



C1
COMMUNICATION
READY, RESILIENT AND RESOURCEFUL COMMITTEE
- September 29, 2020
ITEM # 1

Ready. Resilient. Resourceful. Committee Report

Jim Harnum, City Manager
Tuesday, September 29, 2020



Agenda

This report and presentation will provide:

- 1) Update on the comprehensive plan and overview of the activities of the Emergency Planning Program
- 2) Updates of actions taken
 - Our People
 - Our Places
 - Our Services
 - Our Finances
 - Our Economy
 - Our Communications



Emergency Planning Program



Overview of the comprehensive plan and activities



Roles and Responsibilities in COVID-19 Emergency

Vaughan	York Region	Ontario	Canada
<ul style="list-style-type: none"> Animal services Building permits Burial permits Development applications Fire services Organic, garbage and recycling collection Park and amenity closures Parking enforcement Property standards enforcement Property tax Winter maintenance for local roads <p>Business Information 905-832-8526 vaughan.ca/business</p> <p>Information 905-832-2281 vaughan.ca</p> <p>Service Vaughan Submit and track service requests with the 24/7 online tool at vaughan.ca/ServiceVaughan</p>	<ul style="list-style-type: none"> Ambulance Policing Public health Public housing Winter maintenance for regional roads Seniors housing Shelter support Transit (YRT, VIVAnext) <p>Business Information york.ca/business</p> <p>York Region Police 1-866-876-5423 info@yrt.ca yrt.ca</p> <p>York Region Public Health Health Connection Line 1-800-361-5653 Information: 1-877-464-9675 accessyork.ca</p>	<ul style="list-style-type: none"> Business support and closures Colleges and universities COVID-19 testing Health care Hospitals LCBO List of non-essential businesses Schools <p>Telehealth Ontario: 1-866-797-0000</p> <p>Business Information 1-888-444-3659 ontario.ca/business</p> <p>Local representative: ola.org</p> <p>Medical supply donations: 1-888-777-0554 ontario.ca/OntarioTogether</p>	<ul style="list-style-type: none"> Access to credit Business support Canada Child Benefit Canada Emergency Response Benefit Canada Student Loans Employee support Employment Insurance (EI) Foreign travel and support for Canadians abroad Income tax <p>Support for individuals canada.ca/en/departement-finances/economic-response-plan.html</p> <p>Business and employee support canada.ca/business</p> <p>Support for Canadians abroad 1-800-387-5724 travel.gc.ca sos@international.gc.ca</p> <p>Local representative: parl.gc.ca</p>

vaughan.ca/COVID19 york.ca/COVID19 ontario.ca/COVID19 canada.ca/COVID19

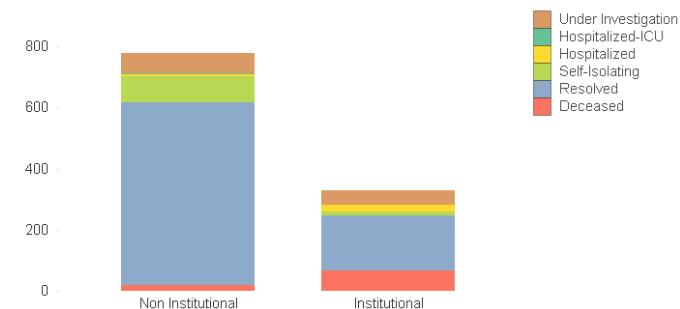


Overview of the comprehensive plan and activities

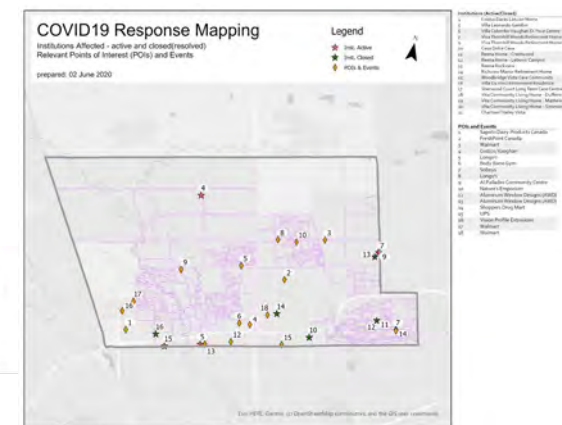
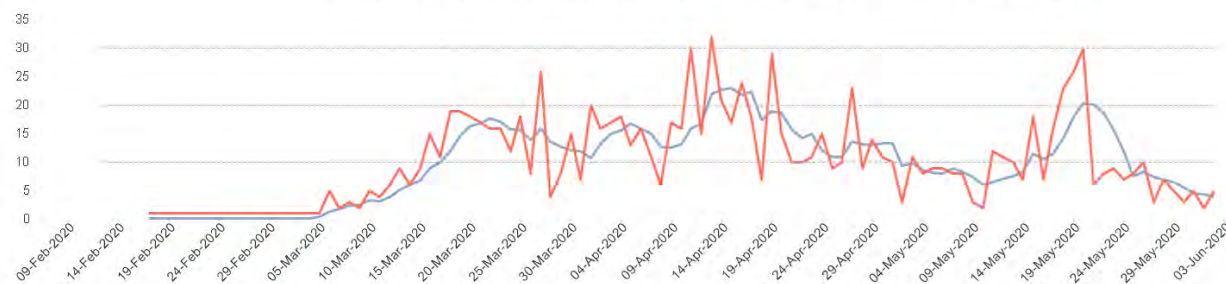
Order Form of Last Modified 01-Jun-2020 0:32:53 A

Total Cases	Cases Active	Deceased	Cases Resolved	Self-Isolating	Hospitalized	Hospitalized-ICU	Under Investigation
1106	242	86	778	97	28	3	114
Percentage Change since 02-Jun-2020							
0.6% 	3.0% 	0.0% 	0.0% 	0.0% 	0.0% 	0.0% 	6.5% 

