

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JANUARY 26, 2021

Item 15, Report No. 1, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on January 26, 2021.

15. OTHER MATTERS CONSIDERED BY THE COMMITTEE

1. CONSIDERATION OF AD-HOC COMMITTEE REPORT

The Committee of the Whole recommends:

That the following Ad-Hoc Committee report be received:

1. Older Adult Task Force Meeting of November 30, 2020 (Report No. 5);
2. Smart City Task Force Meeting of December 1, 2020 (Report No. 3); and
3. Effective Governance and Oversight Task Force Meeting of December 9, 2020 (Report No. 8); and

2. STAFF COMMUNICATION

The Committee of the Whole received Staff Communication SC1, memorandum from the City Manager, dated January 15, 2021, subject "COVID-19 Vaccine Planning".

**CITY OF VAUGHAN
REPORT NO. 3 OF THE
SMART CITY TASK FORCE**

*For consideration by the Committee of the Whole
of the City of Vaughan
on January 19, 2021*

The Smart City Task Force met at 9:05 a.m., on December 1, 2020.

ELECTRONIC PARTICIPATION

PRESENT:

Council Members	Mayor Maurizio Bevilacqua, Chair Councillor Sandra Yeung Racco, Vice Chair
Stakeholder Representatives	Lucy Casacia Daniel Hengeveld Dr. Amir Asif Carly Livingstone Nabila Alibhai Pina D'Agostino Dr. Judy Farvolden Ted Maulucci Julie Morin Richard Tam (9:25 a.m.)
Citizen Members	Rob Brickman Vivek Khopkar Mary Proc Mark Singh
Staff	Frank Di Palma, Chief Information Officer Kathy Kestides, Director, Transformation and Strategy Raphael Costa, Interim Director, Economic and Cultural Development Christina Coniglio, Manager, Strategic Planning David Di Benedetto, Manager, Marketing and Creative Services Shirley Kam, Manager, Special Projects, Economic Development Kitty Yung, Project Manager, Smart City Business Program Cassandra Cleveland, Coordinator, Communications and Administration David Kranjcevic, Transformation Business & Data Analyst

Alysia Burdi, Special Assistant to the Mayor
Stephen Graham, Enterprise Data Architect, OCIO
John Britto, Council / Committee Administrator

Others Present Dr. Patricia McCarney, President and CEO, World Council on City Data (WCCD)
James Patava, Vice President, Public Affairs and International Relations, WCCD
Rotha Seng, Policy and Project Development Specialist, York University
Charles Banfield, Manager, Strategic Economic Initiatives, York University
Jillian Britto, Transportation Engineer, WSP Canada
Rachel Stuart, Urban Planner, IBI Group

The following items were dealt with:

1. 2021 SCHEDULE OF MEETINGS

The Smart City Task Force advises Council:

- 1) That the 2021 Schedule of Meetings was approved as follows:**

Friday, March 5, 2021 @ 9:00 a.m.;
Wednesday, April 21, 2021 @ 1:00 p.m.;
Tuesday, June 22, 2021 @ 8:30 a.m.; and
Tuesday, September 14, 2021 @ 9:00 a.m.

2. VAUGHAN DATA DRIVEN INSIGHTS

The Smart City Task Force advises Council:

- 1) That the presentation by Dr. Patricia McCarney, President and CEO, World Council on City Data (WCCD) and James Patava, Vice President, Public Affairs and International Relations, WCCD, and C1, presentation material titled: “*The World Council on City Data – City Data Supporting Vaughan’s Smart City Task Force*” was received.**

3. SMART CITY DATA AND PRIVACY

The Smart City Task Force advises Council:

- 1) That the Smart City Data and Privacy was discussed and comments by members of the Task Force were received.**

The meeting adjourned at 10:51 a.m.

Respectfully submitted,

Mayor Maurizio Bevilacqua, Chair



SMART CITY TASK FORCE 2021 SCHEDULE OF MEETINGS

**All meetings are Electronic using the Microsoft Teams platform,
due to COVID-19 pandemic restrictions.**

Friday, March 5, 2021 @ 9:00 a.m.

Wednesday, April 21, 2021 @ 1:00 p.m.

Tuesday, June 22, 2021 @ 8:30 a.m.

September 14, 2021 @ 9:00 a.m.



