourceful Committee

June 23, 2020

Innovations and Process Improvements

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INTRODUCTION

Challenges presented by COVID-19 have impacted the City of Vaughan, as they have all organizations and industries worldwide, prompting a renewed urgency to examine the way we do business. In the spirit of resilience and resourcefulness, the City of Vaughan has proven to be able to quickly pivot, adapt and be nimble in its response to COVID-19 and its impact on our services and operations. Staff in every department across the organization have risen to the challenge to continue city building and the provision of quality public services to our citizens and our community.

In order to continue city building and continue to thrive during the emergency response as well as in a post-COVID-19 world, the City of Vaughan's success will hinge on applying innovative thinking and solutions while identifying opportunities to adapt and reshape priorities and develop new service models to create an evolved working environment.

As part of the lessons learned initiative, we have documented organization wide innovations, process improvements, efficiencies, service enhancements, and operational changes that have been made to respond to the challenges presented by COVID-19. Considerable learnings have been achieved in terms of what has worked and allowed operations to continue to run or identifying modifications that would be needed in order to continue to deliver service in a more virtual manner.

An important takeaway from these learnings and adaptations, is identifying the sustainability of the change and embedding these new practices as a new baseline of operations in how we deliver service going forward. We do know that many of these changes - innovations, improvements, service enhancements - will carry over to provide better value, higher levels of citizen service, lower costs or a combination of these.

The following provides a summary, by portfolio, of **125** various innovations and process improvements to date since the onset of COVID-19. These innovations and process improvements have proven benefits in efficiencies, effectiveness and capacity building for the future.

Types of changes include:

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

- **Service Delivery Innovation**, which includes new service offerings and programs or revamped ways of doing business.

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



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



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



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



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



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



Partner Relationships, which leverages community partnerships and encouraging collaboration.



Safety, ensuring citizen and staff safety.



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






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TOTAL	125

Portfolio: ADMINISTRATIVE SERVICES AND CITY SOLICITOR			
Department: City Clerk			
Innovation/Improvement	Type	Impact	Description
Virtual Council and Committee Meetings	➤ Service Delivery Enhancement	 Process Improvement	In response to the physical distancing restrictions imposed as a result of COVID-19, the City Clerk’s Office, in conjunction with the Office of the Chief Information Officer, implemented electronic meetings for Committee of the Whole, Council, Committee of Adjustment, Taskforces and Advisory Committees. Citizens can participate and virtual accommodations have been made to support this function through Skype communications, emailing comments for review and tuning in to live broadcasts. Technology updates and adaptations have enabled electronic public deputations as well as remote council voting that integrates e-scribe.
Curbside Marriage Licensing	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction  Safety	While City Hall remains closed to the public, the issuance of marriage license was paused as individuals are required to be physically present to provide identification and sign documents. In order to respond to the ongoing requests for this service, the City Clerk’s Office developed an innovative new process of electronically collecting applications and required documentation in advance, and launched a “by-appointment-only” curbside system to continue issuing licenses; the first of such, issued on May 25, 2020. The new approach ensured staff and citizen safety while meeting a much-needed service demand.
Burial Permits	➤ Service Delivery Enhancement	 Process Improvement	While City Hall remains closed to the public, the City Clerk team developed a new process to electronically issue burial permits. This change will no longer require paper, appointments or in-person attendance.
E-Signature	➤ Organizational Enhancement	 Process Improvement	Updated process requiring physical signatures for paper cheque requisitions to electronic signatures.
Department: Legal Services			
Workload Balancing and Tracking	➤ Organizational Enhancement	 Process Improvement	As the Legal Services team transitioned to remote work environments due to the physical distancing restrictions imposed by COVID-19, the team maximized use of web-based time-tracking tool to support optimal workload balancing amongst all legal staff resources. Adoption of this tool will support benefit realization such as time and cost savings.
Collaborative Document Platforms	➤ Organizational Enhancement	 Process Improvement  Productivity	With remote work environments and virtual interactions increasing, Legal Services enhanced collaboration opportunities by accelerating the migration of legal files onto the collaborative SharePoint platform. Until a document management system is secured

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			and implemented, the SharePoint site is being used as an interim solution which will realize process efficiencies and speed up collaboration across the team.
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Portfolio: CITY MANAGER'S OFFICE			
Department: Economic and Cultural Development			
Innovation/Improvement	Type	Impact	Description
Vaughan Business Action Plan	➤ Service Delivery Enhancement	 Service Outcomes	In response to COVID-19, Economic and Cultural Development (ECD) relaunched the Vaughan Business Action Plan to safeguard the city's local economy and support small-business owners. The plan includes support for restocking store shelves; enhancing the movement of goods; improving business ground transportation; suspending the Municipal Accommodation Tax; and maintaining small-business services. ECD is offering guidance on how to potentially adapt business models to generate revenue online. This change is expected to be embedded in regular operations moving forward.
Promoting Economic Prosperity	➤ Service Delivery Innovation	 Process Improvement	In response to COVID-19, the ECD department launched a new website geared at igniting economic prosperity by communicating with current and potential business audiences in a more dynamic way. It provides information and resources for businesses within and surrounding Vaughan and to the diverse community of entrepreneurs, prospective investors, site selectors, realtors and potential residents. For business owners in Vaughan looking for support during the global pandemic, it also features a COVID-19 section with information about the measures and programs implemented by the City to support the local economy at this challenging time. This change is expected to be embedded in regular operations moving forward.
Thinking Ahead	➤ Organizational Enhancement	 Financial Efficiency	Learnings as a result of COVID-19, have prompted a review of the application of policies as well as funding allocations for new and existing businesses moving forward.
Speaker Series	➤ Service Delivery Innovation	 Process Improvement  Financial Efficiency	Economic and Cultural Development launched a new online speaker series to educate, engage and enrich the public from the comfort of their homes during the global COVID-19 pandemic. The speaker series features members of the university's faculty and alumni, in addition to community leaders. Working closely with stakeholder groups to identify the needs of local businesses and citizens, City staff have identified a series of different topics that will be featured as part of the speaker series.

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			These include career counselling, working from home and financial security, among others. Depending on agreements with service providers, this change is expected to be embedded in regular operations moving forward.
Small Business Resiliency	➤ Service Delivery Innovation	 Service Outcomes  Productivity Gains	Economic and Cultural Development launched the new Digital Boost Vaughan Small Business Resiliency Program provides free training and mentorship to help local businesses adapt to the changing environment caused by the COVID-19 pandemic. Programming covers topics such as: digital marketing strategies; launching or improving an e-commerce store; developing new product lines or services; developing new revenue models, such as curbside pickup or drop-shipping; and developing financial resiliency. This change is expected to be embedded in regular operations moving forward.
Making Connections	➤ Service Delivery Enhancement	 Partner Relationships	In response to COVID-19, ECD is working to connect businesses that can supply personal protective equipment (PPE), medical equipment and other essential supplies with organizations and people in need.
Making Connections	➤ Service Delivery Enhancement	 Partner Relationships	With more than 9,300 updates, ECD is constantly communicating with businesses and stakeholders via e-newsletters to supplement its business advisory services.
Department: Corporate and Strategic Communications			
Increased Communications	➤ Service Delivery Enhancement	 Customer Satisfaction	Corporate and Strategic Communications continues to proactively provide communications to all stakeholders – Council, the media, citizens and staff – to update them on the latest news coming from the City. All channels are being employed, and staff are responding to resident inquiries through social media. Expanded channels include the special edition COVID-19 newsletter mailed to all homes and businesses across Vaughan. Corporate and Strategic Communications teams are committed to keeping residents and businesses up to date on the City's ongoing response efforts.
Promoting “Shop Local”	➤ Service Delivery Innovation	 Service Outcomes  Customer Satisfaction	In partnership with Economic and Cultural Development, Corporate and Strategic Communications developed the #ShopVaughanLocal campaign encouraging residents to do their part to support the local economy by shopping remotely with local businesses and restaurants.
Online Art Gallery	➤ Service Delivery Innovation	 Process Improvement	Launched online corporate art gallery for the community to explore virtually. Featuring works of art from local, regional and GTA-based artists, the Art Integration Collection can be viewed on Flickr.