Institutional vs Non-Institutional: Case Summary as of 03-Jun-2020



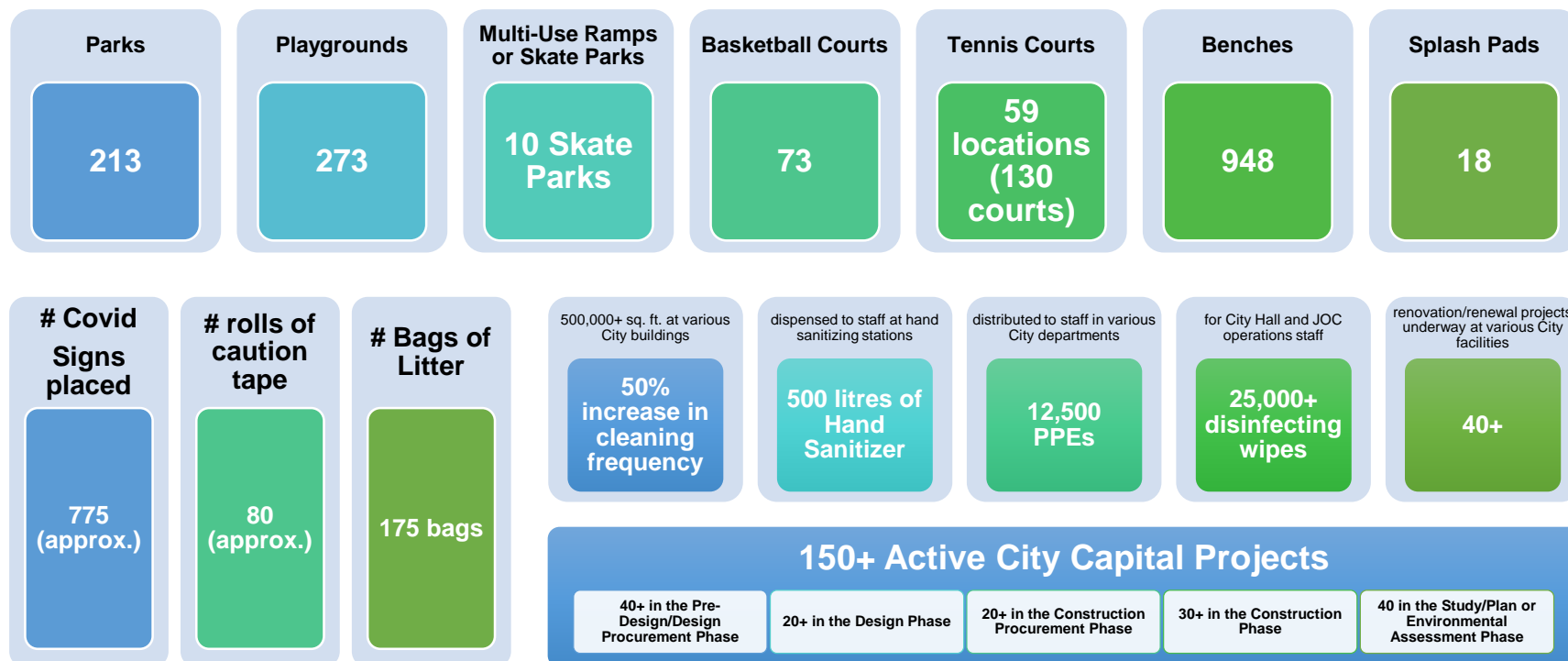
All Vaughan New Cases, 5 Day Moving Average: Reported from 12 February 2020 to 02 Jun 2020



Emergency Planning Program

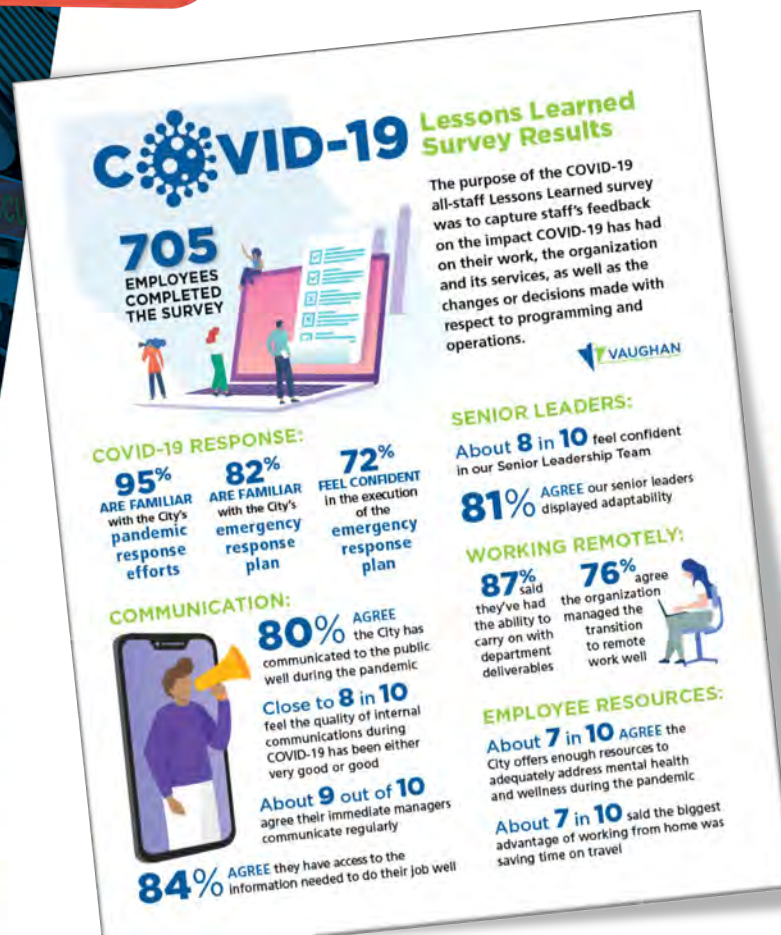


Overview of the comprehensive plan and activities



Emergency Planning Program

Overview of the comprehensive plan and activities



Emergency Planning Program



01

Response to COVID-19

- Establish infection prevention controls.
- Provide timely, accessible and evidence informed information.
- Collaborate with regional, provincial and federal partners.

02

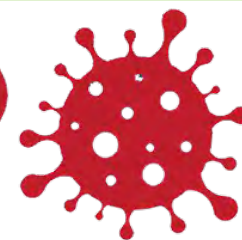
Organizational response

- Closure of City buildings while providing core services and supporting city-building.
- Economic and financial supports.
- Development of appropriate bylaws and communicate emergency orders.