WCCD

THE WORLD COUNCIL ON CITY DATA

Communication : C1
Smart City Task Force
December 1, 2020
Item # 2

City Data Supporting Vaughan's Smart City Task Force

Patricia McCarney
President and CEO

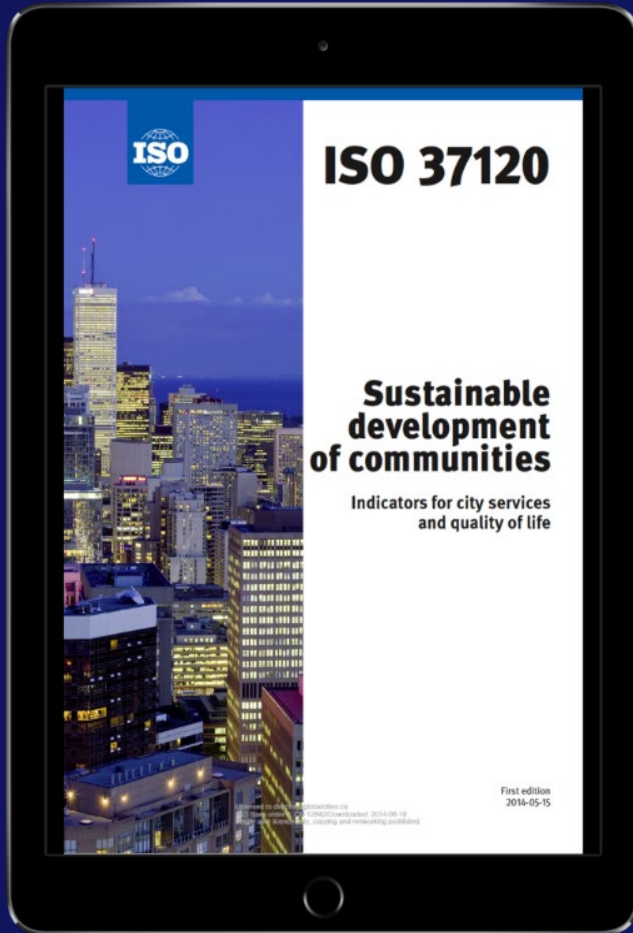
James Patava
Vice President

December 1, 2020

<http://www.dataforcities.org/>

Twitter: @WCCityData

Facebook: WCCityData



ISO 37120

The *1st* ISO Standard for cities

WCCD is implementing this global first in over *100 cities* across 35 countries



WCCD

WORLD COUNCIL
ON CITY DATA

19 themes

104 indicators



Economy



Education



Energy



Environment &
climate change



Finance



Governance



Health



Housing



Population &
social conditions



Recreation



Safety



Solid Waste



Sport & Culture



Telecommunication



Transportation



Urban/local agriculture
& food security



Urban Planning



Wastewater



Water



WCCD

WORLD COUNCIL
ON CITY DATA

WCCD CERTIFICATION LEVELS

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

ASPIRATIONAL	BRONZE	SILVER	GOLD	PLATINUM
30-44 Core Indicators	45-59 Indicators 45 Core + 0-14 Supporting	60-74 Indicators 45 Core + 15-29 Supporting	75-89 Indicators 45 Core + 30-44 Supporting	90-104 Indicators 45 Core + 45-59 Supporting



WCCD

**WORLD COUNCIL
ON CITY DATA**

@wccitydata

**CITY OF VAUGHAN
WCCD ISO 37120
PLATINUM CERTIFICATION
THE HIGHEST LEVEL OF CERTIFICATION**



WCCD
ISO 37120

ISO 37120



WORLD COUNCIL
ON CITY DATA

ISO 37120



WORLD COUNCIL
ON CITY DATA

THE WCCD ISO FAMILY OF STANDARDS

THE ISO 37120 SERIES

SUSTAINABLE DEVELOPMENT OF COMMUNITIES

ISO 37120
Indicators for City Services & Quality of Life

ISO 37122
Indicators for
Smart Cities

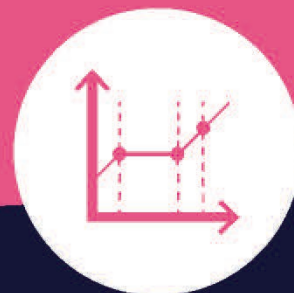
ISO 37123
Indicators for
Resilient Cities



WCCD

WORLD COUNCIL
ON CITY DATA

ECONOMY



ISO 37120 Sustainable Cities

- City's unemployment rate
- Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties
- Percentage of persons in full-time employment
- Youth unemployment rate
- Number of businesses per 100 000 population
- Number of new patents per 100 000 population per year
- Annual number of visitor stays (overnight) per 100 000 population
- Commercial air connectivity (number of non-stop commercial air destinations)
- Average household income (USD)
- Annual inflation rate based on the average of the last 5 years
- City product per capita (USD)

ISO 37122 Smart Cities

- Percentage of service contracts providing city services which contain an open data policy
- Survival rate of new businesses per 100 000 population
- Percentage of the labour force employed in occupations in the Information and Communications Technology (ICT) sector
- Percentage of the labour force employed in occupations in the Education and Research & Development sectors

ISO 37123 Resilient Cities

- Historical disaster losses as a percentage of city product
- Average annual disaster loss as a percentage of city product
- Percentage of properties with insurance coverage for high-risk hazards
- Percentage of total insured value to total value at risk within the city
- Employment concentration
- Percentage of the workforce in informal employment
- Average household disposable income (USD)



WCCD

**WORLD COUNCIL
ON CITY DATA**

ENVIRONMENT AND CLIMATE CHANGE



ISO 37120 Sustainable Cities

- Fine particulate matter (PM2.5) concentration
- Particulate matter (PM10) concentration
- Greenhouse gas emissions measured in tonnes per capita
- Percentage of areas designated for natural protection
- NO2 (nitrogen dioxide) concentration
- SO2 (sulphur dioxide) concentration
- O3 (ozone) concentration
- Noise pollution
- Percentage change in number of native species

ISO 37122 Smart Cities

- Percentage of buildings built or refurbished within the last 5 years in conformity with green building principles
- Number of real-time remote air quality monitoring stations per square kilometre
- Percentage of public buildings equipped for monitoring indoor air quality

ISO 37123 Resilient Cities

- Magnitude of urban heat island effects (atmospheric)
- Percentage of natural areas within the city that have undergone ecological evaluation for their protective services
- Territory undergoing ecosystem restoration as a percentage of total city area
- Annual frequency of extreme rainfall events
- Annual frequency of extreme heat events
- Annual frequency of extreme cold events
- Annual frequency of flood events
- Percentage of city land area covered by tree canopy
- Percentage of city surface area covered with high-albedo materials contributing to the mitigation of urban heat islands



WCCD

WORLD COUNCIL
ON CITY DATA

The WCCD and ISO 37120 Indicators help to:

- ✓ **Create Data-driven Municipalities and incentivize performance**
- ✓ **Inform and Direct Federal Spending Across The Country**
- ✓ **Showcase the impact of Federal spending to citizens and communities across the country**
- ✓ **Drive Job Creation And Economic Development**
- ✓ **Track progress by cities on our climate agenda**
- ✓ **Embrace the United Nations SDGs at a local level**



