



# COVID-19

## Second Interim Action Report

### The Next 90 Days

(April 14 to July 13, 2020)

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## Executive Summary

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

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

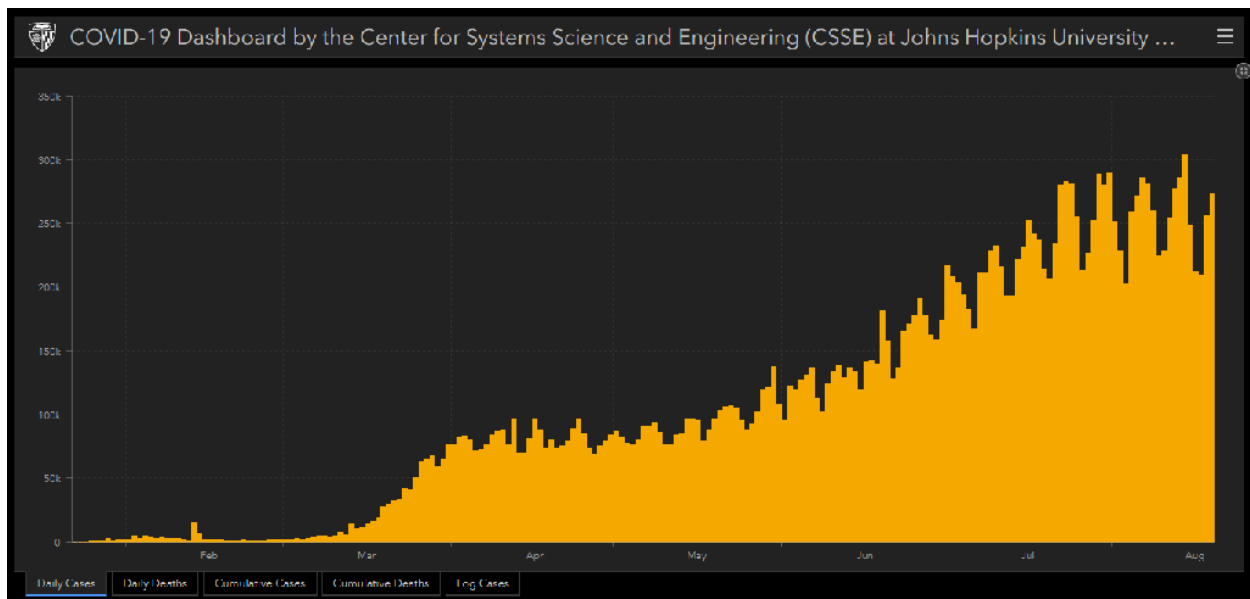
Review of this stage of the response was based on interviews with the Senior Leadership Team and responses from the staff survey. Feedback from staff the staff survey indicated that;

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

## Background

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

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



Daily New Case Counts from Johns Hopkins University

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

## Chronology of Events

### April 14 to 30, 2020

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

#### Federal

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

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

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

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

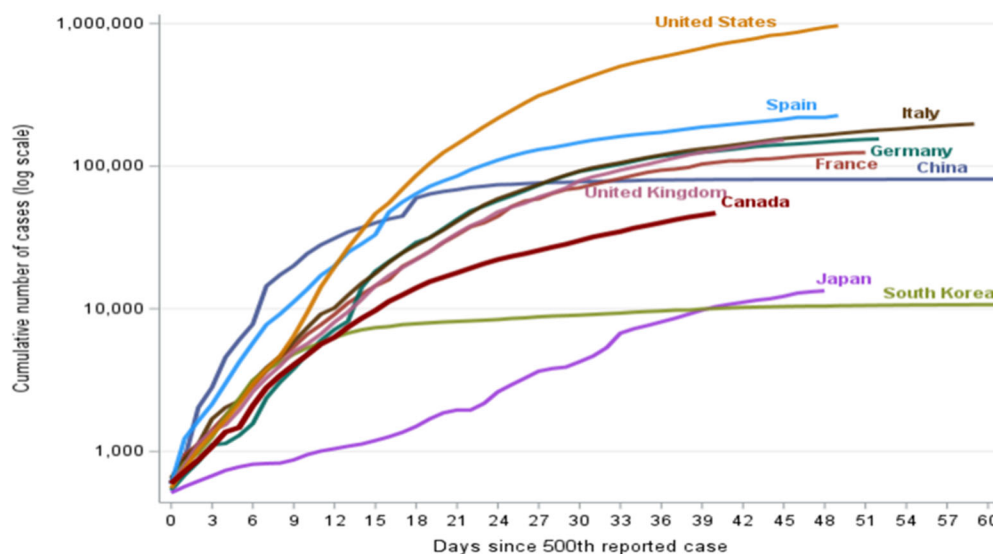
Joint planning between the federal, provincial and territorial governments established the following common principles for restarting the economy:

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

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

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

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



Source: Public Health Agency of Canada

## Ontario

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

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

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

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

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

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

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

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

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

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

### **Vaughan**

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

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

### **City Building**

To promote City building:

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

### **Human Resources**

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

### **Innovations in Service Delivery**

New processes were implemented that included:

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



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

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

### **Community Safety**

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

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

## **May 1 to 31, 2020**

### **Federal**

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

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

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

### **Ontario**

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

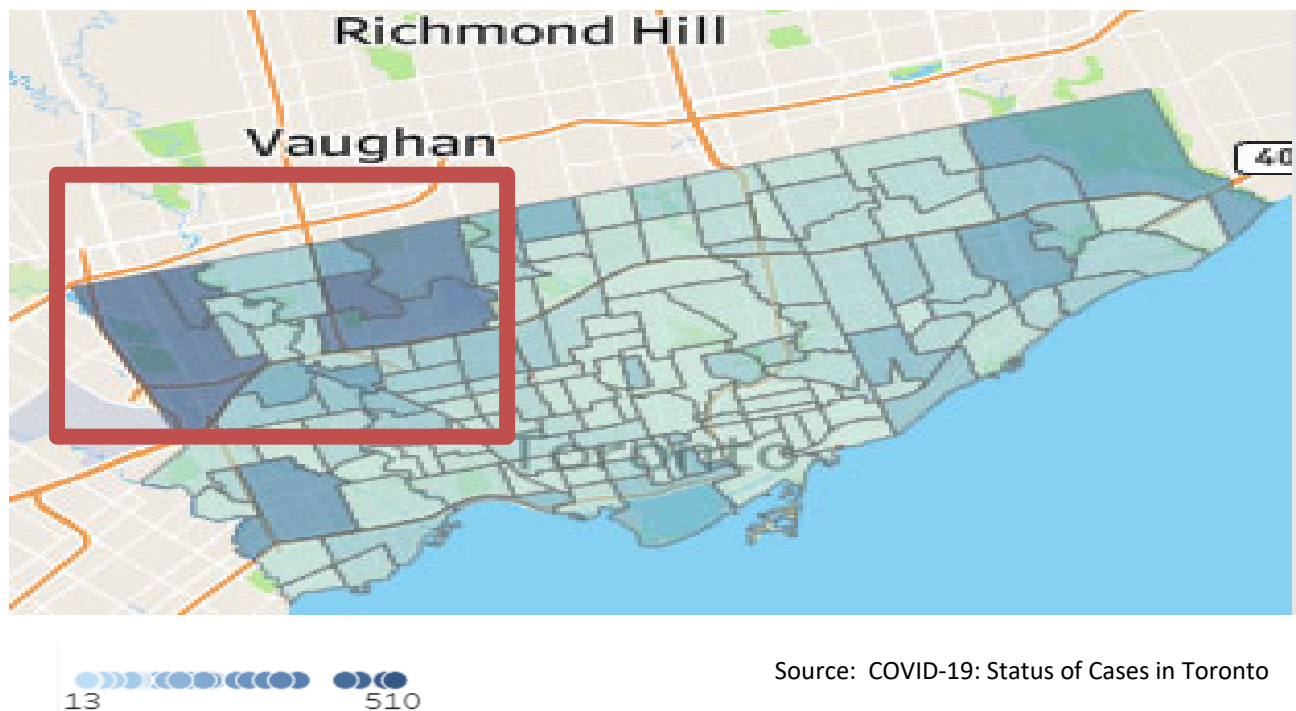
An order was enacted that protected licensed childcare spaces for parents. The declaration of emergency and orders were extended to June. Changes were made to legislation allowing corporations to operate virtually and electronically. Student loan repayments were deferred for six months. An investment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

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

### **York Region/Toronto**

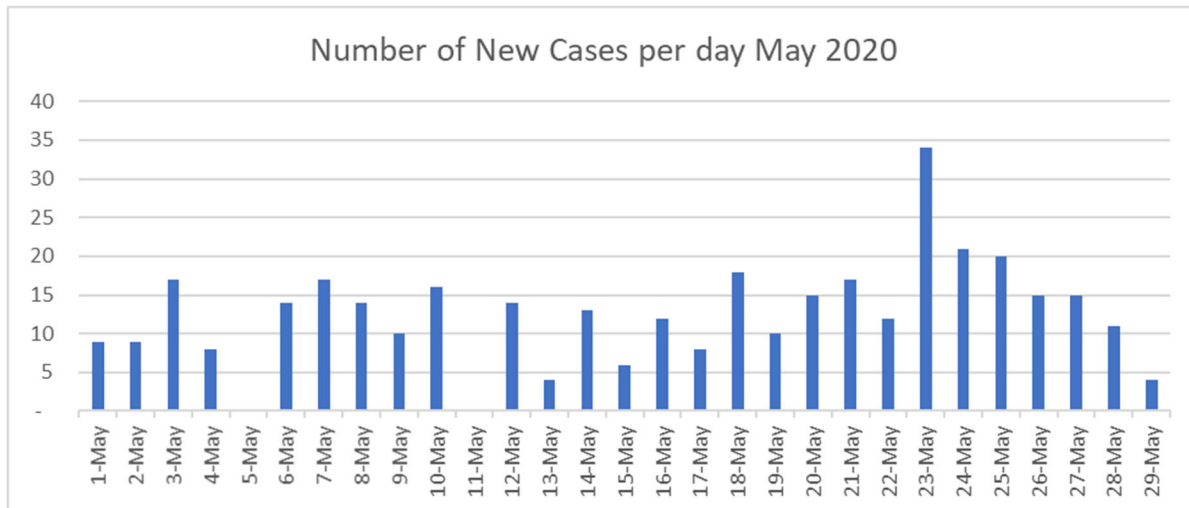
The Region upgraded their COVID-19 website to display more data and analytics. A significant milestone was reached where the number of resolved cases outpaced the number of new cases. Workplace outbreaks increased as the source of infection. A temporary homeless shelter was established at Kingsbridge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

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



## Vaughan

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



## Service Delivery Innovation

Service delivery continued to evolve with:

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

## **Community Safety**

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

## **Programs Review**

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

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

## **City Building**

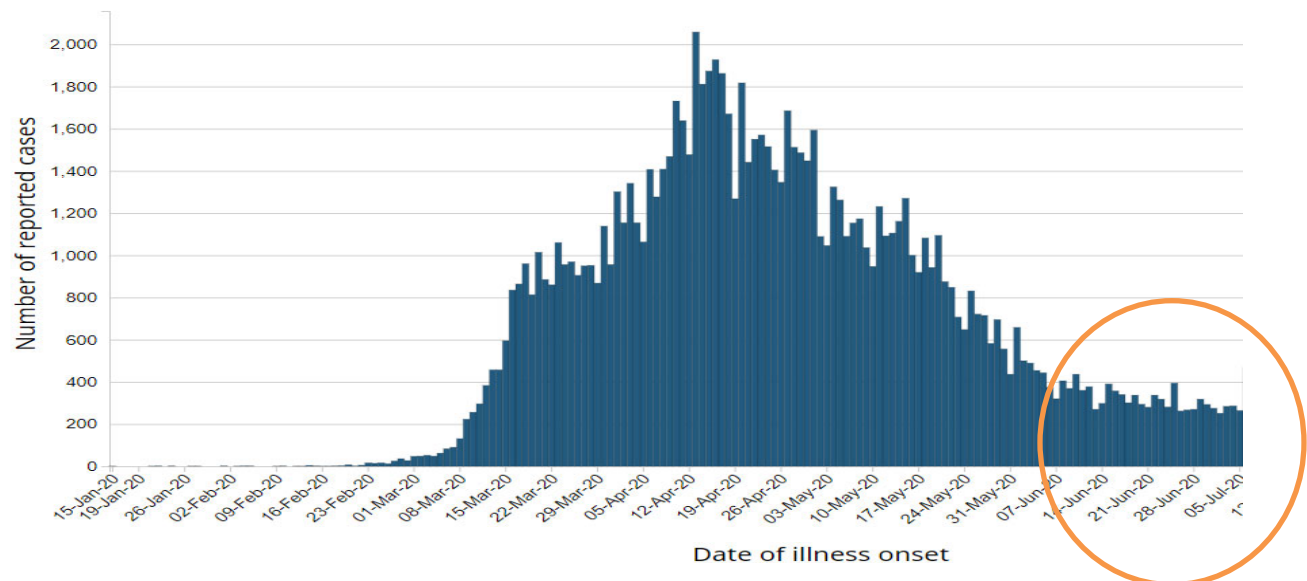
City building activities continued with:

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

## June 1 to 30, 2020

### Federal

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



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

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

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

### Ontario

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

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

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

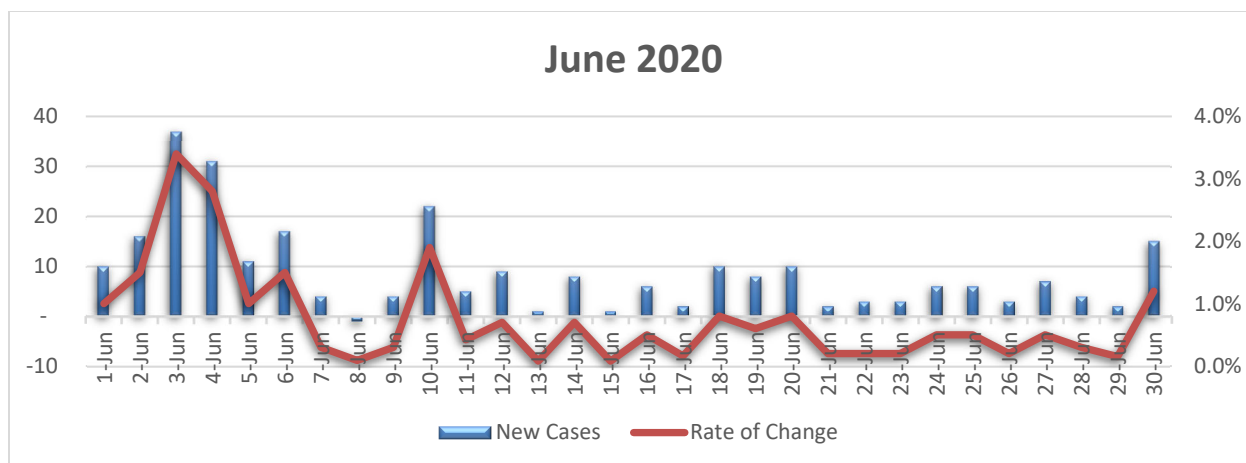
The Infectious Disease Emergency Leave for Workers program was extended. Legislation was enacted that temporarily halted or reversed evictions of commercial tenants and provide protection against lock out and seizure of assets. The Shop Local campaign was launched to support businesses across Ontario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

### **York Region**

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

### **Vaughan**

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



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

## Stage 2 Openings

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

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

## Service Delivery Innovations

Traditional in building services were remodelled to:

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



### **Normalizing of City Services**

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

### **City Building**

City building continued with:

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

### **Community Safety**

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

## **July 1 to 13, 2020**

### **Federal**

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

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

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

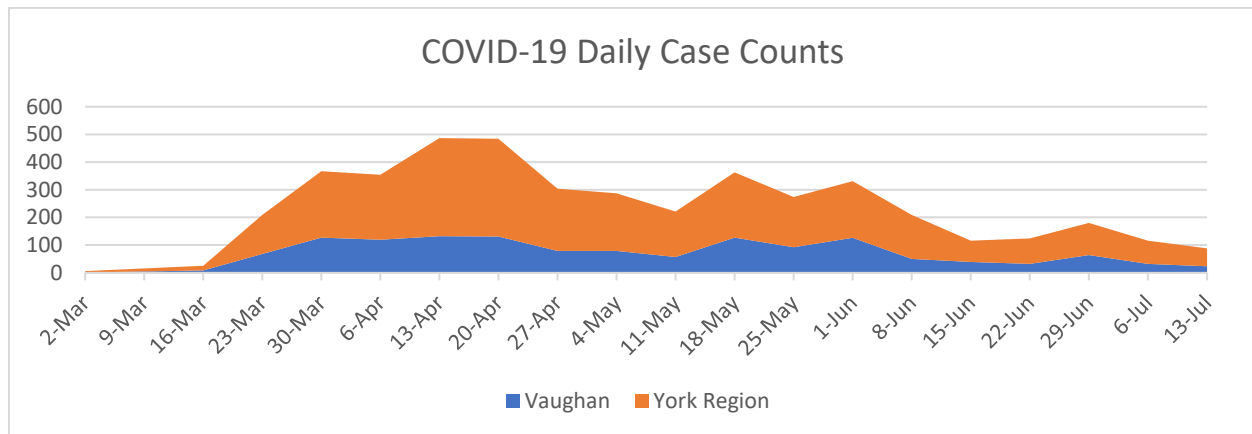
### **Ontario**

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

### **York Region**

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

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



## Vaughan

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

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

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

## Data Insights – City Operations

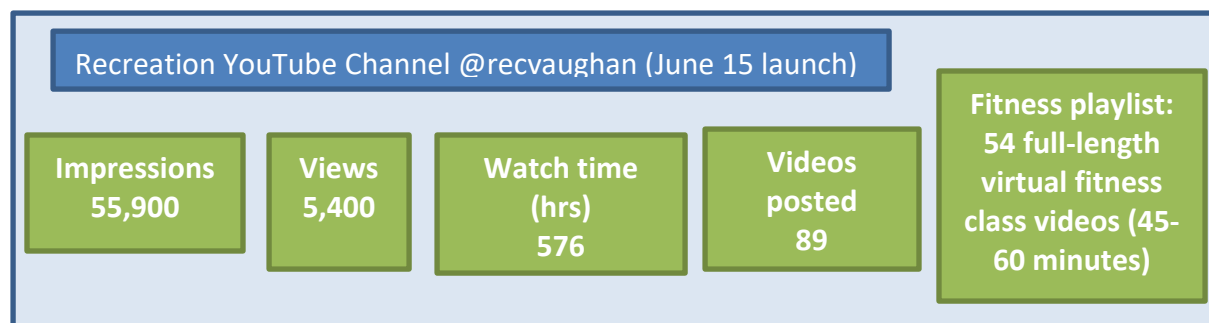
The Data and Analytics Team coordinated with City departments to collect statistical data on City operations throughout the pandemic. As the pandemic wore on, we continued to focus on managing to deliver services to the best of our ability. The following data insights demonstrate how the City evolved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

### Managing New Service Delivery Methods

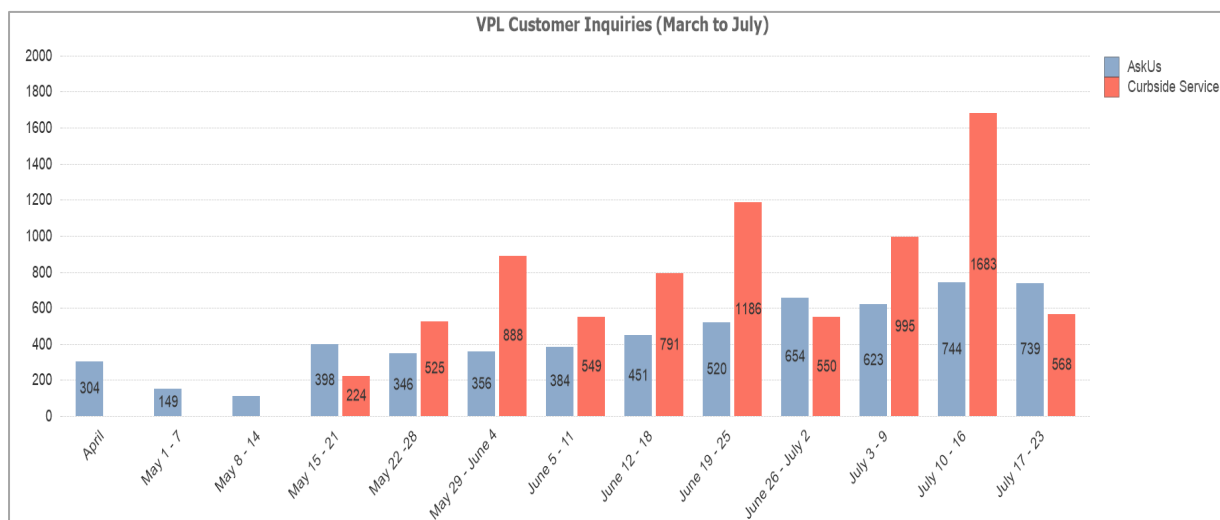
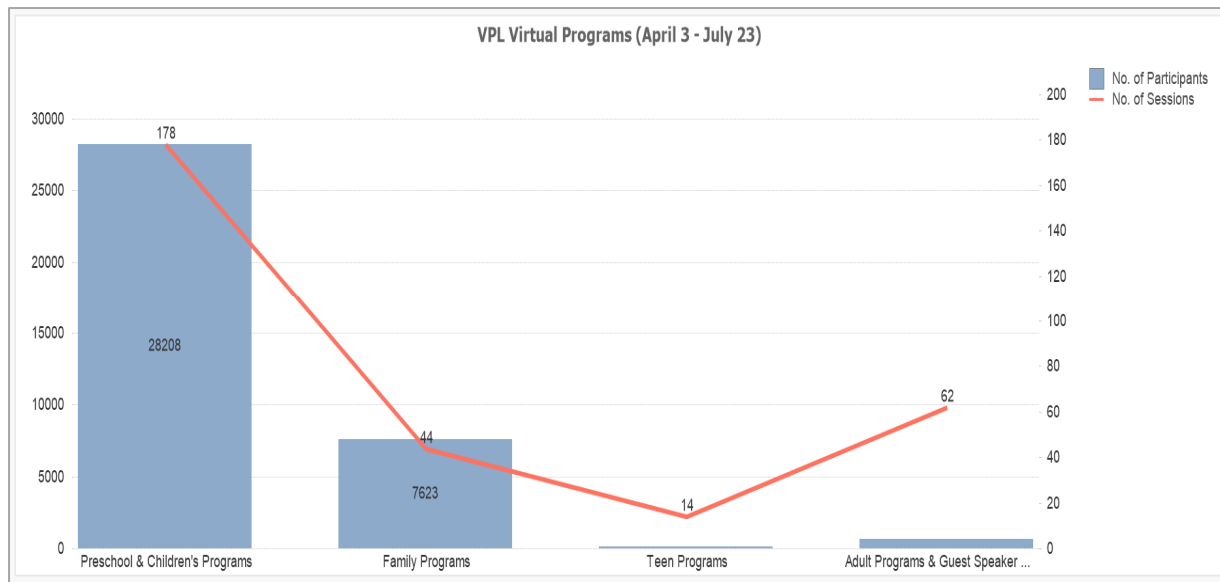
#### Virtual Recreation Programs