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Department: Office of Transformation and Strategy			
Enterprise Project and Change Management Office	➤ Service Delivery Innovation	 Process Improvement	To support ongoing operations and departments across the organization during and post-COVID-19, the Office of Transformation and Strategy launched the Enterprise Project and Change Management Office. Offerings include frameworks, guides, tools and templates for both project and change management. The department will also host information sessions as well as offer virtual training and coaching sessions related to both disciplines.
E-Learning Resources	➤ Service Delivery Innovation	 Process Improvement  Financial Efficiency	The Office of Transformation and Strategy assembled a variety of free learning opportunities and platforms focusing on transformational topics in continuous improvement, process improvement, innovation, business planning, project management and change management. All staff are encouraged to take advantage of the innovative learning methods and invest in furthering their professional and personal development.
Data and Analytics	➤ Service Delivery Innovation	 Service Outcomes	In conjunction with the Emergency Management Team, the Office of Transformation and Strategy quickly mobilized a new Data and Analytics Team. This innovative team includes staff from OTS, OCIO and VPL with additional supports from business analysts across the organization. The team is able to mine data, provide analysis and research in support of the emergency response and is building a data model housing all COVID-19 related data. This data model is used to automate such things as COVID-19 case counts, inquiries, issues and provide insightful information to the organization to assist in decision making during these unprecedented times. This team has shown the need and benefits of creating a new business analytics model for consideration in the future.

Portfolio: COMMUNITY SERVICES			
Department: All			
Innovation/Improvement	Type	Impact	Description
Service Vaughan Citizen Service Standards	➤ Service Delivery Enhancement	 Process Improvement	The City's award-winning Citizen Service Standards, recognized by AMCTO in 2018, were designed to enhance a consistent, multi-channel end-to-end citizen service experience for City services. After all staff completed the initial online training, the CSS Working Group collaborated with the Office of the Chief Human Resources Officer to include this training as part of their onboarding of new staff; however, in








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			response to COVID-19 when staff were directed to work from home, where operationally feasible, it became apparent that this CSS online training required an annual review, in particular, as a fresher on remote access via telephone and email. In collaboration with the OCHRO, moving forward CSS will be included as part of the mandatory annual training review for all staff.
Community Services Data Repository	➤ Organizational Enhancement	 Process Improvement	Developed a centralized site for the Community Services leadership team as a collaborative data repository site to collect, store and share COVID-related data, information and updates with the portfolio.
Department: Access Vaughan			
Information Broadcasting System	➤ Service Delivery Enhancement	 Process Improvement	In response to COVID-19 and the abundance of calls and inquiries coming in from the public, Access Vaughan re-launched the information broadcasting system for residents calling into the Contact Centre providing up-to-date information on city services.
Wait Time Announcements	➤ Service Delivery Enhancement	 Process Improvement	The team will soon introduce telephony wait time announcements to inform residents of expected delays in response from the contact centre.
Service Counter Transformation	➤ Service Delivery Innovation ➤ Organizational Enhancement	 Process Improvement  Customer Satisfaction	In response to the physical distancing restrictions and the suspension of in-person services at City facilities, and through learnings of how service is currently delivered and expected during the pandemic and into the future, it became apparent that a new modernized approach would be needed for our counter services while still ensuring citizens receive timely and efficient service. This project is in the process of working with all departments that previously provided counter service within City Hall and the Joint Operations Centre and will examine integration opportunities to streamline service into only one point of access, resulting in cost savings, future cost avoidance and overall process efficiencies.
Department: Bylaw and Compliance, and Licensing and Permit Services			
Business License Deferrals	➤ Service Delivery Enhancement	 Customer Satisfaction	To assist residents and businesses with the challenges presented by the global COVID-19 pandemic, a grace period was established for business license renewal requirements.
Parks Education and Compliance	➤ Service Delivery Innovation	 Safety	In response to COVID-19, the BCLPS team established a new Parks Education Team to provide education and awareness to residents on new policies for park use.
Operation Guardian	➤ Service Delivery Innovation	 Safety	Through Operation Guardian – an enforcement campaign to promote compliance with by-laws and provincial orders, more than 4317 investigations have been carried out by by-law staff since April 17. Officers have been deployed to focus on





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			issues such as waste, litter and adherence to provincial physical distancing regulations.
Virtual Service Offerings	➤ Service Delivery Innovation	 Process Improvement  Productivity Gains	In response to the physical distancing restrictions imposed as a result of COVID-19, the By-law, Compliance, Licensing and Permit Services team introduced certain services (e.g. Business Licensing Applications) to an electronic/email submission format. These services would have normally been completed at citizen-facing counters. As a result, the issuance of business licenses, renewals, and various parking permits have been able to continue uninterrupted.
Virtual Service Offerings	➤ Service Delivery Innovation	 Process Improvement  Productivity Gains	The team is also working to expedite next phases on the initiative to have new business license applications and renewals submitted and paid for entirely online. This initiative is expected to be rolled out by late summer or early fall of 2020.
Virtual Service Offerings	➤ Service Delivery Innovation	 Process Improvement	The team is ensuring service continuity by conducting scheduled disputes over the phone.
Open for Business	➤ Service Delivery Innovation	 Customer Satisfaction  Partner Relationships	In partnership with Economic and Cultural Development, Bylaw and Compliance, and Licensing and Permit Services introduced Open for Business - an online directory listing local businesses that are open during the current state of emergency. The voluntary listing includes both essential services and businesses that are open or providing modified operations by phone, online, takeout or delivery and in compliance with provincial and municipal regulations.
Policies and Regulations	➤ Service Delivery Enhancement	 Safety	Introduction of regulations to allow for the creation of outdoor patios or the expansion of existing outdoor patios ancillary to eating establishments and banquet halls.
Department: Recreation Services			
Virtual Programming	➤ Service Delivery Innovation	 Customer Satisfaction  Safety	With the closure of all community centres and cancellation of in-person recreation programs across Vaughan, Recreation Services launched several online initiatives to keep the community involved and active. The department launched a new webpage featuring virtual recreation resources for all ages, abilities and areas of interest. Program offerings include the upcoming and first-ever virtual Canada Day celebration, Spring into Shape (a 31-day fitness challenge) and other fitness programming, Youth Week encouraging social media interactions through challenges and activities as well as virtual video sessions on mindful meditation, yoga and more.
Promoting Community Wellness	➤ Service Delivery Innovation	 Partner Relationships	In partnership with Vaughan Public Libraries, Recreation Services established a Community Wellness Task Force to increase the online presence of community supports and celebrate good news stories and random acts of kindness while also considering