WCCD

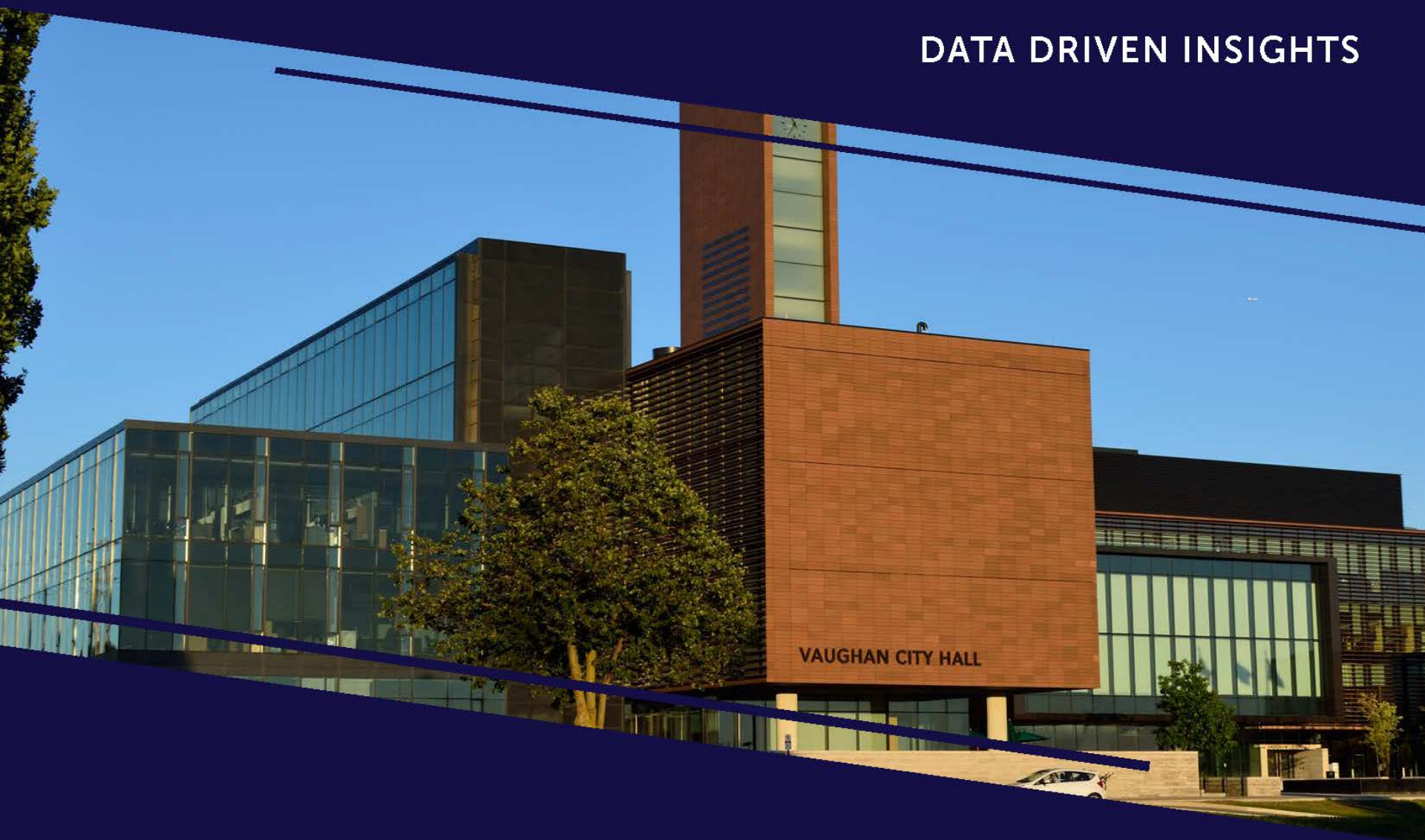
WORLD COUNCIL
ON CITY DATA



Vaughan in a Global Context – Celebrating Successes

CITY OF VAUGHAN

DATA DRIVEN INSIGHTS



WCCD

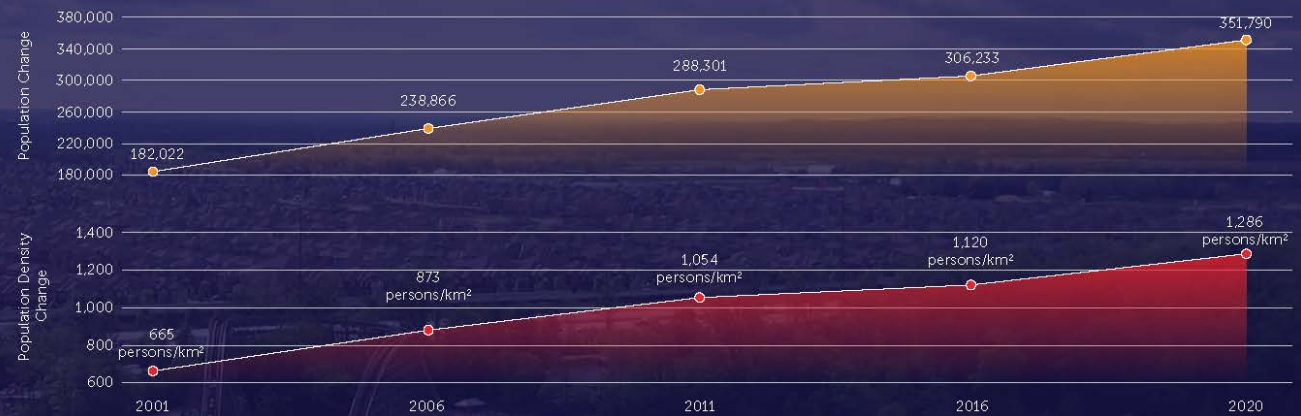
WORLD COUNCIL
ON CITY DATA

VAUGHAN: EMBRACING URBAN
GROWTH

A TRAJECTORY OF SUSTAINABLE GROWTH

Population and Population Density

ISO 37120

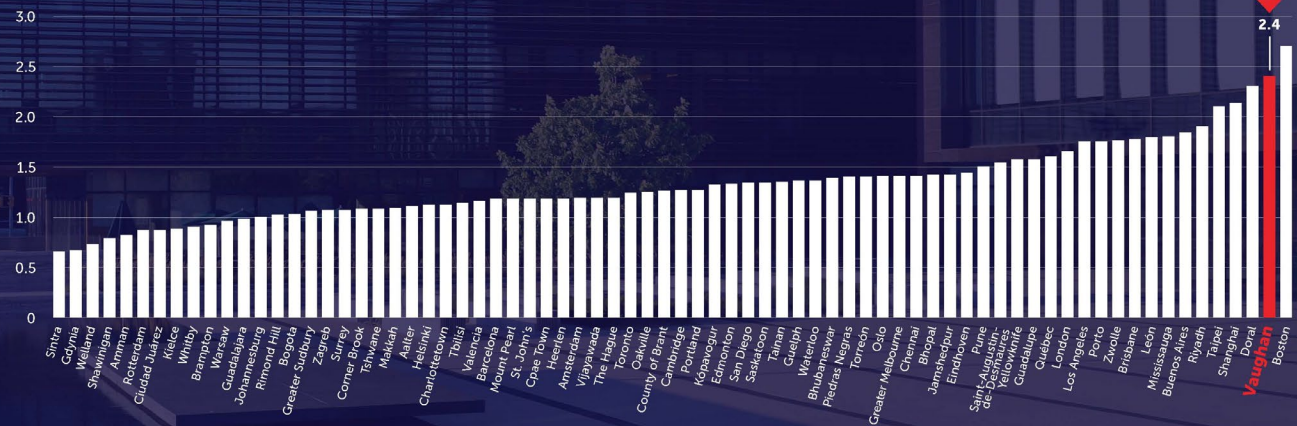


VAUGHAN: EMBRACING URBAN GROWTH

PLANNING AND DESIGN FOR A SUSTAINABLE FUTURE

Jobs/Housing Ratio