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

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



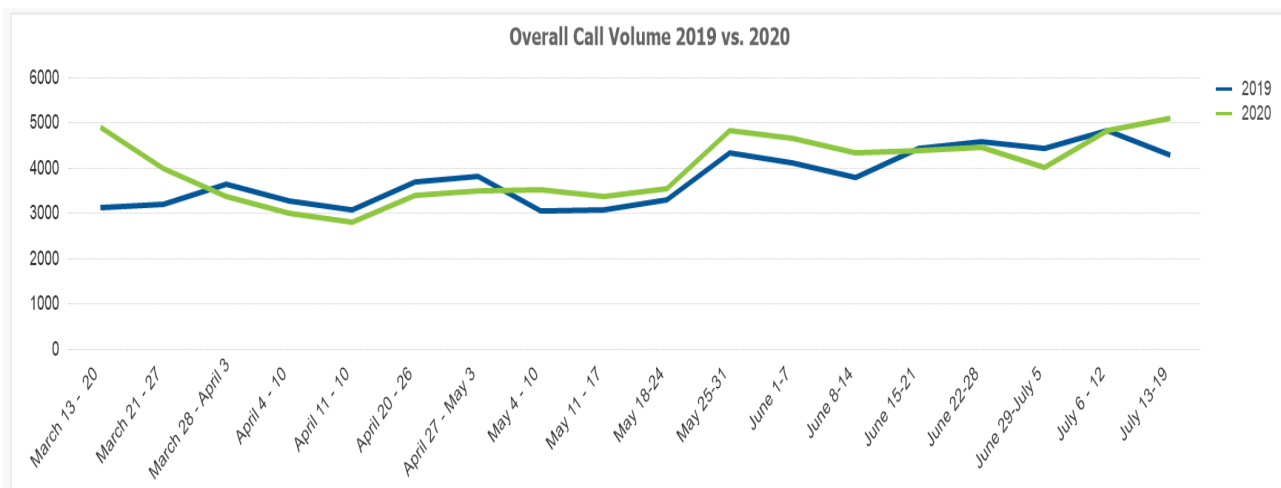
VPL enhanced their offerings through a variety of means including a greater virtual presence with almost 300 virtual sessions held predominately for preschool and children's programs that resulted in close to 36,000 participants. The Curbside Pickup program was extended to all locations.