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			drawing together community and government resources and possible community activities or personal contests and challenges.
Fitness Equipment Loaner Program	➤ Service Delivery Innovation	 Customer Satisfaction	As part of the City of Vaughan's ongoing efforts to continue providing the community with resources to stay active from home, Recreation Services offered Vaughan fitness equipment packages for loan to registered Vaughan fitness members for the duration of the facility closures. Various packages are available to be reserved through online registration and contactless curbside pickup to ensure the continued safety of both public and staff.
Virtual Summer Camp	➤ Service Delivery Innovation	 Customer Satisfaction  Safety	Recreation Services launched a Virtual Summer Adventures series to keep kids active, engaged and entertained. City instructors will livestream popular summer camp activities and recreational programs remotely. Registration is on a weekly basis and a materials and supply list will be emailed to registrants in advance of the course start date. The new online programming comes in response to the ongoing COVID-19 pandemic as the City continues to monitor and assess the status of on-site summer camps and recreation programs based on public health guidelines.
Returning Recreation Fees	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	While City facilities remain closed to the public, refunds for current summer camp registration and general summer recreation programs will be automatically issued without penalty to the original form of payment used. The Recreation Services department implemented process changes to mitigate citizens' concerns regarding membership fees and refunds and enabled payment processing and refunds from remote locations.
Department: Vaughan Fire and Rescue Services			
Emergency Response	➤ Service Delivery Enhancement ➤ Service Delivery Innovation ➤ Organizational Enhancement	 Safety	In response to the challenges presented by COVID-19 and as lead for emergency response, Vaughan Fire and Rescue Service established a data analytics team and a lessons learned team in partnership with the Office of Transformation and Strategy, to support data, analysis, decision-making and information gathering requirements. Lessons learned provide an unbiased, objective review of emergency response while also identifying where additional supports are needed both during and after an emergency. Data analytics provide crucial information to help track, monitor and stay ahead the emergency.
Recovery Planning	➤ Service Delivery Innovation	 Safety	A sub-committee of the COVID-19 Task Force is working to develop a playbook for transitioning back into the workplace, which will provide a focus on health and safety components, safe work practices, safe

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	➤ Organizational Enhancement		working conditions, facility assessments, cleaning and disinfection protocols, proper hygiene practices and the use of hygiene facilities, and control of infections. It provides a framework for restarting our facilities and office locations with a consistent response and strategy throughout the organization, and ensuring employees feel safe, healthy and confident about returning to work. It will be a critical tool to have as we implement and adapt to a “new normal”, while continuing to build upon our commitment to a safe and healthy workplace.
Health Assessments	➤ Service Delivery Innovation ➤ Organizational Enhancement	 Safety	Vaughan Fire and Rescue Services implemented a central assessment point for all staff and visitors of fire halls. Self-screening evaluations, temperature checks and contact tracking are all enabled to prevent the spread of infection.
Contact Tracking	➤ Organizational Enhancement	 Safety	Contact tracking has also been enabled among all Fire staff to prevent the spread of infection.
PPE Tracking	➤ Organizational Enhancement	 Process Improvement	As provincially directed, VFRS was required to create a centralized inventory count system of PPE (masks, shields, gloves, gowns, etc.) availability.
Equipment Safety	➤ Organizational Enhancement	 Safety	To ensure staff safety, VFRS proactively secured an agency for an onsite deep cleaning of various fire equipment.

Portfolio: CORPORATE SERVICES AND CHIEF FINANCIAL OFFICER			
Department: Financial Services			
Innovation/Improvement	Type	Impact	Description
Tax Payment Extensions	➤ Service Delivery Enhancement	 Customer Satisfaction	To assist residents with the challenges presented by COVID-19, the City waived late penalty charges on interim property tax bill payments for the March 26, April 27 and May 27 payments.
Tax Assistance	➤ Service Delivery Enhancement	 Customer Satisfaction	Additionally, The City of Vaughan is extending the deadline to apply for the Elderly Home-Owners Tax Assistance to provide relief to seniors and help ease the burden caused by the COVID-19 pandemic.
Electronic Paystubs	➤ Organizational Enhancement	 Process Improvement  Financial Efficiency	While the City has been working to transition to paperless paystubs, Financial Services staff were able to leverage physical distancing rules to accelerate this process. Phase 1 of the transition has moved printing of paystubs to ePost, an electronic solution, with further enhancements planned later this year.
Combined Reimbursements	➤ Organizational Enhancement	 Process Improvement  Financial Efficiency	The team streamlined the expense reimbursement process where staff will now receive payments together with their bi-weekly pay instead of receiving a separate cheque for their reimbursement. This new

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			process will reduce processing time as well as cheque printing costs.
Virtual Payments	➤ Service Delivery Enhancement	 Process Improvement	While city facilities remain closed, Financial Services supported departments organization-wide, to introduce virtual payment methods and temporary accounts payable processes to continue providing services to residents and from vendors while moving away from traditional cash transactions.
Department: Financial Planning and Development Finance			
Electronic Transfer Requests	➤ Organizational Enhancement	 Process Improvement  Financial Efficiency	While city facilities remain closed, the Financial Planning and Development Finance team Initiated a new electronic approval process for capital project and operating budget transfer requests. This change is expected to result in faster turnaround times and provide an improved audit trail.
Department: Office of the Chief Human Resources Officer			
Guidelines and Protocols	➤ Organizational Enhancement	 Safety  Employee Morale	In response to COVID-19 and new virtual working environments, the Office of the Chief Human Resources Officer developed updated health and safety directives specific to the pandemic with protocols to follow to keep staff safe.
Guidelines and Protocols	➤ Organizational Enhancement	 Safety  Employee Morale	Wellness kits were developed with online resources and learning opportunities to help manage mindfulness, stress, time and communications.
Guidelines and Protocols	➤ Organizational Enhancement	 Safety  Employee Morale	Human Resources staff also developed remote work guidelines and best practices to help staff effectively work from home. These resources are expected to be maintained and updated in regular operations moving forward.
Virtual Recruitment	➤ Service Delivery Enhancement	 Process Improvement	In response to physical distancing rules, the Office of the Chief Human Resources Officer has implemented electronic recruitment and hiring software allowing the organization to continue hiring for critical positions and maintaining the regular interview process.
Redeployment Strategies	➤ Organizational Enhancement	 Service Outcomes  Employee Morale	Working with impacted departments across the organization, the Office of the Chief Human Resources Officer worked with unions to negotiate and create new redeployment processes and opportunities for various staff.
Electronic Claims Processing	➤ Organizational Enhancement	 Process Improvement	The Office of the Chief Human Resources Officer was able to secure and install new software that has allowed the team to effectively continue processing disability claims. Electronic processing prevents delays and helps the City remain within regulatory guidelines for processing claim information.

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Department: Office of the Chief Information Officer			
Remote Work Capabilities	<ul style="list-style-type: none"> ➤ Service Delivery Enhancement 	<ul style="list-style-type: none"> Process Improvement Financial Efficiency 	In direct response to the restrictions imposed by COVID-19 and work from home orders where possible, the Office of the Chief Information Officer quickly mobilized the organization to convert to remote work capabilities. Virtual meeting solutions, sufficient bandwidth, mobile equipment and various software installations created the capacity for staff to maintain physical distancing protocols, health and safety. The team continues to advance both the capacity and capabilities of remote work to accommodate the increase in remote workers and improve quality for public participation in City meetings.
Accelerating Equipment Upgrades	<ul style="list-style-type: none"> ➤ Process Improvement 	<ul style="list-style-type: none"> Process Improvement 	While City Hall remains closed, OCIO teams are leveraging low building occupancy to update boardroom audio/visual equipment, fast tracking works by five months.
Department: Procurement Services			
E-Signatures	<ul style="list-style-type: none"> ➤ Organizational Enhancement 	<ul style="list-style-type: none"> Process Improvement 	Organizationally, the introduction of e-signatures has proven to be effective in expediting approval processes across various levels. Procurement Services quickly implemented this function while maintaining compliance with appropriate regulatory bodies and helping to enhance operations through anticipated productivity gains and costs savings.
Contract Repository	<ul style="list-style-type: none"> ➤ Organizational Enhancement 	<ul style="list-style-type: none"> Process Improvement 	To further enhance organizational operations, the Procurement Services team is working on a solution for a central repository of contracts and statements of works to be accessible by all staff (where appropriate). This progression will not only realize process and financial gains while also eliminating redundancies, it maintains health and safety requirements associated with physical distancing.