ISO 37120 Indicator 21.3



WCCD

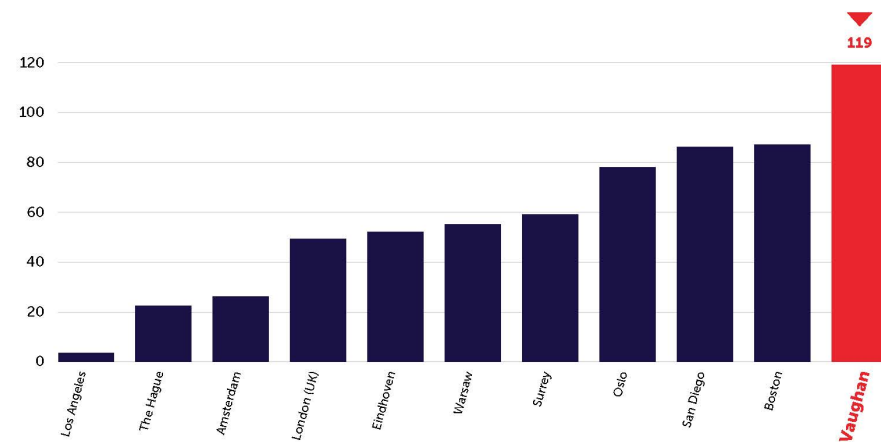
WORLD COUNCIL
ON CITY DATA

VAUGHAN: SUPPORTING
TRANSPORTATION AND MOBILITY

DEVELOPING
TRANSIT
INFRASTRUCTURE

Kilometres of Light Passenger Public Transport System per 100 000 Population

ISO 37120 Profile Data



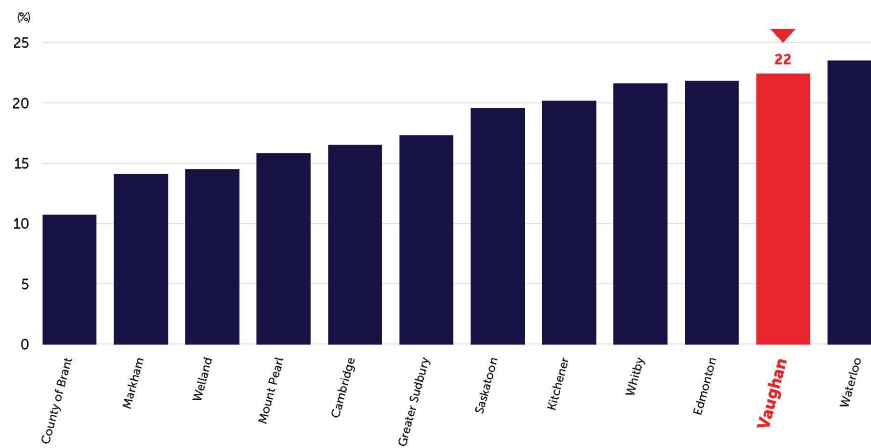


**VAUGHAN: SUPPORTING
TRANSPORTATION AND MOBILITY**

**A CANADIAN
LEADER IN
RESPONSIBLE
COMMUTING**

Percentage of Commuters Using A Travel Mode to Work Other Than a Personal Vehicle