03

Organization-specific changes which will shape our future state

- Enhance our data, analytics and dashboards.
- Create online platforms to support service delivery.
- Adapt service delivery methodologies meeting the needs of the citizen.



Update on Actions Taken

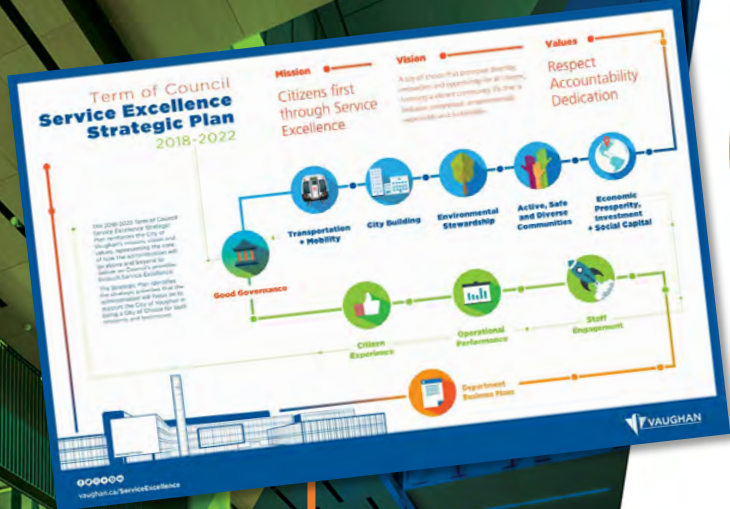
- continued tracking key data indicators
- continued reopening plans development
- continued PPE acquisitions
- commenced City staff cloth masks distribution
- commenced mitigating measures construction
- continued seeking government reimbursement
- supported patios program implementation



Update on Actions Taken

- “Keeping Vaughan Clean” initiative
- migration of in-person services to digital platforms
- Initiatives to mitigate financial impact of COVID-19
- Monitored and planned risks occurring during the pandemics
- Conducted research of global responses to identify best practices





Roadmap For Success

Ready.
Resilient.
Resourceful.





Our People

Impact On Human Resources

- Currently more than 50% of the City's employees continue to effectively and productively work from home
- Staff required to work on-site or in the field were provided with appropriate personal protective equipment and protocols and procedures





Our People

Impact On Human Resources

- Approximately 1100 employees temporarily laid off in April 2020
- A significant number of employees have been **recalled**:
 - **385** Recreation Services staff (Camps, Fitness, and Aquatics)
 - **107** School Crossing Guards
 - **74** Vaughan Public Libraries staff





Our People

Impact On Human Resources



Key action items since June 2020:

- Bi-weekly newsletters sent to all staff with key information, resources and a focus on wellness
- Staff regularly monitor and communicate rapid changes to employment legislation under both the Federal and Provincial legislative frameworks
- Regular updates to COVID-19 Q&A's to provide corporate direction and guidance



Our People

Impact On Human Resources



ALTERNATE WORK ARRANGEMENT POLICY

in place allowing staff
to **productively work**
from home/remotely

Key action items since June 2020:

- SLT-E continues to work with Corporate and Strategic Communications on messaging
- Additional information and supports for working from home was sent to staff and leaders
- Developed an All Staff Orientation Guide and Re-Start Q&A's which will be shared



Our People

Impact On Human Resources

Key action items since June 2020:

- Continued discussions with HR municipal leaders across York Region and the GTA to review and compare COVID-19 impacts and responses, re-opening plans, bargaining and labour relations.





Our Places

Business Reintegration Plan



Vaughan became the first city in Ontario and the first municipality in York Region to declare a state of emergency, the City has taken a **disciplined, responsible and measured** approach to closing

- Gradual reopening of City facilities and amenities has commenced
- Decision made to keep select facilities closed

COVID-19 UPDATE: PUBLIC AMENITIES IN VAUGHAN

OPEN

- Arenas (by permit only)
- Fitness centres (by appointment only)
- Off-leash dog park
- Outdoor basketball courts
- Outdoor bocce courts
- Outdoor exercise equipment
- Outdoor volleyball courts
- Park benches
- Park public washrooms
- Parking lots in parks
- Picnic tables and gazebos
- Playgrounds
- Premium/artificial fields and diamonds (by permit only)
- Select Indoor pools (by registration only)
- Skateboard parks
- Splashpads
- Sports fields and baseball diamonds
- Squash courts (by appointment only)
- Tennis courts
- Trails
- Vaughan Public Libraries (Resource Library locations only)

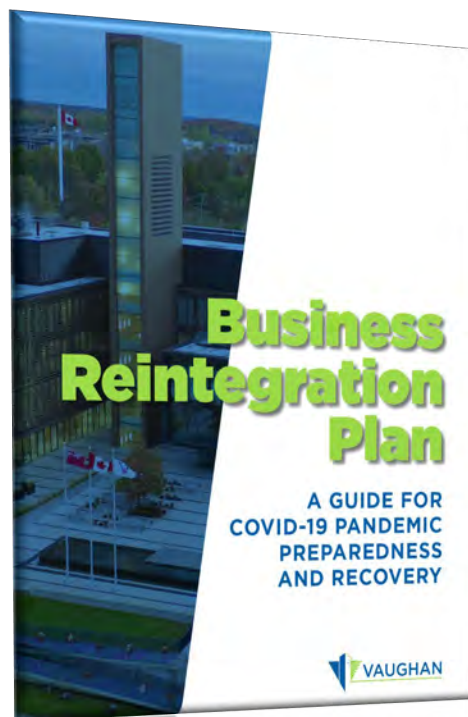
CLOSED

- Vaughan City Hall (until Monday, Jan. 4, 2021, at the earliest)
- City Playhouse Theatre
- Community centres (with the exception of fitness centres by appointment, arenas by permit and select pools by pre-registration)
- Joint Operations Centre (until Monday, Jan. 4, 2021, at the earliest)
- Vaughan Animal Shelter (except by appointment, for adoption purposes only)
- Vaughan Public Libraries (all branches with the exception of Resource Library locations)



Our Places

Business Reintegration Plan



Business Reintegration Plan (BRP)