Portfolio: INFRASTRUCTURE DEVELOPMENT			
Department: Facility Management			
Innovation/Improvement	Type	Impact	Description
Enhancing Building Sciences Practices	<ul style="list-style-type: none"> ➤ Service Delivery Innovation ➤ Organizational Enhancement 	<ul style="list-style-type: none"> Safety 	Engineering interventions based on building sciences are being employed at City facilities to inhibit the transmission of the virus. This means studying and altering HVAC functioning to prevent and/or reduce transmission and enhancing indoor air quality through evidence-based building practices. Facility Management teams are testing different methods of measuring humidity levels, HEPA filters, fresh air intake


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			and exploring new technologies such as ultra-violet solutions. These changes are expected to be embedded in regular operations moving forward.
Accelerating State of Good Repair Works	➤ Process Improvement	 Process Improvement	The Facility Management team is leveraging unoccupied facilities and buildings through imposed facility closures to fast-track numerous renovation and equipment replacement projects. Taking advantage of this opportunity and the ability to complete works and change building systems where required, is helping to prevent future closures that would normally impact community usage and programming availability.
Updating Building Checklists and Evaluations	➤ Organizational Enhancement	 Process Improvement	Staff are also taking this opportunity to retool building checklists and evaluations to make sure facilities will not just operate efficiently, but will also help people feel safe, welcome and healthy, especially as they return to work. These changes are expected to be embedded in regular operations moving forward.
Increased and Enhanced Cleaning and Disinfecting	➤ Organizational Enhancement	 Safety	In response to COVID-19, Facility Management is implementing ongoing measures to break the chain of infection by undertaking significant cleaning and disinfecting practices of City facilities and VFRS fleet vehicles.
Building Reintegration Strategies	➤ Organizational Enhancement	 Safety	To prepare City Hall and the JOC for the safe return of staff, continued reduction of barriers through additional accessibility initiatives such as automatic door openers, measures promoting a touchless environment.
Business Reintegration Plan	<ul style="list-style-type: none"> ➤ Service Delivery Innovation ➤ Organizational Enhancement 	 Safety	Through a sub-committee of the City's COVID-19 Emergency Task Force, the OCHRO and Facility Management have led the development of a Business Reintegration Plan (BRP) to help support and shape the transition to the new "normal" workplace for City staff. To inform a comprehensive reintegration plan, the sub-committee completed the necessary background work and has developed an extensive draft plan for current review and feedback. The BRP will help guide the Corporation to best prepare for the return of employees, while ensuring the transition is both safe and efficient. It covers key areas of action with consideration given to business models and any associated modifications, customer service and experience (citizens and businesses), provincial directives, as well as Corporate policies (e.g. Alternate Work Arrangements).
Department: Infrastructure Delivery			
Recovery Planning	➤ Organizational Enhancement	 Service Outcomes	The Infrastructure Delivery team continues to push forward with a clear focus on preparing for the future state by applying a strategic approach to position the City to be fully equipped to kickstart the local economy post-

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			<p>pandemic, including supporting and advancing all master plans, environmental assessments, feasibility studies and design assignments.</p>
<p>Department: Infrastructure Planning and Corporate Asset Management</p>			
<p>Alternate Funding Sources</p>	<p>➤ Organizational Enhancement</p>	<p> Financial Efficiency</p>	<p>IPCAM teams are actively monitoring stimulus measures from both the provincial and federal governments; looking to access funding to apply to shovel-ready projects and thereby drive direct growth.</p>
<p>Recovery Planning</p>	<p>➤ Organizational Enhancement</p>	<p> Service Outcomes</p>	<p>The Infrastructure Planning and Corporate Asset Management team continues to push forward with a clear focus on preparing for the future state by applying a strategic approach to position the City to be fully equipped to kickstart the local economy post-pandemic, including supporting and advancing all master plans, environmental assessments, feasibility studies and design assignments. The team also continues to support large Regional and Provincial initiatives/improvements currently underway within Vaughan to support future Transportation and Mobility needs.</p>
<p>Department: Parks Delivery</p>			
<p>Contact Tracking</p>	<p>➤ Organizational Enhancement</p>	<p> Safety</p>	<p>A new staff protocol was developed to address office and site visits; discussions and approvals with supervisors are held and within 24 hours of a visit, staff complete a virtual sign-in/out that identifies who they have been in contact with. This tool has proven beneficial for contact monitoring and tracking in the fight against the transmission of COVID-19.</p>
<p>Department: Program Management Office</p>			
<p>Program Management Process</p>	<p>➤ Organizational Enhancement</p>	<p> Process Improvement</p>	<p>New program management processes have been implemented to support, facilitate and expedite project delivery and advance business objectives during unprecedented times.</p>
<p>COVID-19 Centralized Site</p>	<p>➤ Organizational Enhancement</p>	<p> Process Improvement  Safety</p>	<p>The team developed a collaborative site to collect, store and share COVID-related data, information and updates across the portfolio. This centralized site, provides easy, consistent and up-to-date information across the portfolio.</p>
<p>Bid and Tenders Central Repository</p>	<p>➤ Organizational Enhancement</p>	<p> Process Improvement</p>	<p>Staff initiated training on the use of the Bid and Tenders system to conveniently and directly access up-to-date contract information; this has assisted in responding to COVID-related contractor inquiries in a timely manner and will continue to assist staff in accessing consistent contract related information.</p>
<p>Enhanced Communications</p>	<p>➤ Organizational Enhancement</p>	<p> Process Improvement  Safety</p>	<p>The Infrastructure Development management team hosts bi-weekly virtual "Team Huddles" using SharePoint Discussion Boards to maintain vital connections with staff across the portfolio.</p>

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			These conversations help to inform, engage, resolve, recognize and celebrate as staff continue to work from home and move forward together. ID staff quickly adapted by embracing technology to communicate with colleagues, reach out to stakeholders as well as meet with consultants.
Department: Real Estate			
Rent Relief Program	➤ Service Delivery Enhancement	 Customer Satisfaction	Recognizing the economic hardship that City building closures have placed on our not-for-profit tenants during the pandemic, a Temporary Rent Relief Program was developed allowing the deferral of rent payments for all not-for-profit City tenants for a 3-month period, April to June 2020.








Portfolio: PLANNING AND GROWTH MANAGEMENT				
Department: All				
Innovation/Improvement	Type	Impact	Description	
Virtual Workshops	➤ Service Delivery Enhancement ➤ Organizational Enhancement	 Process Improvement  Service Outcomes	Across the Planning and Growth Management Portfolio, departments held the first of many virtual workshops for various Panels. These meetings hosted various stakeholders in large numbers of panel members, applicants, Councillors, and City and Regional staff. Hosting meetings virtually with various stakeholders across the community could have the potential to accept more applications going forward while reducing both time and costs.	
			<ul style="list-style-type: none"> • Virtual Design Review Panels • Virtual Heritage Committee • Virtual PAC Meetings • Virtual Capital Studies • Virtual Design Applications • Virtual LPAT Appeals • Virtual Block and Secondary Plans 	
	Online Portal	➤ Service Delivery Innovation	 Process Improvement	In partnership with the Office of the Chief Information Officer, the Planning and Growth Management Portfolio launched a new digital portal enabling citizens and building industry professionals to apply, track and pay for various permits online.
	Online Portal	➤ Service Delivery Innovation	 Process Improvement	Portal users are also able to pay a portion of the required fees for all types of building permits from the safety of their homes or offices 24/7.
	Online Portal	➤ Service Delivery Innovation	 Process Improvement	The portal will soon offer the ability to book building inspections online. This portal will enhance the customer experience and encourage city-building opportunities while complying with physical distancing during this challenging time and beyond.