ISO 37120 Indicator 19.3



VAUGHAN

A LEADER IN
ENVIRONMENTAL
STEWARDSHIP



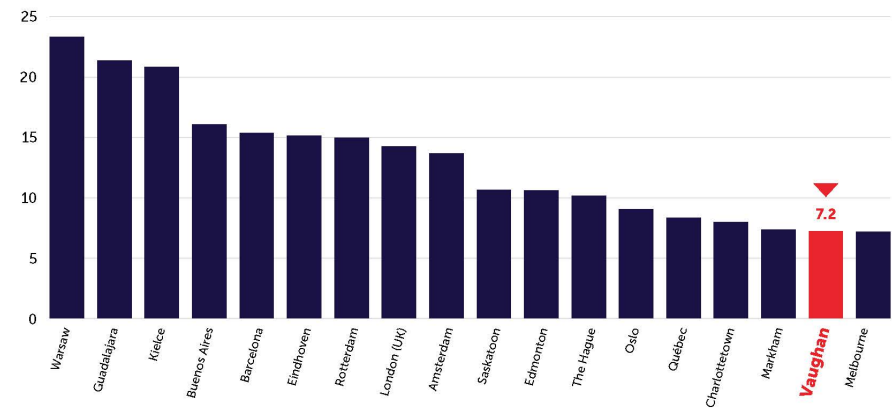
WCCD | WORLD COUNCIL
ON CITY DATA

VAUGHAN: A LEADER IN
ENVIRONMENTAL STEWARDSHIP

CELEBRATING AIR QUALITY

Fine Particulate Matter (PM2.5) Concentration

ISO 37120 Indicator 8.1

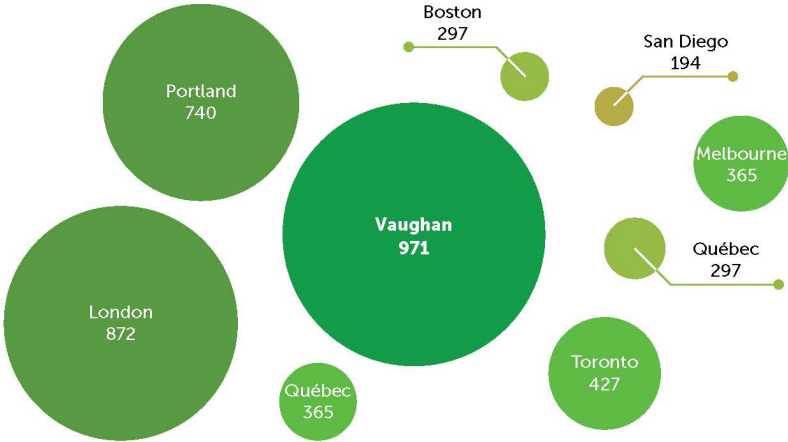




**VAUGHAN: A LEADER IN
ENVIRONMENTAL STEWARDSHIP**

**ACCESS TO
URBAN NATURE
FOR ALL**

Green Area (hectares) per 100 000 Population
ISO 37120 Indicator 21.1



VAUGHAN

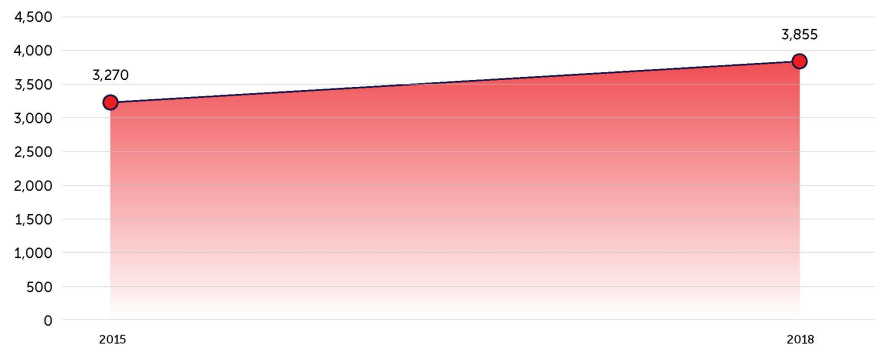
ENCOURAGING
PROSPERITY



VAUGHAN: ENCOURAGE PROSPERITY SUPPORTING ENTREPRENEURIALISM

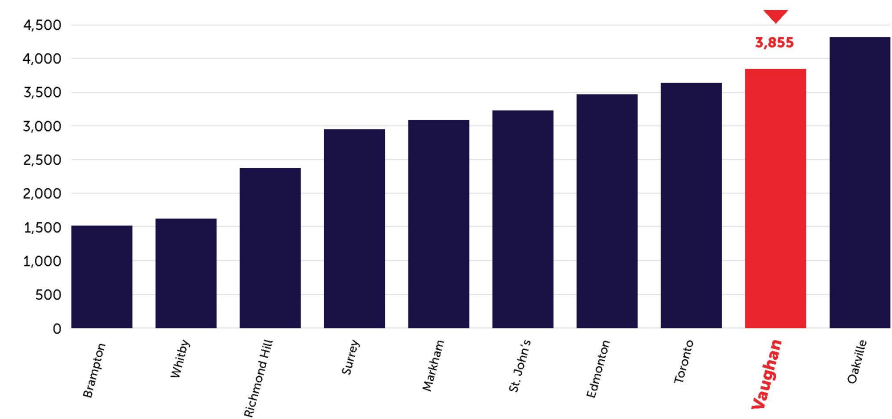
Number of Businesses per 100 000 Population - Trend

ISO 37120 Indicator 5.5



Number of Businesses per 100 000 Population

ISO 37120 Indicator 5.5

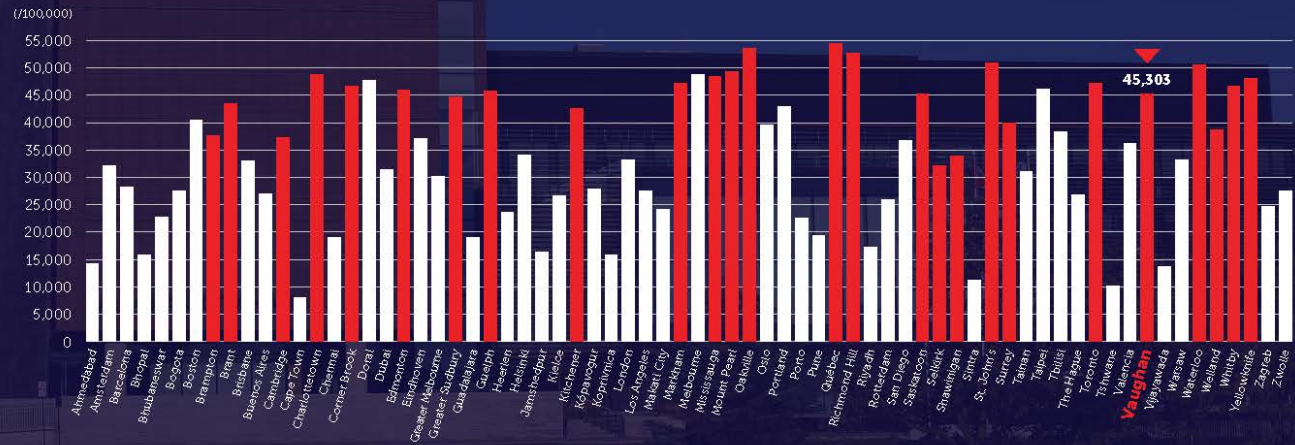


VAUGHAN: ENCOURAGING
PROSPERITY

A HIGHLY
QUALIFIED
WORKFORCE

Number of Higher Education Degrees per 100 000 Population

ISO 37120 Indicator 6.6





WCCD

**Harnessing WCCD Data to
Support Vaughan's
TERM OF COUNCIL
STRATEGIC PRIORITIES**



WCCD

Transportation and Mobility

Strategic 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.