- Comprises three start-up phases
- Clear direction to guide and best prepare employees for return to municipal facilities
- Ensures transition is safe and efficient



Our Services

Service Impacts and Actions

**Disciplined.
Responsible.
Measured approach.**

- Essential services remain intact and continue uninterrupted
- Many virtual programs have been introduced
- Facilities and amenities reopening





Our Services

Service Impacts and Actions



Administrative Services And City Solicitor Current Service Actions:

- Live public participation electronic deputations via teleconference, telephone or written communication
- **42** Electronic Meetings for Committee and Council
- **22** Electronic Meetings for Committee of Adjustment, Task Forces, Sub Committees and Advisory Committees
- **147** curbside marriage licences have been issued



Our Services

Service Impacts and Actions



ELECTRONIC
Council meetings and
Committee of Adjustment

Administrative Services And City Solicitor Future Action Plans:

- Majority of services provided without interruption and will continue to do so.
- Separate report for amending the Procedural By-law to make electronic meetings a permanent option.
- Committee of Adjustment virtually commissioning applications, a complete e-submission process.
- Introducing a Legal Document Management System



Our Services

Service Impacts and Actions

Community Services

Current Service Actions:

- **111,169** Calls received by Access Vaughan since March 13, 2020
- **71%** resolution rate with single point of contact through Access Vaughan
- By-law officers continue to patrol and respond to calls on a priority basis
- By-law public and client services transitioned to an electronic format





Our Services

Service Impacts and Actions

Community Services

Current Service Actions:

- Temporary by-laws initiated to allow for local eating establishments and banquet halls to temporarily expand or establish additional outdoor patios
- Business license renewal grace period and fees deferral
- Animal Services Officers serve through regular patrols and calls





Our Services

Service Impacts and Actions

Community Services

Current Service Actions:

- *Gradual reopening*
 - Community Centres
 - Pools and Fitness Centres
- *Program delivery*
 - In-person camps
 - Fitness programs and classes
 - Indoor pools
 - Arena permits
 - Virtual programming





Our Services

Service Impacts and Actions

Community Services

Current Service Actions:

- Virtual resources, classes and programs
- **517** Virtual Summer Adventures registration and more than **\$40,000** in revenue
- **1,776** modified in-person camp registrations generated nearly **\$350,000** in revenue
- **10,000** workouts registered in first 4 weeks of Fitness Centre reopening
- Recreational, length swim and Aqua Fitness now available to pool plan and fitness members





Our Services

Service Impacts and Actions

Community Services

Current Service Actions:

- Addressing recommendations from first interim action report
- Hazard identification risk assessment review completed
- Critical infrastructure review underway
- Three training emergency management systems sessions





Our Services

Service Impacts and Actions

Community Services

Current Service Actions:

- More than **1,500** COVID-19 safety kits distributed to vulnerable community members
- Monitored several alerts from utility and environmental stakeholders
- Environment Canada issued alerts of weather threats to the City on 49 days





Our Services

Service Impacts and Actions

Community Services Future Action Plans:

- One-stop-shop counter service approach at Vaughan City Hall is underway
- Continue to develop on-line services
- Consideration for future openings include in-person Hearings
- Fall recreation programs will be offered virtually



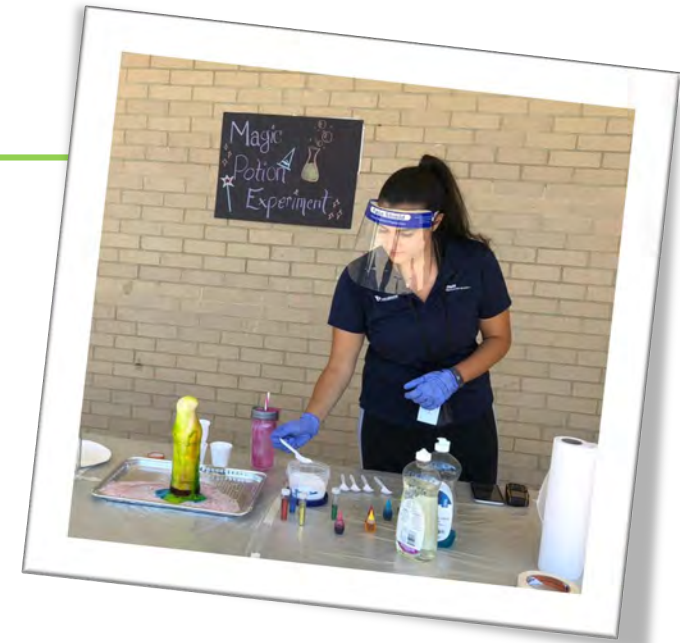


Our Services

Service Impacts and Actions

Community Services Future Action Plans:

- Elimination of the printing and home delivery of the Recreation Guide
- Elimination of cross-city busing for summer camps
- Training for more than **200** members of the emergency management team will be provided virtually on the Incident Point software in late October and early November.





Our Services

Service Impacts and Actions

Community Services Future Action Plans:

- Monitor and procure PPE on a continuous basis.
- Expand and utilize a virtual training platform
- Modify public education and outreach efforts – providing virtual options where possible.
- Altering fire drill performance based on Ontario Fire Marshal direction
- The new version the EOC dashboard program, Incident Point is planned to go live in October 2020





Our Services

Service Impacts and Actions

Corporate Services

Current Service Actions:

- Focus on key responses related to communications, labour relations, safety, alternative work arrangements, recruitment, and workforce adjustments
- Enhanced citizen virtual experience for virtual committee and council meetings
- Monitor infrastructure bandwidth and thresholds to support over **1,300** users working from home





Our Services

Service Impacts and Actions

Corporate Services

Current Service Actions:

- Updated IT Acceptable Use of Technology policy to address working from home
- Online permits added to the City of Vaughan's permitting portal
- Successfully awarded **76** contracts valued at **\$38.3** million to ensure delivery of council priority projects and urgent operational requirements



MORE THAN

700 STAFF

productively working

from home/remotely





Our Services

Service Impacts and Actions

**DEADLINE
EXTENDED**
for **ELDERLY
HOME OWNERS
TAX ASSISTANCE
PROGRAM**

Corporate Services

Current Service Actions:

- Lobbied government levels for financial support resulting in **\$6.15** million of phase 1 funding
- Elderly Home-Owners Tax Assistance program
- Cancellation the W/WW rate increase and a 60-day stormwater deferral
- Municipal Accommodation Tax (MAT) suspension and data collection forms



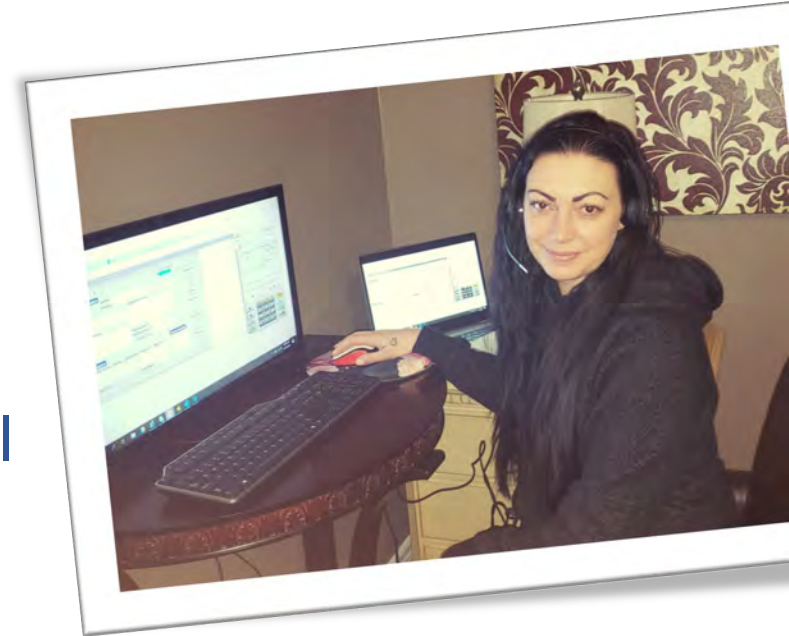
Our Services

Service Impacts and Actions

Corporate Services

Current Service Actions:

- Primary phase of the Payroll Transition project complete
- Automated the Records of Employment (ROE)
- Streamlined the expense reimbursement process for staff





Our Services

Service Impacts and Actions



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

Corporate Services Future Action Plans:

- Preparing for upcoming collective bargaining
- Develop workplace wellness program
- Implement Emerging Leaders Program
- Implement Employee Engagement Action Planning Framework
- Workforce Management System planning



Our Services

Service Impacts and Actions

Corporate Services Future Action Plans:

- Complete independent Audit of the City's financial position for the 2019 year
- Complete 2019 Tangible Capital Assets;
- Complete 2019 Year-End and 2020 Half-Year Fiscal Health Reports to Council
- Develop 2021 Operating and Capital Budgets
- Determine the impacts of service delivery to stakeholders





Our Services

Service Impacts and Actions

Infrastructure Development Current Service Actions:

- Advanced infrastructure, construction and critical projects
- sustained and enhancing sites and operations
- Increased clean and disinfect frequencies
- Specialized disinfecting of VFRS fleet
- Coordinated renovations, upgrades, renewals and repairs to City Facilities





Our Services

Service Impacts and Actions

Infrastructure Development Future Action Plans:

- Facility re-opening with gradual service implementation
- Contingency plans implementation
- Working with Stakeholders, Public Health, Provincial Agencies to develop “new normal” work environments





Our Services

Service Impacts and Actions

Planning And Growth Management Current Service Actions:

- Innovative and digital solutions to deliver services and plans
- **143** applications = **43%** increase in development fees
- **1,835** permits = more than **\$591M**
- **New** digital permitting portal launched
- Consultations continue online



**Key VMC
infrastructure
projects continue**
attracting investment
and development
interest





Our Services

Service Impacts and Actions

Planning and Growth Management Future Action Plans:

- Implementation: Electronic Application Submission Portal; new cost model and fee structure; electronic circulations of new development applications
- Electronic public engagement strategies





Our Services

Service Impacts and Actions

Public Works

Current Service Actions:

- Waste collection services expanded
- **2,900** waste bin home deliveries
- Cost savings through multi-year contracts put in place
- Park amenities have reopened
- Efficiencies and cost avoidance
 - More than **\$110K** in cost avoidance
 - **50%** reduction in watering program





Our Services

Service Impacts and Actions

Public Works

Current Service Actions:

- QR Code park garbage cans to increase responsiveness to litter/dumping concerns
- Implementation of a paperless work order system
- Additional street sweeper rotations removed **10,520 tons** of dust, dirt and debris



STREET SWEEPERS

deployed
2 months

EARLY





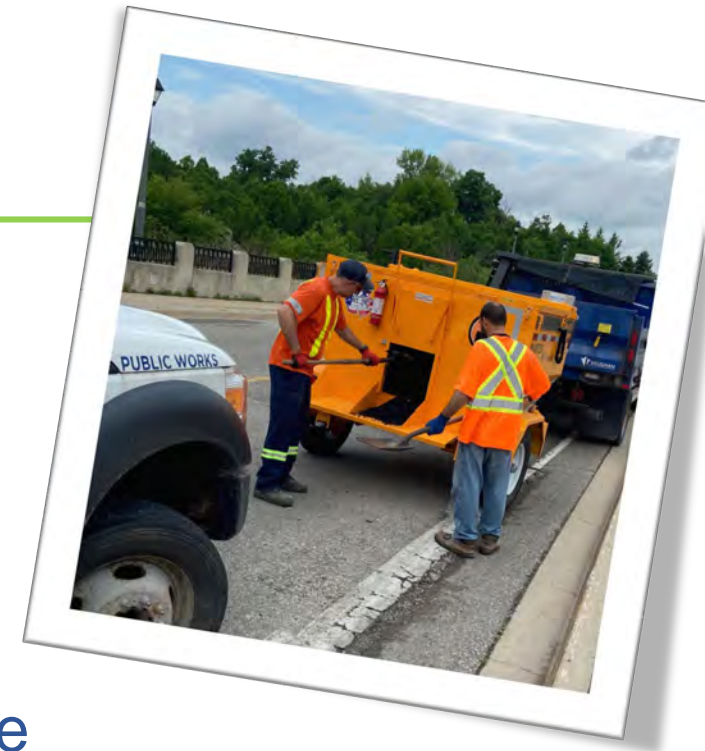
Our Services

Service Impacts and Actions

Public Works

Future Action Plans:

- Operations exploring alternative work arrangements to improve responsiveness
- Additional street sweep rotations
- Resilient long-term planting strategy development
- Horticulture sponsorship program “Grow With Vaughan”





Our Services

Service Impacts and Actions

Vaughan Public Libraries Current Service Actions:

- VPL Recovery Strategy
- **66,485** items were borrowed through curbside pickup
- **3** resource libraries now open
 - **5,484** items and **1,754** citizens on first day
- Late fees and fines eliminated



Vaughan
Public Libraries:

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

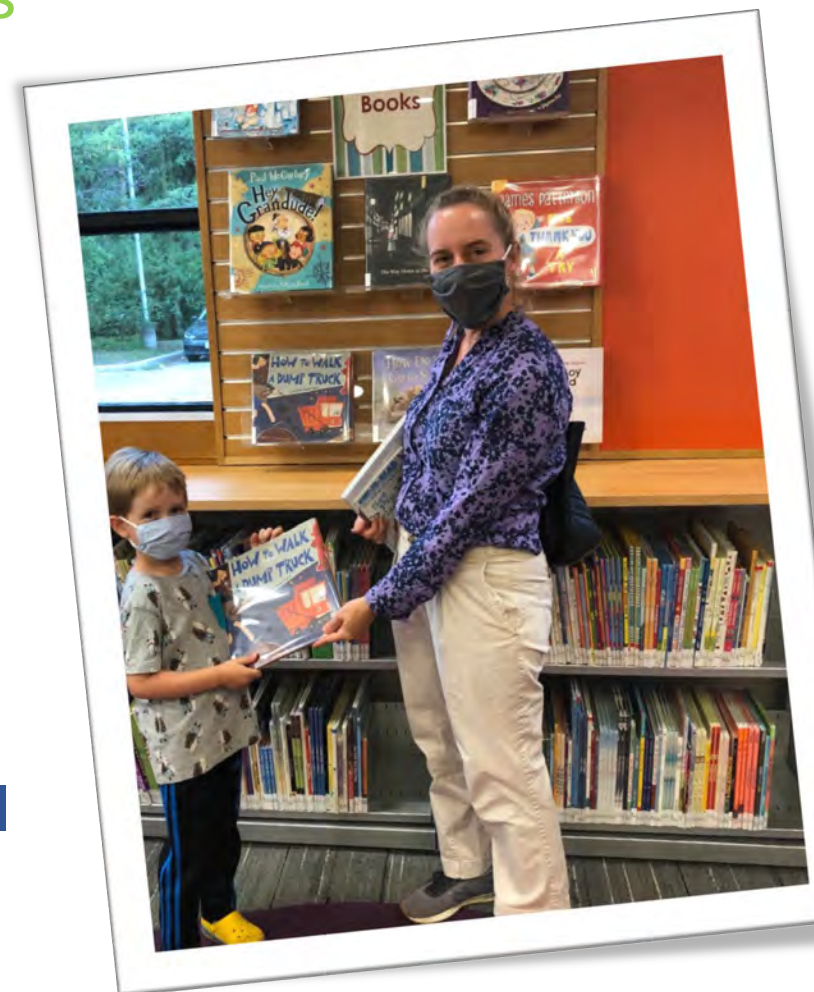


Our Services

Service Impacts and Actions

Vaughan Public Libraries Current Service Actions:

- Wide range of virtual programming, resources, engagement and contests
- More than **\$2.45M** in cost savings anticipated
- More than **\$3.4M** in federal funding anticipated





Our Services

Service Impacts and Actions

Vaughan Public Libraries Future Action Plans:

- Shift from physical collections to digital
- supplement in-branch programming with an online
- Accelerated transition to digitizing processes





Our Finances

Impact On Fiscal/Budget



CANCELLED
2020 water
and wastewater
rate increases
DEFERRED
annual stormwater
charge

Measures to support our residents including (but not limited to):

- Facility and amenity closures with refunds issued
- Safety measures and protocols
- Payment deferrals
- Business License renewal deferrals
- Not-for-profit tenant rent deferrals
- Suspension of MAT
- Stormwater charge deferral
- Water and Waste Water rate increase cancellation
- Workforce re-balancing measures



Our Finances

Impact On Fiscal/Budget



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

Update to the Financial Impact of the Two Scenarios

- Phase 3 reopening efforts have commenced
- Federal and Provincial governments announced \$4 billion in financial support
 - Vaughan to receive **\$6.15M** for Phase 1
 - Phase 2 funding applications due Oct. 30



Our Finances



for not-for-profit
tenants at City facilities

Impact On Fiscal/Budget

Foregone Revenue

The current forecast estimates loss of revenue:

- \$25.2M to \$29.1M in 2020
- \$10.7 million to \$25.4 million in 2021

Additional Costs

The current forecast estimates additional costs of:

- \$1.0M in 2020
- \$0.1M to \$0.9M in 2021



Our Finances

Impact On Fiscal/Budget



Avoided Costs

Avoided costs, currently estimated at:

- \$8.8M to \$10.1M in 2020
- \$3.1M to \$6.5M in 20201

Employees have been recalled including:

- **385** Recreation Services
- **107** School Crossing Guards
- **74** Vaughan Public Libraries



Our Finances

Impact On Fiscal/Budget

Options to Mitigate the Financial Pressures

- Additional workforce re-balancing
- Continued spending restrictions
- Management of non-essential capital project delivery
- Consider operating budget contingencies
- Maintain strong operating cash balance
- Review discretionary reserve balances
- Consider temporary borrowing
- Additional funding support from senior levels of government

CORE SERVICES,

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

continue without interruption





Our Economy

Impact On City Businesses



Objective 1: Provide business community with up-to-date, relevant, and reliable information concerning the pandemic and the economy

Objective 2: Help business community navigate various programs provided and decisions taken by levels of government and support agencies

Objective 3: Understand the impact on the business community



Our Economy

Impact On City Businesses



**PLANS
IN PLACE** for:

- **Business Continuity** for every department
- an **Economic Prosperity Task Force**

Demand for business support programs continues at increased rate:

- **90%** increase in business consultations
- **150%** increase in repeat consultations
- **163** consultations facilitated
- **New** program launches
- Resiliency building





Our Economy

Impact On City Businesses



Objective 1: Provide training and hands-on support to local businesses in pivoting operations

Objective 2: Educate businesses on the challenges and opportunities presented by COVID-19

Objective 3: Ease, wherever possible, extraordinary regulatory burdens on business

Objective 4: Maintain community arts and cultural connections

Our Economy

Impact On City Businesses

New key activities:

New Key Activity 1: Secure Vaughan as the Region's largest employment center

New Key Activity 2: Build resilience into Vaughan's key strategic sectors

New Key Activity 3: Share Vaughan's reimagined public spaces





Our Economy

Impact On City Businesses

The COVID-19 pandemic continues to affect the local, provincial, and national economies.