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Department: Building Standards			
Digital Drawing Reviews	➤ Process Improvement	 Process Improvement  Productivity Gains	As Building Standards teams often use physical drawings and plans, many of these works had to be modified to comply with health and safety requirements associated with physical distancing. The team has integrated a new mark-up tool for digital drawings allowing teams to collaboratively review drawings virtually.
Department: Development Engineering			
Electronic Permitting Process	➤ Service Delivery Enhancement	 Process Improvement	Enhanced operations across the department to allow e-signatures, electronic agreement circulation and approvals.
Department: Development Planning			
Electronic Development Applications	➤ Service Delivery Enhancement	 Process Improvement  Productivity Gains	To augment virtual meetings as well as the online portal, Development Planning introduced the ability to accept electronic submissions for development applications. Process efficiencies like this will help alleviate travel time and costs as well as increase the ability to process more applications.
Department: Policy Planning and Environmental Sustainability			
Green Directions Expansion	➤ Service Delivery Enhancement	 Service Outcomes	In partnership with the Corporate and Strategic Communications, Policy Planning and Environmental Sustainability is creating short videos in support of Green Directions Vaughan. The videos, scheduled to be ready by the end of June, will focus on what makes a sustainable city and how citizens can get involved and take action in their day-to-day lives. Expanding outreach channels will help improve the range of getting messages across the community.
Community Gardens	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	The Policy Planning and Environmental Sustainability (PPES) team is working to update policies related to Community Gardens aimed at expanding the reach and recognition of users. When Gardens re-open, operational gaps previously identified surrounding diversity and inclusivity and the indigenous community are expected to be addressed through an expansion of available activities for a variety of cultures.
Sovereignty Gardens	➤ Service Delivery Innovation	 Service Outcomes  Partner Relationships	Similar to Community Gardens, the PPES team is exploring the opportunity of the Sovereignty Gardens initiative, aimed at encouraging residents in Vaughan to grow and donate fresh produce to food banks alleviating food insecurity and helping families in need.
Department: Parks Planning			
Off-Leash Dog Area Engagement	➤ Service Delivery Innovation	 Service Outcomes  Customer Satisfaction	In partnership with Corporate and Strategic Communications, Parks Planning is developing an online self-directed community engagement platform for the Local Off-Leash Dog Area project. This will include video

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	➤ Organizational Enhancement		presentations, online surveys supported by mapping material and online links to in-depth information for 8 potential pilot locations. The online engagement will be supported by on location signage to help residents stay informed and be directed to the platform.
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Portfolio: PUBLIC WORKS			
Department: All			
Innovation/Improvement	Type	Impact	Description
Safety and Physical Distancing Protocols	➤ Organizational Enhancement	 Safety	In order to continue to deliver services that our citizens rely on, we first had to ensure the safety and well-being of our staff. Operational adjustments included virtual working arrangements and meetings where possible, implementation of staggered and rotating shifts, conducting onsite assessments to ensure proper equipment and PPE was available for staff to perform their job duties safely, development of standard operating procedures around vehicle sharing and usage and litter pickup as well as the development of protocols for staff who must enter homes in cases of emergency. Many of these changes are expected to be embedded in regular operation moving forward.
Safety and Physical Distancing Protocols	➤ Organizational Enhancement	 Safety	Onsite assessments were conducted to ensure proper equipment and PPE was available for staff to perform their job duties safely.
Safety and Physical Distancing Protocols	➤ Organizational Enhancement	 Safety	Departmental leadership developed updated standard operating procedures around vehicle sharing and usage and litter pickup as well as the development of protocols for staff who must enter homes in cases of emergency. Many of these changes are expected to be embedded in regular operation moving forward.
Leveraging Skillsets	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	As a trial basis, Public Works is leveraging staff skillsets to enhance customer service and the customer experience by matching contact centre hours to those of Access Vaughan and integrating service response from a more holistic Public Works perspective.
Department: Environmental Services			
Improved Triaging	➤ Service Delivery Enhancement ➤ Organizational Enhancement	 Service Outcomes  Customer Satisfaction	In response to COVID-19, the Environmental Services water and wastewater staff who make on site visits related to sewer back-ups, a new triage system was implemented to better identify customer needs upfront that would help mitigate the risks of staff entering residences and increasing the chance of unnecessary exposure and transmission. This change not only mitigates risk but also










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			provides improved service delivery with first contact whether it's private services or City staff. Where staff must enter homes in case of an emergency, new health and safety guidelines were developed for staff who must enter homes in cases of emergency. This change is expected to be embedded in regular operations moving forward.
Yard Waste Collection	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	Throughout the COVID-19 crisis, service levels for solid waste collection were increased in response to the needs of the City's citizens with only a slight adjustment to the frequency of Yard Waste Collection. Staff were able to negotiate the start of yard waste collection back to the original start date, aligning services to those of our closest neighbouring local municipalities.
Solid Waste Collection	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	With more citizens staying home as a result of COVID-19, household waste volumes have increased. Staff monitored volumes and through contract negotiations, were able to offer additional double-up-days maintaining expected service levels even with a substantial volume increase the first few weeks.
Solid Waste Collection	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	Staff continue to monitor solid waste tonnages and have begun offering virtual 1:1 waste consultations with residents who contact the city with too much waste, these consultations provide coaching to residents to help them minimize the material that ends up in the garbage that is more appropriate in the other streams.
Solid Waste Collection	➤ Service Delivery Enhancement	 Customer Satisfaction	With support from Recreation Services and Access Vaughan, citizens are now offered the opportunity to purchase garbage tags over the phone and delivered by mail.
Solid Waste Collection	➤ Service Delivery Enhancement	 Customer Satisfaction	Additionally, with the closure of City facilities and interruption of some services, staff are looking at the opportunity to provide direct curbside delivery of blue and green bins in the future, instead of having residents pick up from the JOC.
Safe Drinking Water	➤ Organizational Enhancement	 Service Outcomes  Safety	To maintain its record of 100% regulatory compliance, Environmental Services developed a number of contingencies to be able to continue collecting drinking water samples at more than 150 locations throughout the City. Maintaining this service level demonstrates the dedication and commitment of staff to ensure community health and safety even during the midst of a global pandemic.
Safe Drinking Water	➤ Service Delivery Innovation	 Partner Relationships	Cross-training staff and partnering with neighbouring municipalities and the Region, allows the City to leverage critical backup supports when required. This change is expected to be embedded in regular operations moving forward.
Online Payment Offerings	➤ Service Delivery Enhancement	 Process Improvement	While city facilities remain closed, Environmental Services is working to implement online payments for transactions