Objectives:

- Improve local road network
- Support regional transportation initiatives
- Advance active transportation



Objective: Advance Active Transportation

Vaughan In a Canadian Perspective

ISO 37120 Indicator 19.4 Kilometers of Bicycle Paths and Lanes per 100,000 population

Kilometres of bicycle paths and lanes per 100 000 population

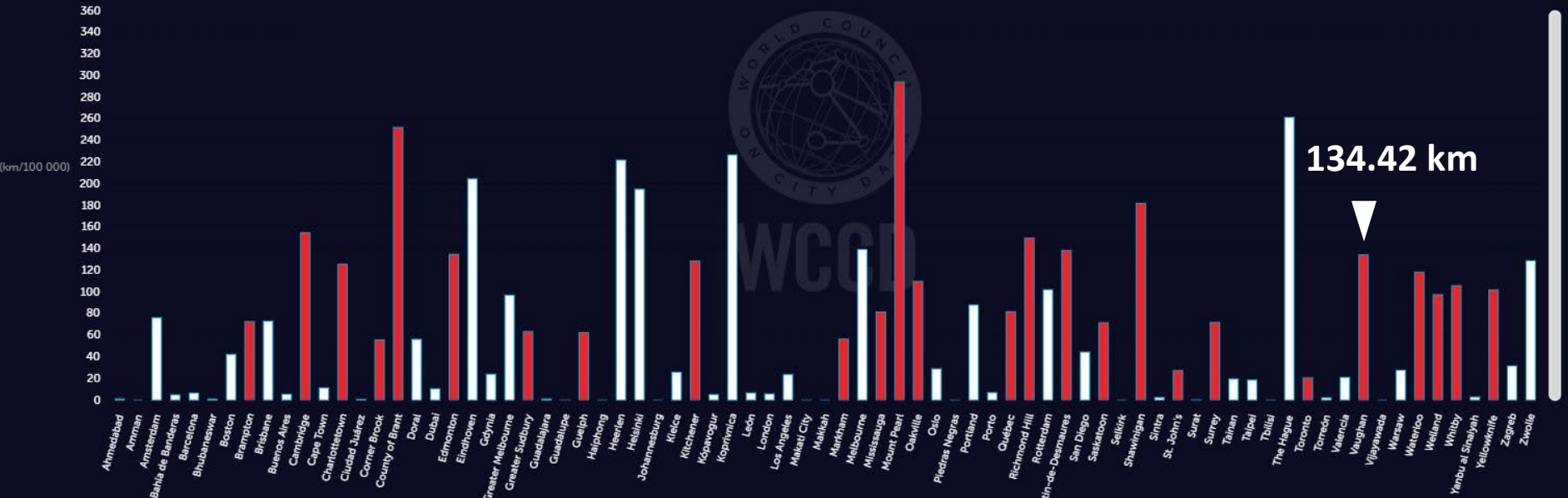


Vaughan In a Global Perspective

ISO 37120 Indicator 19.4 Kilometers of Bicycle Paths and Lanes per 100,000 population

Kilometres of bicycle paths and lanes per 100 000 population

ISO 37120 Indicator 19.4





WCCD

Environmental Stewardship

Strategic 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.

Objectives:

- Protect and respect our environment
- Proactive environmental management
- Build the low-carbon economy and a resilient city



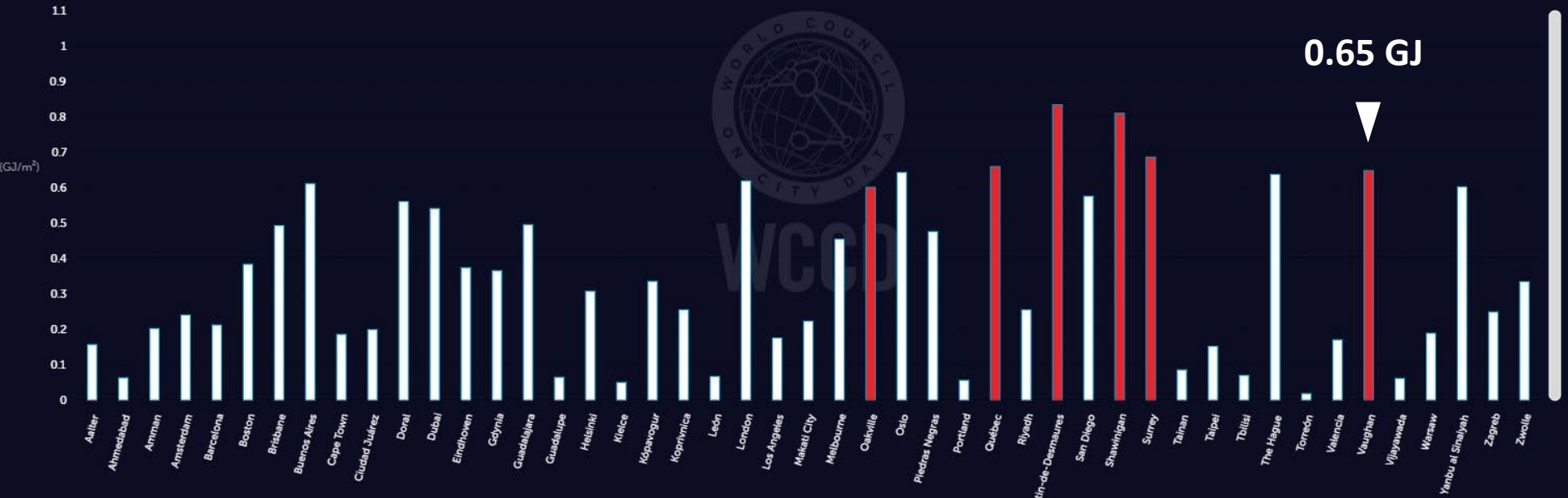
Objectives: Protect and respect our environment
Proactive environmental management

Vaughan In a Global Perspective

ISO 37120 Profile Data – Energy (Electricity) Consumption of Public Buildings Per Year

Energy (electricity) consumption of public buildings per year

ISO 37120 Profile Data





WCCD

Active, Safe and Diverse Communities

Strategic 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.