- In Canada, GDP fell more than 11% in Q2
- Vaughan's GDP forecasts a 5.9% decline in 2020
- **Vaughan's GDP is anticipated to recover in 2021**

#ShopVaughanLocal

CAMPAIGN



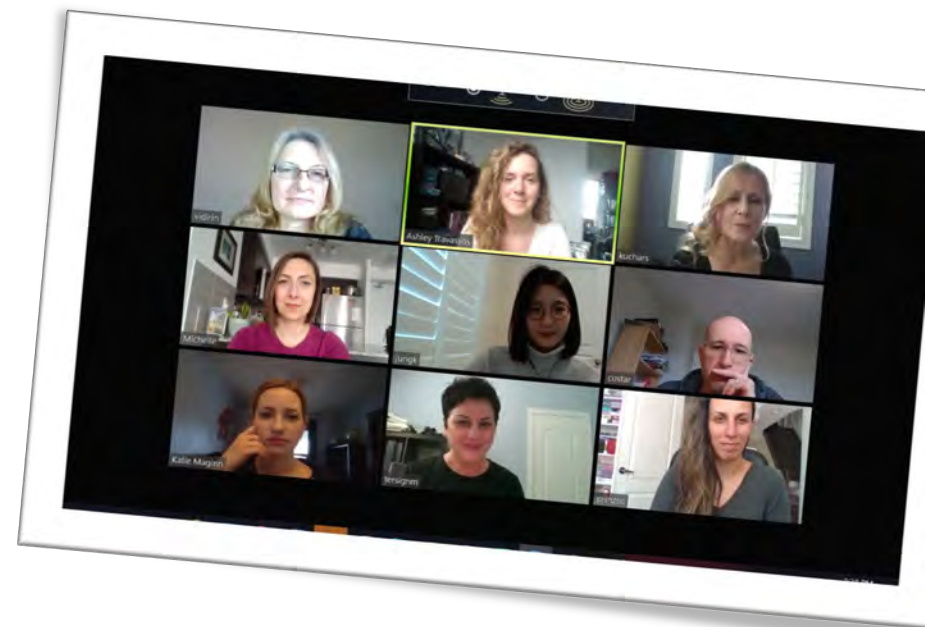


Our Economy

Impact On City Businesses

City of Vaughan's Economic Development Department continues to provide and enhance service based on three value propositions:

- 1) Strategic alignment
- 2) Business Advisory services
- 3) Local economic intelligence



REMINDER: Double-Up Days are here

Place up to six garbage items out without tags during the weeks of Sept. 22 or Sept. 29

VAUGHAN NEWS

Sept. 21, 2020

REMINDER: Double-Up Days are here

Place up to six garbage items out without tags during the weeks of Sept. 22 or Sept. 29

VAUGHAN, ON - Double-Up Days are here on Sept. 29, on regular garbage collection without paid tag outside for pickup. Each week is set out by 7 a.m. on Sept. 22 or Sept. 29. You can be found on the City of Vaughan website.

Service Vaughan

Submit and track service requests with the 24/7 online tool at vaughan.ca/ServiceVaughan

COVID-19 Emergency

24/7: 905-882-2201 | vaughan.ca/COVID19

All indoor pools now open in Vaughan

Pre-registration is required for recreational and leisure swimming, and aquafitness classes

GUARDIANS OF OUR GOVERNMENT

THANK YOU

Recognizing the unwavering courage and commitment of our remarkable public servants

Strengthening Vaughan's social, economic and cultural connection with Vietnamese Canadians

Mayor meets with Canada's Ambassador to the Republic of Vietnam

COVID-19 UPDATE: PUBLIC AMENITIES IN VAUGHAN

OPEN	CLOSED	UNDER REVIEW
<ul style="list-style-type: none"> Basketball courts Bocce courts Fitness centres Off-leash dog park Outdoor exercise equipment Outdoor volleyball court Park benches Park public washrooms Parking lots in parks Picnic tables and gazebos Playgrounds Premium/artificial fields and diamonds (by permit only) Skateboard parks Splashpads Sports fields and baseball diamonds Squash courts Tennis courts Trails Vaughan Public Libraries (beginning Sept. 8, Resource Library locations only) 	<ul style="list-style-type: none"> City Playhouse Theatre Community centres Joint Operations Centre Vaughan Animal Shelter (subject to appointment) Vaughan City Hall 	<ul style="list-style-type: none"> Arenas, indoor and theatre permits Indoor and outdoor pools Vaughan Public Libraries (all branches with the exception of Resource Library locations)

City Hall Connects

Keeping our community informed.

vaughan.ca/news

A message of hope, courage and gratitude

COVID-19 2020 Special Edition

This global pandemic is felt here at home and in communities around the world. I requested that memory of the victims of COVID-19.

I am grateful for the emergency, medical and front-line workers, including doctors, nurses and healthcare experts, police officers and firefighters, grocery store employees, truck drivers, public works professionals and all other essential workers who are enabling all goods and services to be provided. They are heroes among us. We appreciate their commitment to safeguard the health and well-being of citizens, businesses and families to break the transmission of the global COVID-19 pandemic.

I am encouraged by the generous contributions from Vaughan businesses, organizations, and individuals who remain dedicated to combating this virus. I would like to thank all our government partners. We must continue working together to overcome this period of adversity. This is the only way we will succeed - and I know we can.