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		 Financial Efficiency	<p>typically completed in person. The team is working to expand its online service offering to provide all of the JOC counter transactions virtually, with the first transactions being ready for launch in July, and the balance later in 2020. This expansion of service will be embedded in regular operations moving forward and will not only modernize payment processes and reduce manual transactions and reconciliation, it will provide better data security, along with allowing residents and business owners access to services 24/7 from the comfort of their homes/workplaces.</p>
Maintaining Licenses and Credentials	<ul style="list-style-type: none"> ➤ Organizational Enhancement 	 Process Improvement  Productivity Gains	<p>Environmental Services' operators leveraged the opportunity of virtual work environments to continue to complete mandatory training. While keeping staff safe throughout the crisis continues to be a priority, maintaining operational licenses is just as important and staff have able to keep up with these requirements during this time through expanded virtual training spaces. Additionally, train the trainer offerings are being explored to further enhance in-house training opportunities.</p>
Water Rate Freeze	<ul style="list-style-type: none"> ➤ Service Delivery Enhancement 	 Customer Satisfaction	<p>To assist residents and businesses with the challenges presented by the global COVID-19 pandemic, the City waived the planned 2020 water and wastewater rate increases.</p>
Stormwater Charge Deferral	<ul style="list-style-type: none"> ➤ Service Delivery Enhancement 	 Customer Satisfaction	<p>The City also deferred the annual stormwater charge for 60 days providing immediate financial relief to citizens and businesses across Vaughan.</p>
Department: Parks, Forestry and Horticulture Operations			
Boulevard and Open Space Cleaning	<ul style="list-style-type: none"> ➤ Service Delivery Enhancement 	 Process Improvement  Safety	<p>In response to high volumes of discarded PPE including masks and gloves throughout the City the Parks, Forestry and Horticulture Operations (PFHO) team commenced the Boulevard Maintenance Program approximately a month earlier than scheduled, to address increased accumulation of litter and debris on our boulevards and open spaces. The team also procured the rental of Ride on Litter Vacuums that enable more hazardous material to be collected from a greater distance.</p>
Implementing Grow Zones	<ul style="list-style-type: none"> ➤ Service Delivery Innovation 	 Service Outcomes  Productivity Gains	<p>The PFHO team continues to assess the impact of COVID-19 and amidst park facility closures took the opportunity to reassess service levels of various park locations. Upon review of current maintenance activities that are typically performed every season, the team implemented Grow Zones at 32 locations across the City. Benefits of converting these locations to no mow zones include, improving erosion control and replenishing groundwater, improving biodiversity, filtering of storm water before it goes into our creeks and rivers, promotion of sustainable landscaping and encourages</p>

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			native plant growth and reduces weed growth. This change is expected to be embedded in regular operations moving forward.
Satellite Operating Locations	➤ Organizational Enhancement	 Productivity Gains  Safety	The PFHO team implemented the use of satellite yards to ensure staff safety and allows staff to operate closer to service areas. Preliminary data includes that this has reduced travel time to locations and has improved productivity by 7% for the Horticulture Team
Paperless Forestry Inspection Work Orders	➤ Organizational Enhancement	 Process Improvement  Productivity Gains	<p>The PFHO Forestry Division has implemented paperless work orders for forestry inspections. Forestry staff can note inspection results from tablets within their vehicles that are sent directly to admin staff who are working from home. This has improved:</p> <ul style="list-style-type: none"> • Turn-around time with Access Vaughan → Admin → Inspector → Admin • Standardized work orders (terminology, functionality) • Ability to track, search and edit <p>This has also reduced duplications and allows for updates in real time.</p>
Department: Transportation and Fleet Management Services			
Street Sweeping	➤ Service Delivery Enhancement	 Service Outcomes  Safety	As household waste inevitably made its way onto our roads and sidewalks, the Transportation and Fleet Management Services (TFMS) team commenced the Street Sweeping Program earlier than usual and sweeping began on April 1st, 2020. The first rotation of city-wide street sweeping was completed two weeks ahead of schedule and the team swept 2,330 curb kms and collected 8,475 tonnes of road debris to date.
Street Sweeping	➤ Service Delivery Enhancement	 Partner Relationships	In addition, Joe Johnson Equipment donated a street sweeper and combination vacuum/flusher unit to the City of Vaughan as a service in-kind donation in support of keeping our city clean.
Deterring Illegal Dumping	➤ Service Delivery Enhancement	 Safety	The TFMS team has implemented preventative measures to deter illegal dumping throughout rural areas as excessive dumping has increased likely due to facility closures that would have otherwise supported the disposal of waste. To address rural road hotspots, escalated measures were explored including partnering with By-law and Compliance to include these areas in evening patrols, installing additional signage prohibiting dumping and warning of fines and the installation of jersey barriers along roadside.
Road Cleaning	➤ Service Delivery Innovation	 Safety	As rural road cleaning and debris pickup recommenced, Transportation and Fleet Management Services are also ensuring public safety by inspecting all boulevards are safe and level for pedestrian use, given the increased use due to people maintaining

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			distance when passing each other on sidewalks.
Road Cleaning	➤ Service Delivery Enhancement	 Safety	Additionally, the team has increased power-washing and cleaning of road islands across the City.

VAUGHAN PUBLIC LIBRARIES			
Innovation/Improvement	Type	Impact	Description
Virtual Summer Reading Club, Teen Summer Challenge and Virtual Science Fair	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction	In response to COVID-19, VPL will be hosting the first virtual summer reading club, teen summer challenge and virtual science fair to encourage continued summer reading and exploration. This is expected to be embedded in regular operations moving forward.
Virtual Adult Programming	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction	VPL introduced informational sessions, online series and book clubs for adults to replace in-person programming while libraries are closed. This will be embedded in regular operations moving forward.
Digital Databases	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	VPL has expanded its online French materials for the community with the addition of a French language database. This will be embedded in regular operations moving forward.
eBooks and eAudiobook Collections	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	Since the mid-March closure and migration to fully digital reading, 3,863 new ebooks and eAudiobooks have been added to the VPL collection. These digital resources will remain in the VPL collection in the future.
Digital Library Cards	➤ Service Delivery Innovation	 Customer Satisfaction	All digital services can be accessed with a VPL library card and residents can now obtain a temporary digital card free of charge online. This will be embedded in regular operations moving forward.
Curbside Pickup	➤ Service Delivery Innovation	 Customer Satisfaction  Safety	VPL was the first public library system in Ontario to offer curbside pickup. This service allows patrons to borrow any item currently on the shelf at the pickup location and represents a significant expansion of services by providing safe access to a portion of its physical collection during the COVID-19 pandemic.
Digital “Ask-Us” Service	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction	While VPL branches remain closed as a result of the COVID-19 global pandemic, the team has launched a new digital service to support its customers remotely. Ask Us is a virtual reference desk supported by more than 20 VPL staff who are able to help with customer inquiries and offer reading and viewing suggestions by phone, email and live chat on Instagram, Facebook and Twitter. This is expected to be embedded in regular operations moving forward.
Virtual Storytime and STEAM (Science	➤ Service Delivery Innovation	 Process Improvement	VPL introduced virtual storytimes and STEAM programming for families to enjoy great stories, songs and rhymes and explore