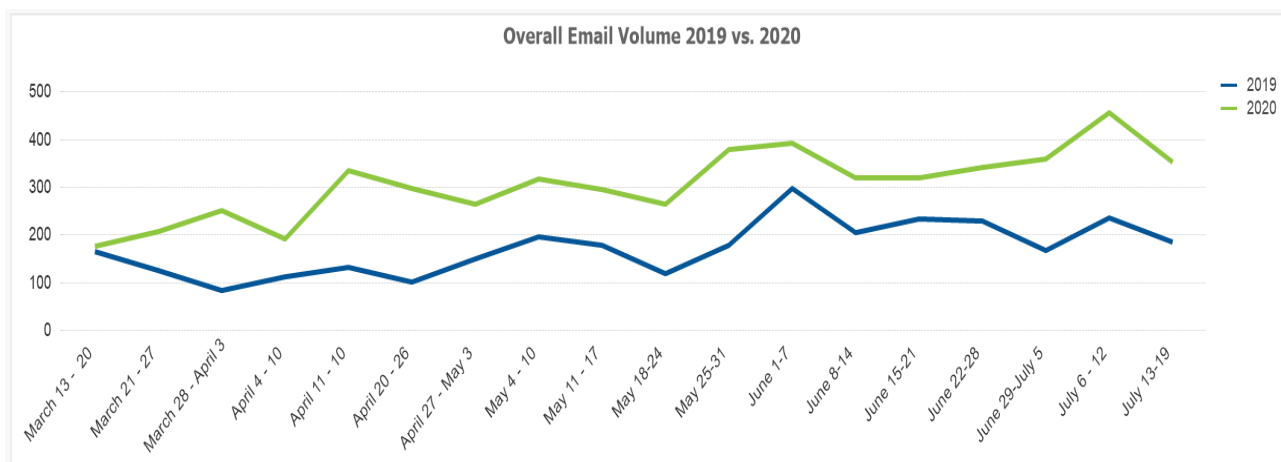
## Communications

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

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



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

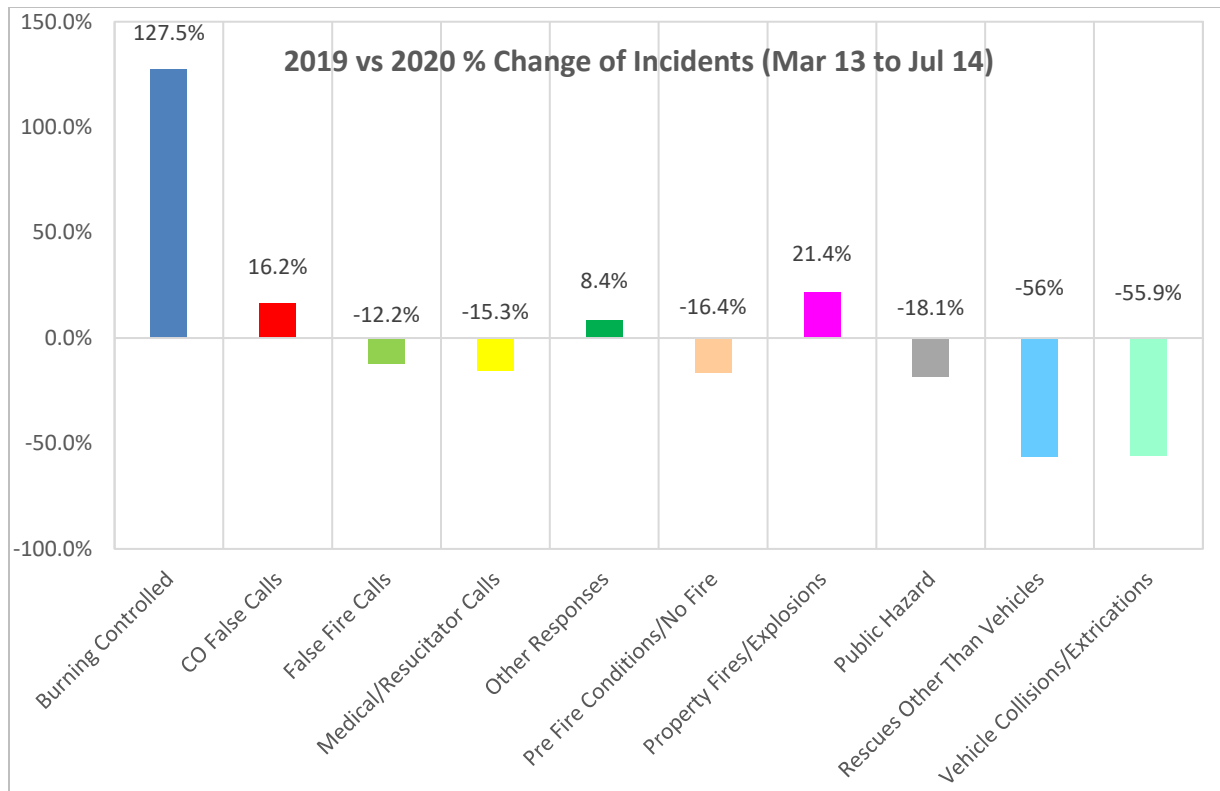


## Emergency Response and Enforcement

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

### Vaughan Fire and Rescue Service (VFRS)

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



### By-Law and Compliance, Licensing and Permit Services

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

#### Operation Guardian (Charges Laid)



#### Enforcement Services

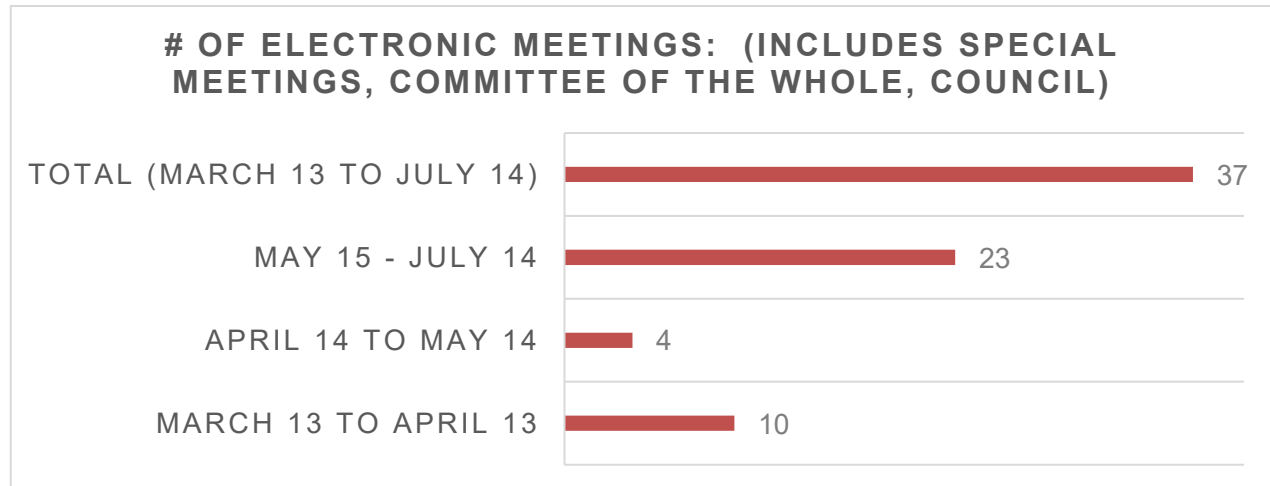


### City Building

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

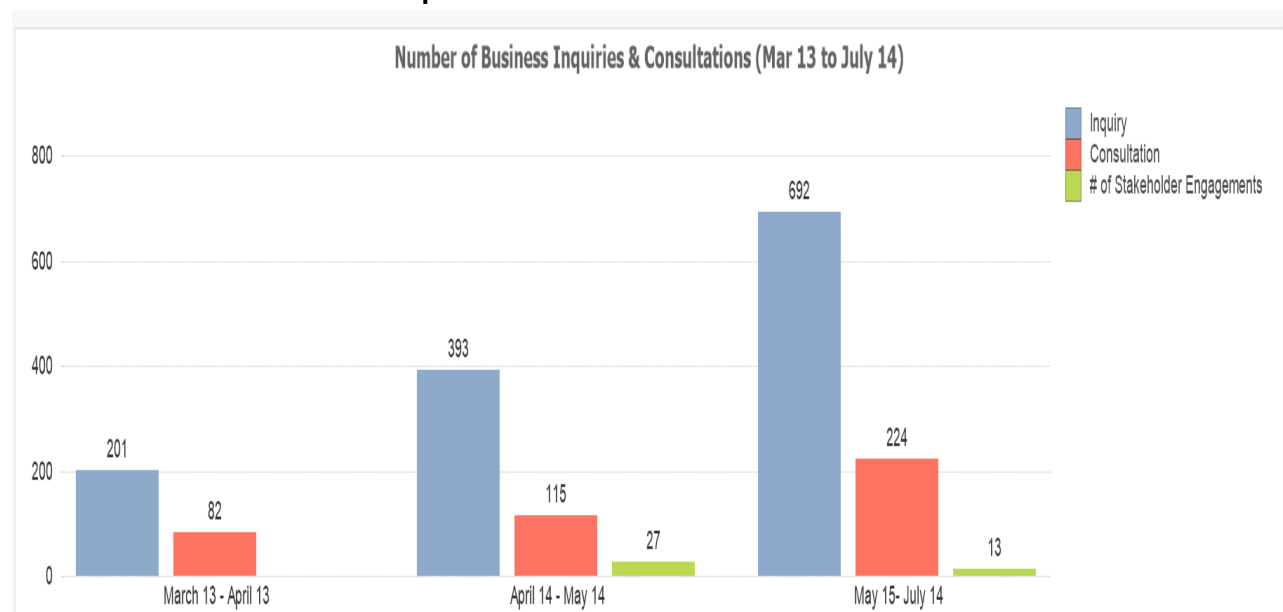
busy supporting our business community, growth in the Vaughan Metropolitan Centre exceeded targets and permit applications and inspections were higher than the same period in 2019.