To learn more about how to protect yourself and your loved ones, visit York Region's website at york.ca/COVID19 and vaughan.ca/COVID19 for up-to-date information on the City of Vaughan's response.

We are all in this together, and, by supporting each other, we will emerge stronger!

Stay safe,
Maurizio Bevilacqua
Mayor Maurizio Bevilacqua, P.C.

STAY INFORMED

RECEIVE UPDATES vaughan.ca/CityUpdate

READ NEWS vaughan.ca/news

FOLLOW US

- @CityOfVaughan
- TheCityOfVaughan
- CityOfVaughan

BE INFORMED vaughan.ca/COVID19

CP24 April 22, 2020



Our Communications

Keeping Citizens, Stakeholders and Staff Informed

Communication products during COVID-19:

- Deployment of more than **1,450** integrated products
 - **186** PSA's
 - **24** news releases
 - **27** communications from the Mayor
- More than **2,200** social media posts
- **46** staff communications
- **227** City Update eNewsletters
- **2,143** marketing and creative products produced



Our Communications

Keeping Citizens, Stakeholders and Staff Informed

Communication products during COVID-19:

- vaughan.ca/COVID19 **79,200+** visitors
- vaughan.ca/news **5,900+** visitors
- vaughan.ca/ReopeningVaughan **5,200+** visitors
- **360+** Mayor and Member of Council communications
 - **280+** Council Communication Packages
- **110+** Intergovernmental Relations (IGR) communications



Our Communications

Keeping Citizens, Stakeholders and Staff Informed

In the media:

- **315+** COVID-19-related media products
- Average **1.3M+** social media impression
- **43,000+** followers on corporate platforms



"Hi, just wanted to let you all know what a fantastic job you all did for the reopening. Felt safe and secure and really enjoyed my workout."

"Slow and steady wins the race ... Thanks for taking a measured approach City of Vaughan."



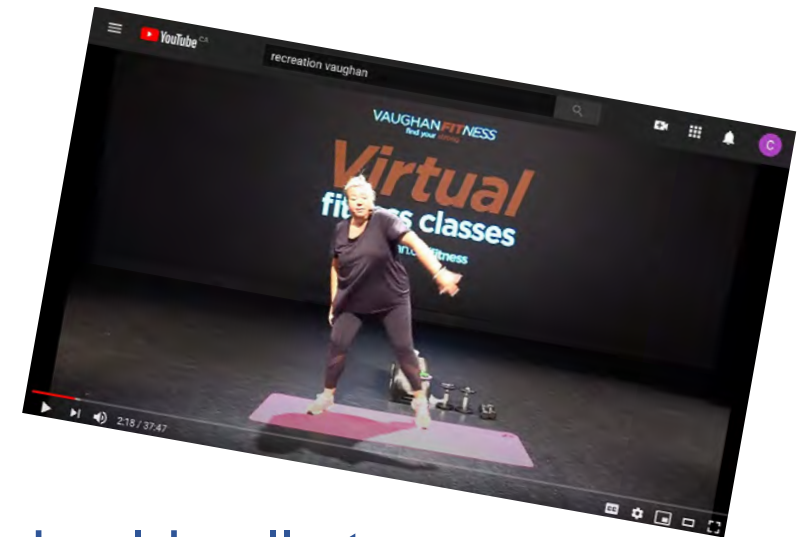
Our Communications

Keeping Citizens, Stakeholders and Staff Informed

Additional Communications Channels:

Recreation Services

- webpage updates
- Social media
(**200+** staff videos)
- eNewsletter
(**10,000+** subscribers)
- eMail communication and cold calls to members, program participants, stakeholders and clients





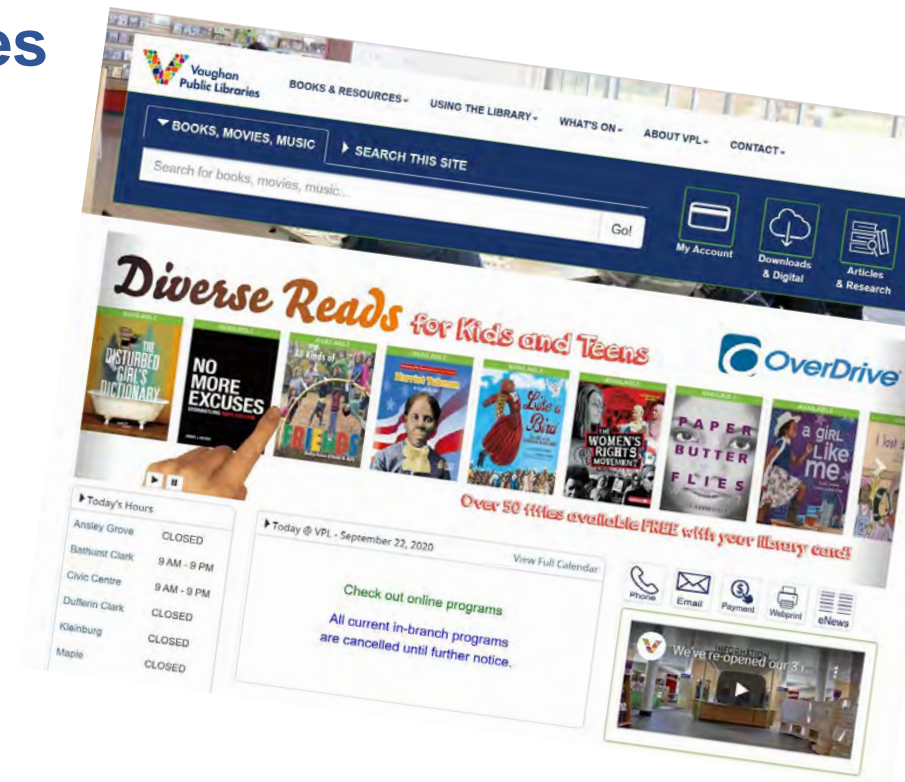
Our Communications

Keeping Citizens, Stakeholders and Staff Informed

Additional Communications Channels:

Vaughan Public Libraries

- website surpassed **550,000** page views
- Social media (**12,125+** followers)
- eNewsletter (**15,000+** subscribers)





Ready.
Resilient.
Resourceful.
Committee Report

Jim Harnum, City Manager
Tuesday, September 29, 2020