Attachment 7

Technology Engineering, Arts and Math) programming		 Customer Satisfaction	science from the comfort of home. Programs are live or pre-recorded and posted on Instagram and uploaded to the VPL YouTube channel to watch anytime. This will be embedded in regular operations moving forward.
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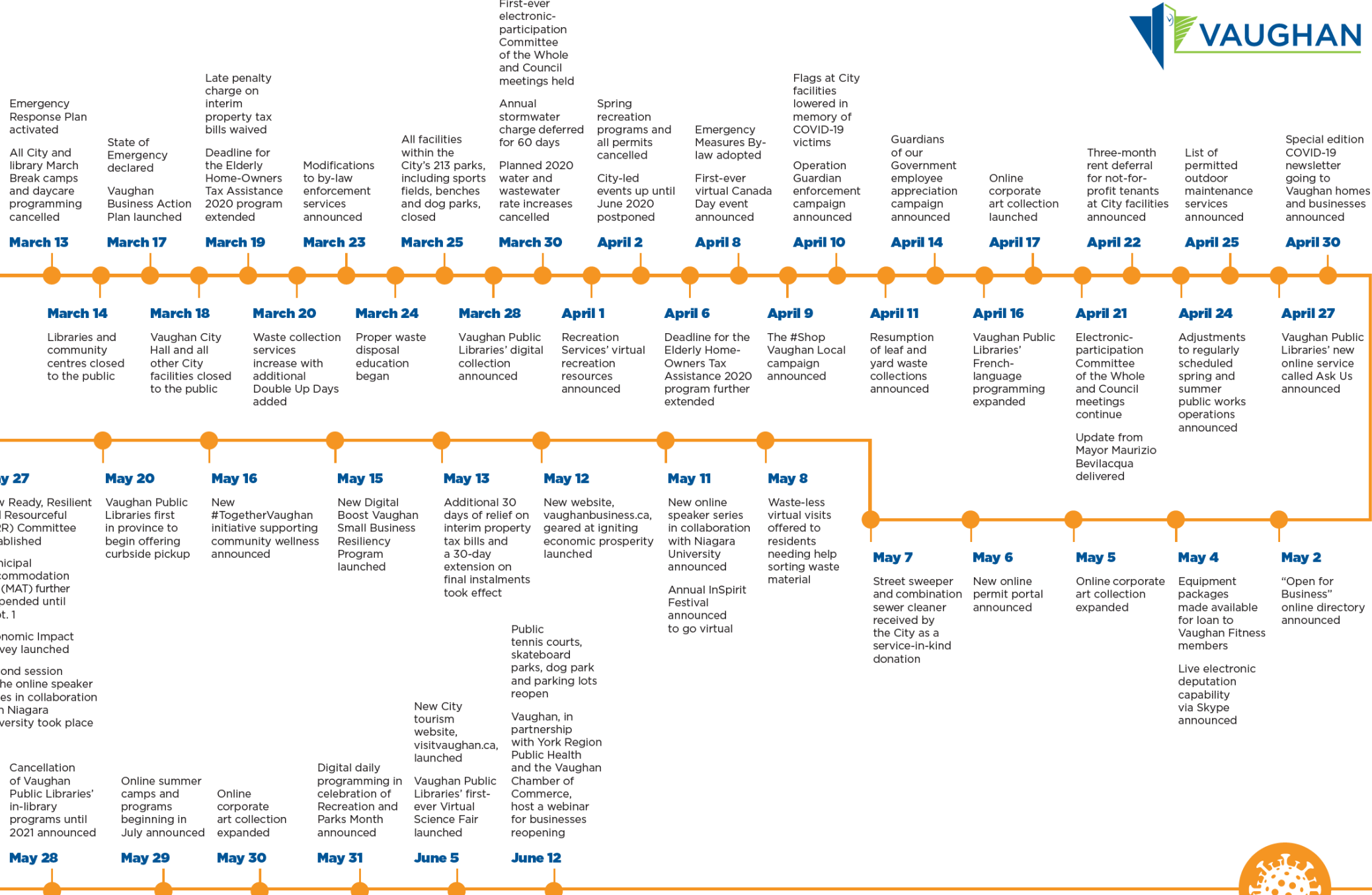
Ready, Resilient, Resourceful Committee

**Update on City's
Response to COVID-19**

June 23, 2020



CITY OF VAUGHAN COVID-19 RESPONSE EFFORTS



Term of Council Service Excellence Strategic Plan 2018-2022

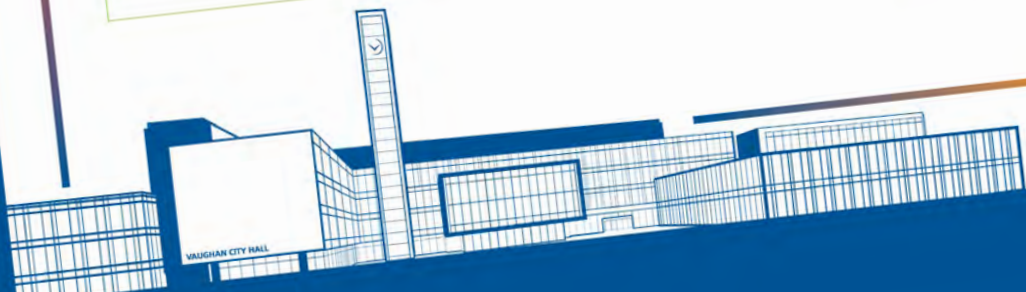
Mission
Citizens first
through Service
Excellence.

Vision
A city of choice that promotes diversity,
innovation and opportunity for all citizens,
fostering a vibrant community life that is
inclusive, progressive, environmentally
responsible and sustainable.

Values
Respect
Accountability
Dedication

The 2018-2022 Term of Council Service Excellence Strategic Plan reinforces the City of Vaughan's mission, vision and values, representing the core of how the administration will go above and beyond to deliver on Council's priorities through Service Excellence.

The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



Ready.
Resilient.
Resourceful.





**Vaughan
Healthcare Centre
Precinct MOU**
signed
OCTOBER 2019

 **PLANS
IN PLACE** for:
• **Business Continuity**
for every department
• an **Economic Prosperity
Task Force**


**ALTERNATE WORK
ARRANGEMENT POLICY**
in place allowing staff
to **productively work**
from home/remotely


FEB.
1
**EOC
enhanced
operations**

Ready.



Emergency Management Plan
ACTIVATED; March Break camps
and programming **CANCELLED**;
community centres and
Vaughan Public Libraries **CLOSED**



ALL FACILITIES
CLOSED
to the public

MONITORING
of the COVID-19 situation **BEGAN**
**45 DAYS
BEFORE**
WHO declared a
GLOBAL PANDEMIC


**STAFF PROVIDED
WITH INFORMATION**
on what to do if
they felt unwell

 **INCREASED**
CLEANING and DISINFECTING of
• public buildings
• facilities
• community centres

CORE SERVICES

including clean, safe drinking water and waste water and stormwater services,

continue without interruption



STREET SWEEPERS

deployed
2 months
EARLY



ALL FACILITIES
within the City's
213 PARKS
CLOSED



INCREASED
waste collection services
with **additional**
DOUBLE-UP DAYS



ELECTRONIC
Committee, Taskforce
and Council meetings



Continue to
advance the City's
Official Plan Review



OPERATION GUARDIAN

LAUNCHED APRIL 20

More than 5,000 investigations
carried out by by-law staff



**EMERGENCY
MEASURES
BY-LAW**
ADOPTED BY COUNCIL



Capitalizing
on closures
to conduct
maintenance projects



CITY BUILDING CONTINUES

with priority capital projects and
Mackenzie Vaughan Hospital

CITY BUILDING
CONTINUES:

\$327 MILLION

1,040 PERMITS;
more than 19,720 INSPECTIONS



preparing for a
**VIRTUAL
CANADA DAY**
CELEBRATION



Key VMC
infrastructure
projects continue
attracting investment
and development
interest



MORE THAN
800 STAFF
productively working
from home/remotely



COVID-19
**Vaughan Business
Resilience Plan**
under development

Resilient.



Parks and open space trail planning and design leveraging **collaborative software technologies**



CANCELLED
2020 water and wastewater **rate increases**

DEFERRED
annual **stormwater charge**



DEFERRAL
for not-for-profit tenants at City facilities



LEVERAGED AND ENHANCED
remote access capabilities



Development of **online recreation resources** to support citizen physical and mental health



Vaughan Public Libraries:

135%
INCREASE
in **online** library card registration



CITY WAIVED
late penalty charge on **INTERIM PROPERTY TAX BILLS**



TALENTED, SKILLED AND KNOWLEDGEABLE STAFF are **redeployed** to departments facing increasing pressures

#ShopVaughanLocal
CAMPAIGN



CREATED THE Community Wellness Task Force

Resourceful.