Objectives:

- Enhance community well-being
- Enrich our communities
- Maintain safety in our community

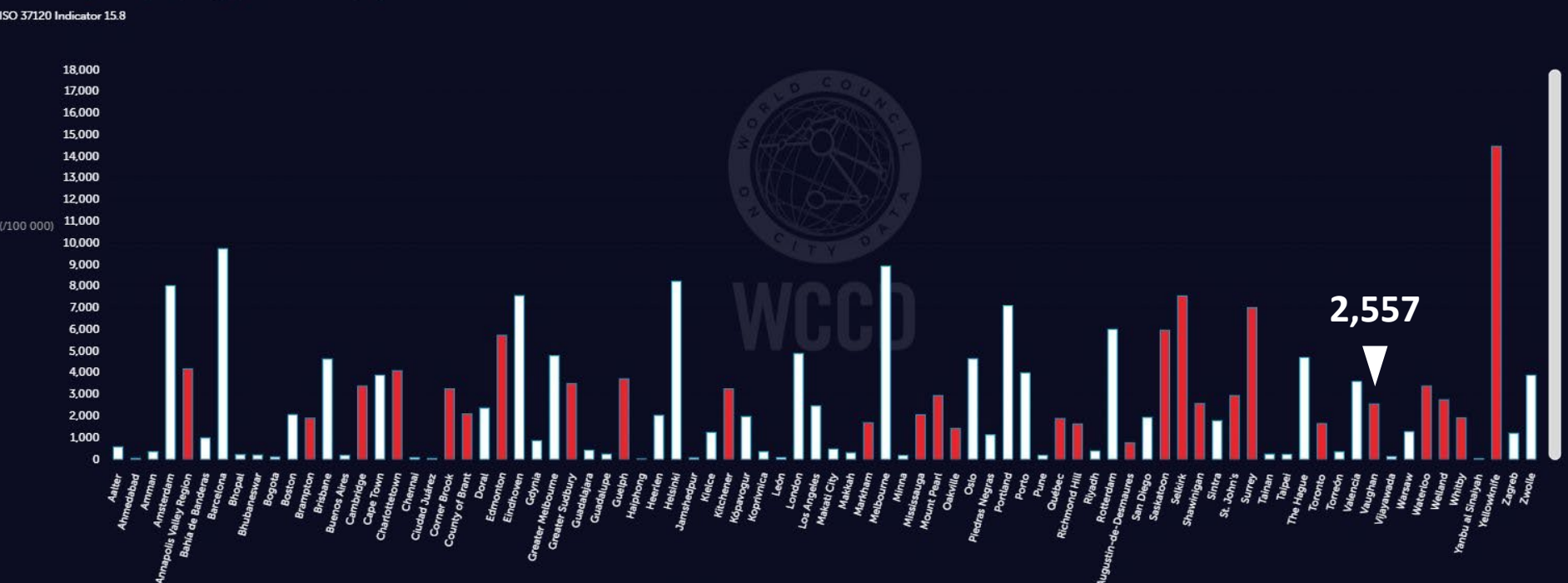


Objectives: Enhance community well being
 Maintain safety in our community

Vaughan In a Global Perspective

ISO 37120 Indicator 15.8 – Crimes against property per 100,000 population

Crimes against property per 100 000 population



Objectives: Enhance community well being
Maintain safety in our community

Vaughan In a Canadian Perspective

ISO 37120 Indicator 15.8 Data – Crimes against property per 100,000 population





WCCD

Economic Prosperity, Investment and Social Capital

Strategic 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.

Objectives:

- Advance economic opportunities
- Attract new investments
- Enable a climate for job creation



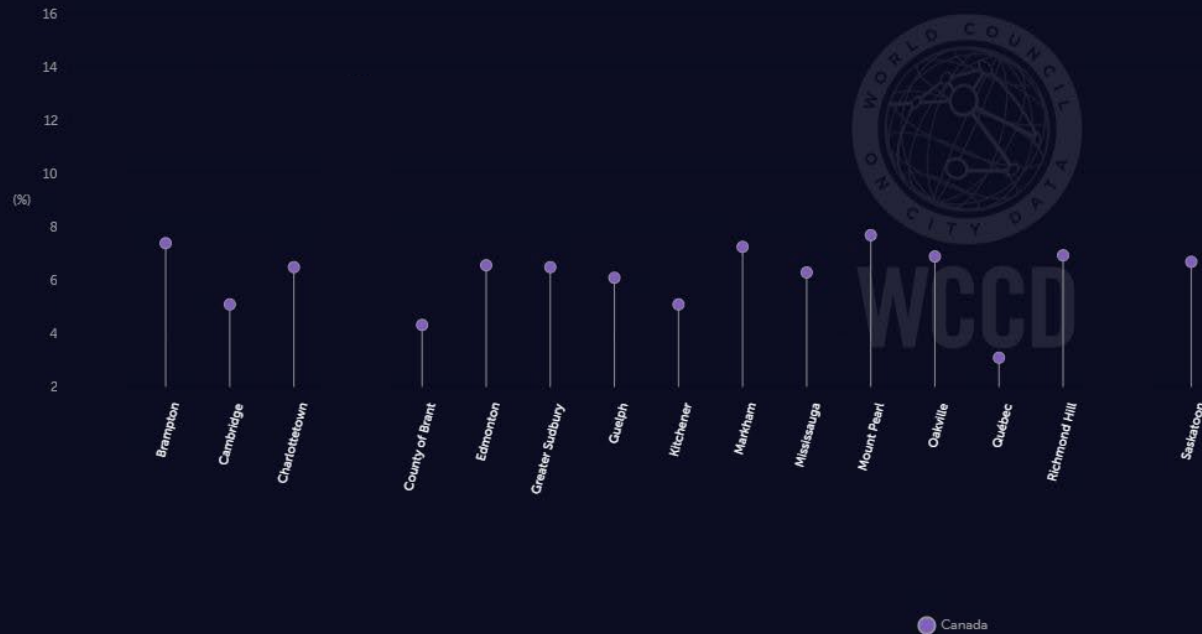
Objectives: **Advance economic opportunities**
 Attract new investments
 Enable a climate for job creation

Vaughan In a Canadian Perspective

ISO 37120 Indicator 5.1 – City's unemployment rate

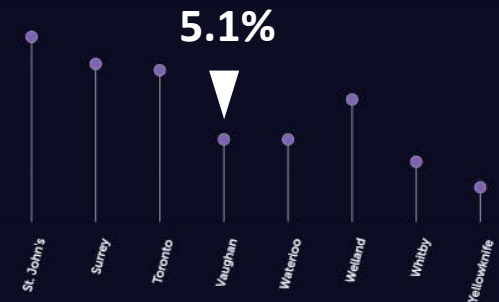
City's unemployment rate

ISO 37120 Indicator 5.1



WCCD

WORLD COUNCIL
ON CITY DATA



Objectives:

- Advance economic opportunities
- Attract new investments
- Enable a climate for job creation