### Office of the City Clerk



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

### Economic and Cultural Development

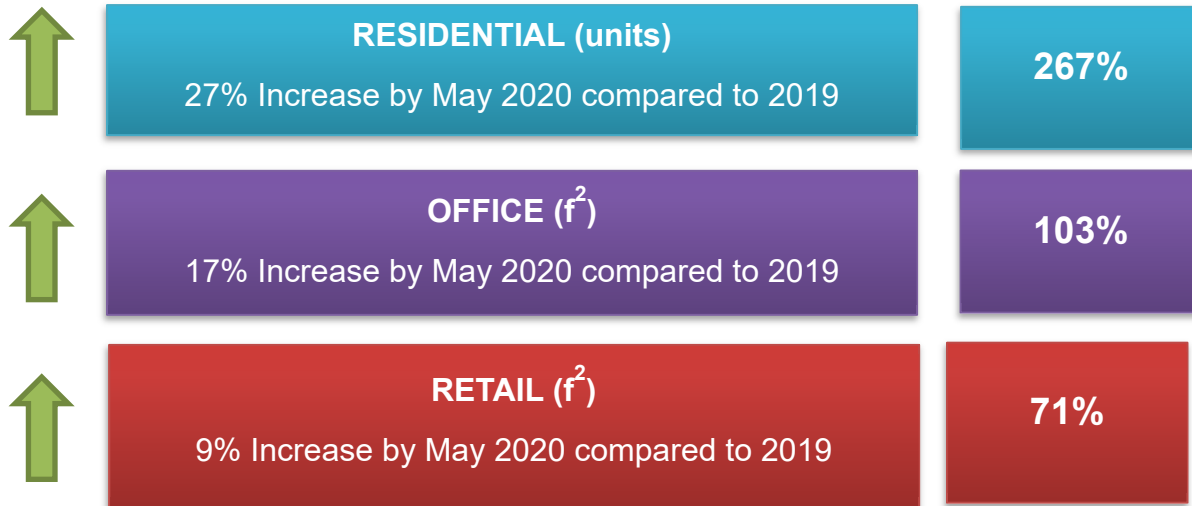


Economic and Cultural Development had over 1,200 business inquiries and over 400 consultations . From April 14 over 50 webinars were held resulting in over 3,000 attendees.