125

INNOVATIONS AND AUTOMATIONS:

Creation of on-line permit portal, electronic applications, curbside services and more



ELECTRONIC PARTICIPATION at Committee of the Whole and Council meetings



for **ELDERLY HOME OWNERS TAX ASSISTANCE PROGRAM**



IMPLEMENTED **ON-LINE LEARNING RESOURCES** for staff



VAUGHAN BUSINESS ACTION PLAN

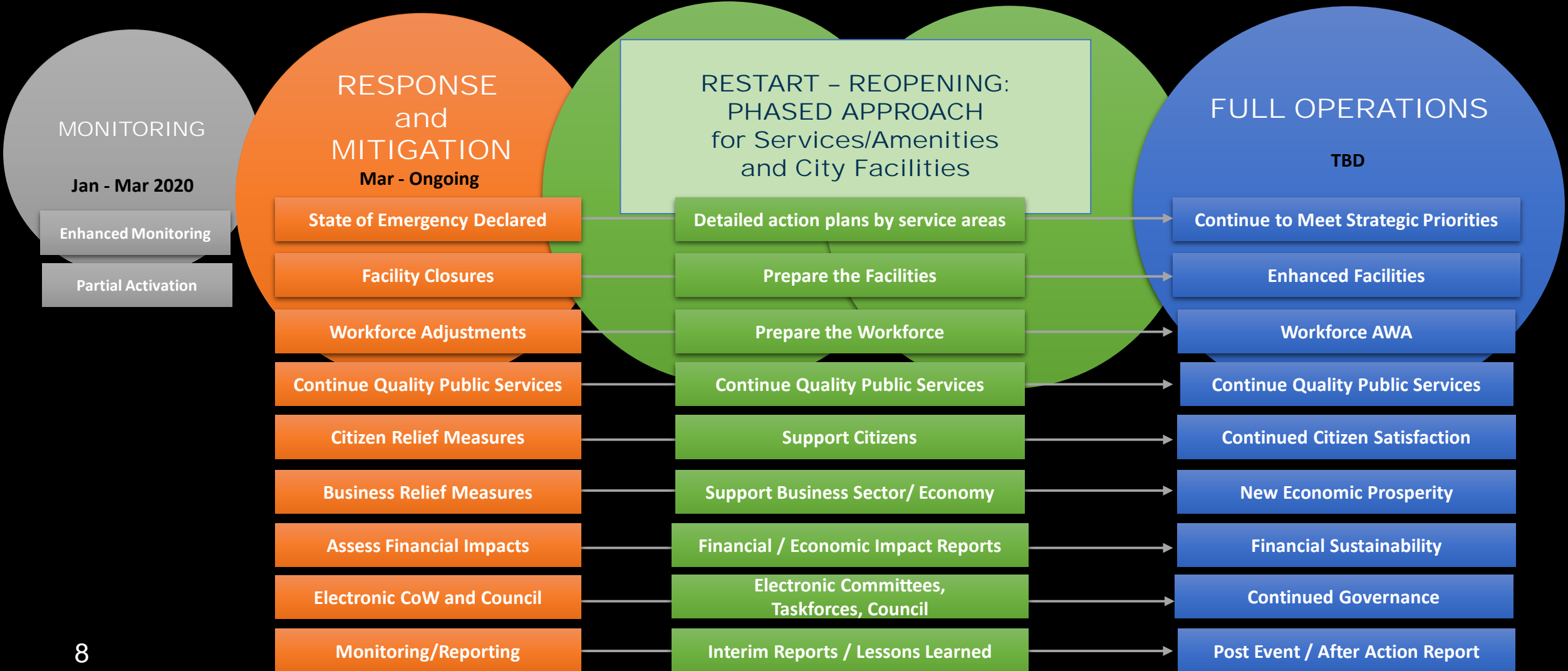
AUTOMATED procurement services

City Building Continues Ready. Resilient. Resourceful.

Response

Phased Restart/Reopen

Full Operations



Areas of Focus **ACTION PLANS**



OUR **people**



OUR **places**



OUR **services**



OUR **finances**



OUR **economy**



OUR **communications**

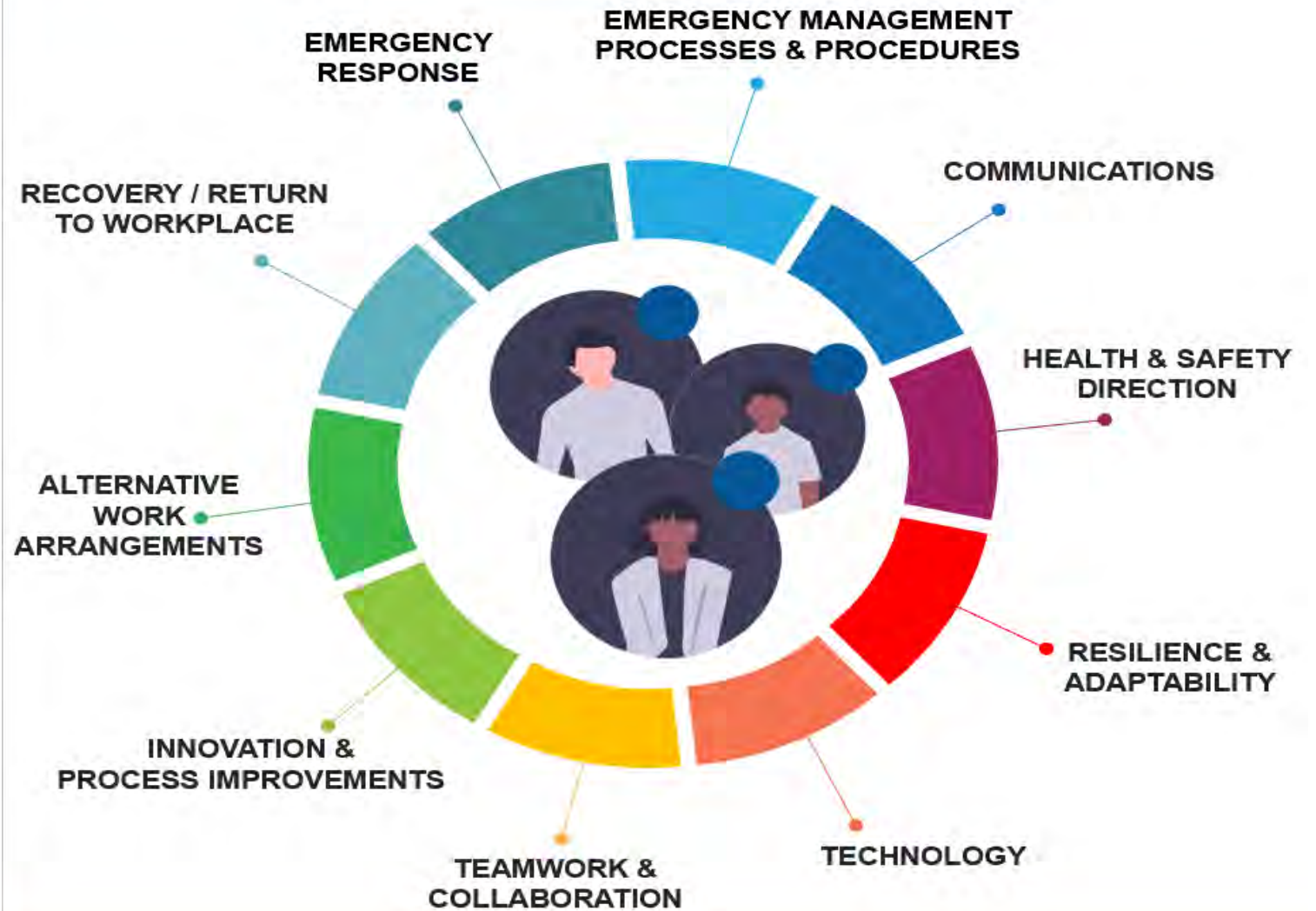
Business Re-Integration Plan

A phased and monitored approach to reopening our facilities to Staff and to the Public:

- Staff Management
- Case Management
- Safety and Physical Distancing
- Cleaning and Disinfection
- Education and Communication

Lessons Learned

10 MAIN THEMES



Decision Model for Reopening Services

Provincial Orders and Advice of Public Health

Steady decline or flattening of cases

Multi-perspective Risk-Based Assessments
- Impact on staff, citizens, businesses, community

Ability to effectively mitigate and control risks