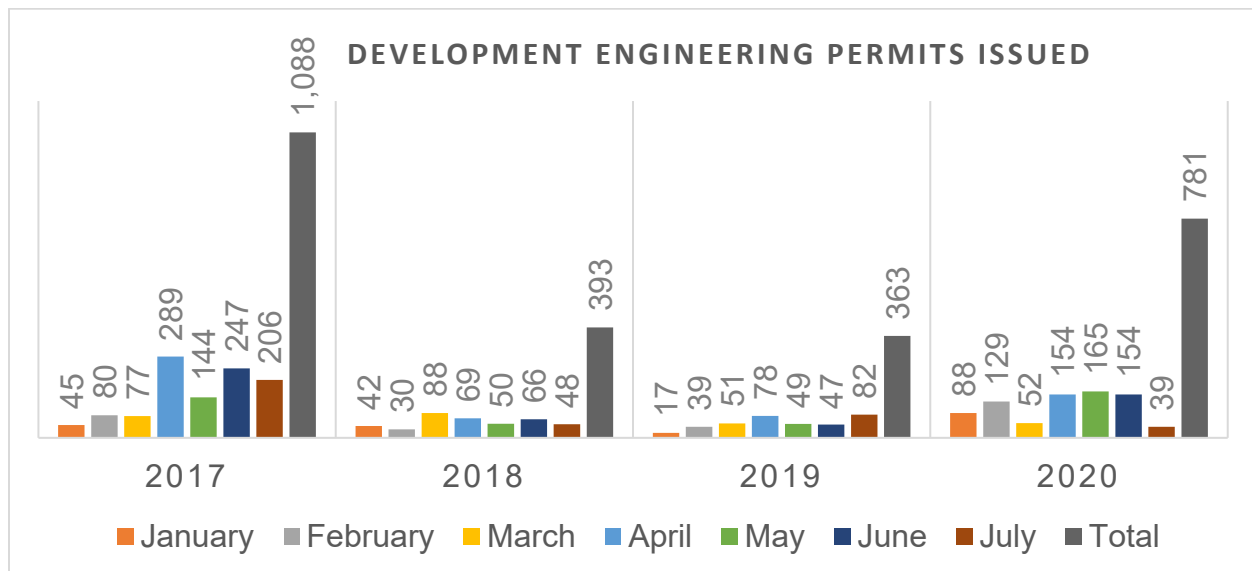


## Vaughan Metropolitan Centre Growth

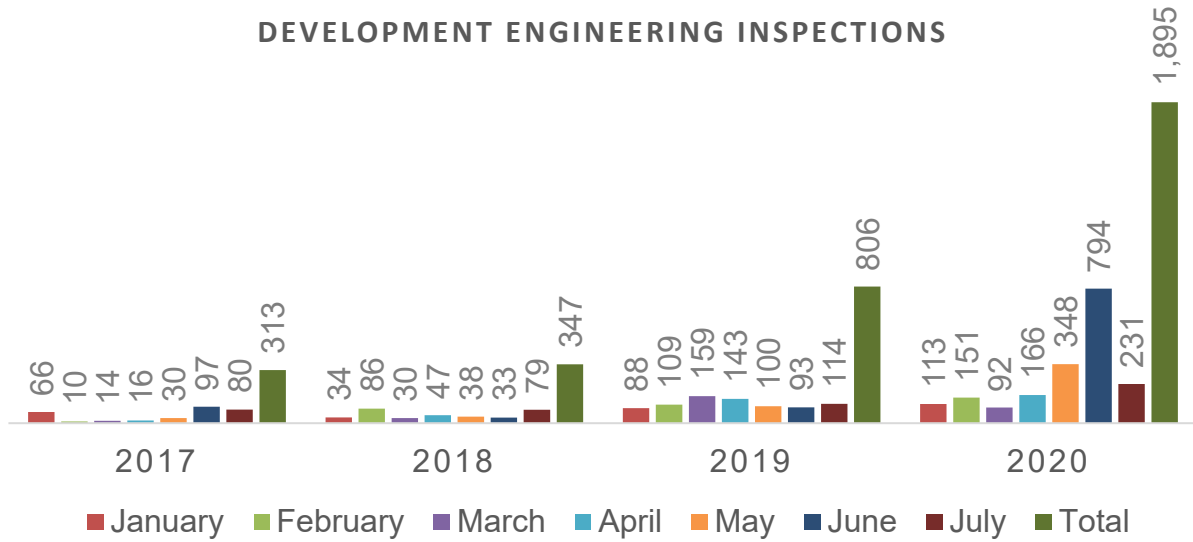
% SECONDARY  
PLAN TARGETS



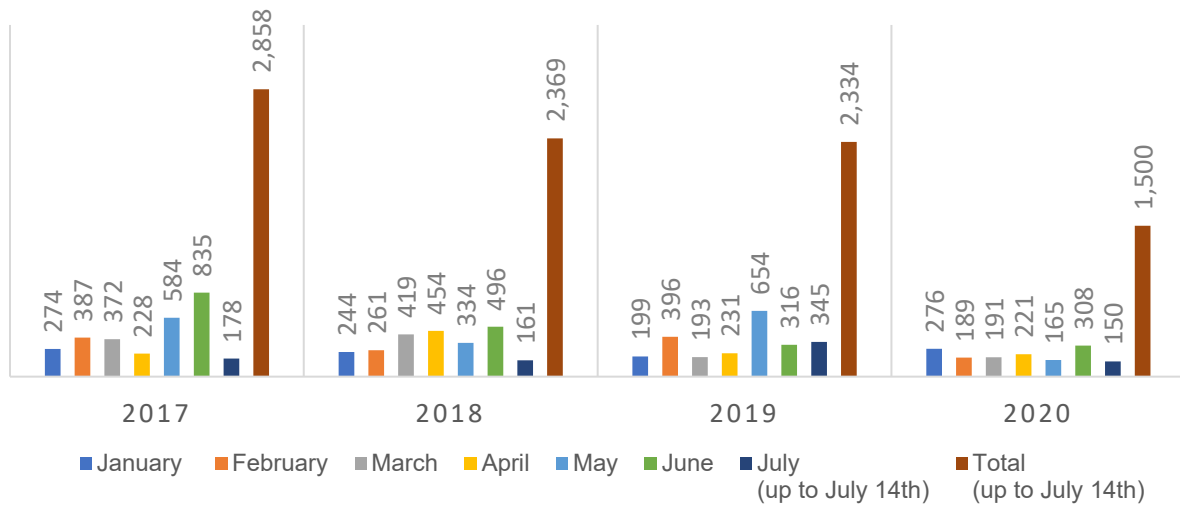
## Development Engineering and Building Standards Permit Applications



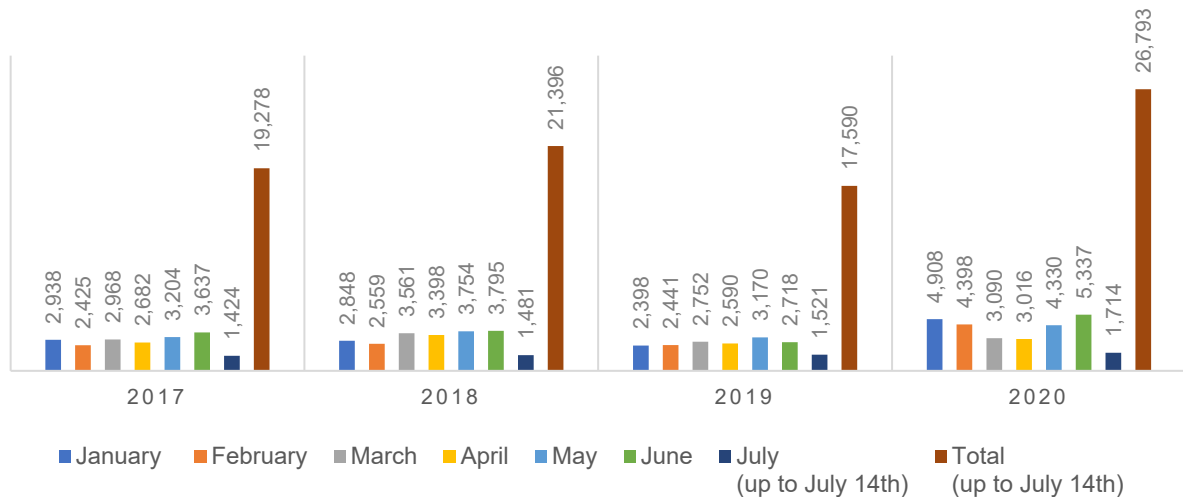
### DEVELOPMENT ENGINEERING INSPECTIONS



### BUILDING STANDARDS PERMITS ISSUED



### BUILDING STANDARDS INSPECTIONS



## Recommendations

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

### Business Continuity Planning

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

### Emergency Plan and Procedures

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

### Training and Exercises

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

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

### Resources

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

### Policy

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

## Conclusion

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