Vaughan In a Canadian Perspective

ISO 37120 Indicator 5.5 – Number of businesses per 100,000 population

Number of businesses per 100 000 population



WCCD

WORLD COUNCIL
ON CITY DATA

Objectives: Advance economic opportunities
Attract new investments
Enable a climate for job creation

Vaughan In a Canadian Perspective

ISO 37120 Indicator 5.8 – Commercial Air Connectivity (number of non-stop commercial air destinations)

Commercial air connectivity (number of non-stop commercial air destinations)

ISO 37120 Indicator 5.8

500,000

400,000

300,000

200,000

100,000

0



Canada



WCCD

WORLD COUNCIL
ON CITY DATA

345,011



WCCD

THE WORLD COUNCIL ON CITY DATA

City Data Supporting Vaughan's Smart City Task Force

Patricia McCarney
President and CEO

James Patava
Vice President

December 1, 2020

<http://www.dataforcities.org/>

Twitter: @WCCityData

Facebook: WCCityData

CITY OF VAUGHAN
REPORT NO. 8 OF THE
EFFECTIVE GOVERNANCE AND OVERSIGHT TASK FORCE

*For consideration by the Committee of the Whole
of the City of Vaughan
on January 19, 2021*

The Effective Governance and Oversight Task Force met at 5:05 p.m., on December 9, 2020.

ELECTRONIC PARTICIPATION

Members Present: Councillor Tony Carella, Chair
Councillor Alan Shefman
Peter Badali
Mary Betty Padula
Sam Florio
Justin Rangooni
Elliott Silverstein
Vito Totino

Guest Present: Clayton Harris

Also Present: Todd Coles, City Clerk
Kathy Kestides, Director, Transformation and Strategy
Jim Harnum, City Manager
Wendy Law, Deputy City Manager, Administrative Services
& City Solicitor
Kevin Shapiro, Internal Auditor
Michael Genova, Director, Corporate and Strategic
Communications
Rose Magnifico, Council / Committee Administrator

The following items were dealt with:

1. DISCUSSION WITH CLAYTON HARRIS, FORMER CITY MANAGER

The Effective Governance and Oversight Task Force advises Council:

- 1) That the comments by Clayton Harris, in answer to the following 5 questions, were received:

**REPORT NO. 8 OF THE EFFECTIVE GOVERNANCE AND OVERSIGHT
TASK FORCE
FOR CONSIDERATION BY THE COMMITTEE OF THE WHOLE
OF THE CITY OF VAUGHAN ON JANUARY 19, 2021**

1. What constitutes governance and how do we define effective governance and oversight?
2. Provide three example organizations of effective governance in action.
3. How do we get there? How does an organization implement/operationalize effective governance?
4. What are the key elements or guiding principles required to operationalize effective governance?
5. Where are municipal governments falling short (or conversely, excelling) on their governance responsibilities?

2. DISCUSSION ON THE CITY MANAGER'S BY-LAW 012-2013

The Effective Governance and Oversight Task Force advises Council:

- 1) That the discussion regarding the City Manager's By-law was received.

3. OUTSTANDING LIST, DATED DECEMBER 9, 2020

The Effective Governance and Oversight Task Force advises Council:

- 1) That the comments regarding the Outstanding List, dated December 9, 2020, were received.

The outstanding list was reviewed. Councillor Carella, Chair, requested that members and staff provide their comments and recommendations regarding effective governance in writing.

4. DISCUSSION WITH JEFFREY ABRAMS, FORMER CITY CLERK AT THE INFORMAL MEETING OF NOVEMBER 25, 2020

The Effective Governance and Oversight Task Force advises Council:

- 1) That the comments by Jeffrey Abrams, at the informal meeting of November 25, 2020, in answer to the following 5 questions, were received:

**REPORT NO. 8 OF THE EFFECTIVE GOVERNANCE AND OVERSIGHT
TASK FORCE
FOR CONSIDERATION BY THE COMMITTEE OF THE WHOLE
OF THE CITY OF VAUGHAN ON JANUARY 19, 2021**

1. What constitutes governance and how do we define effective governance and oversight?
 2. Provide three example organizations of effective governance in action.
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 5. Where are municipal governments falling short (or conversely, excelling) on their governance responsibilities?
-

The meeting adjourned at 6:50 pm.

Respectfully Submitted,

Councillor Tony Carella, Chair

COMMITTEE OF THE WHOLE (1) – JANUARY 19, 2021

STAFF COMMUNICATIONS

Distributed January 15, 2021

Subject

SC1. Memorandum from the City Manager, dated January 15, 2021. COVID-19 Vaccine Planning

Disclaimer Respecting External Communications

Communications are posted on the City's website pursuant to Procedure By-law Number 7-2011. The City of Vaughan is not responsible for the validity or accuracy of any facts and/or opinions contained in external Communications listed on printed agendas and/or agendas posted on the City's website.

Please note there may be further Communications.



**STAFF COMMUNICATION
FOR INFORMATION ONLY**

DATE: January 15, 2021
TO: Mayor and Members of Council
FROM: Jim Harnum, City Manager
RE: **STAFF COMMUNICATION – January 19, 2021
COVID-19 Vaccine Planning**

SC 1
Staff Communication
CW (1) - January 19, 2021

1. Purpose

The purpose of this Staff Communication is to provide Mayor and Members of Council with information received from York Region regarding COVID-19 Vaccine Planning.

Vaughan is a participant on the York Region COVID-19 Vaccine Mass Implementation Advisory Group. This advisory group will plan and execute on identified actions needed to support the COVID-19 Mass Immunization Implementation Strategy.

2. Analysis

On January 12, 2021, a meeting was coordinated with York Region CAO's and Human Resources representatives to provide an update on COVID-19 Vaccine Planning. The meeting discussed how municipalities in York Region will support vaccination centres with an overview of current assumptions, the Vaccine Distribution Plan and Mass Immunization Planning and Staffing (Attachment 1).

Attachment 1: COVID-19 Vaccine Planning, January 12, 2021, Local CAO's Briefing

For more information, contact Jim Harnum, City Manager, 8427.

COVID-19 Vaccine Planning

January 12, 2021
Local CAO's Briefing

Zahra Kassam
Nada Barqawi



AGENDA

- Current Assumptions
- Update - vaccine distribution plan
- Mass Immunization planning and staffing
- Discussion/Questions

Current Assumptions

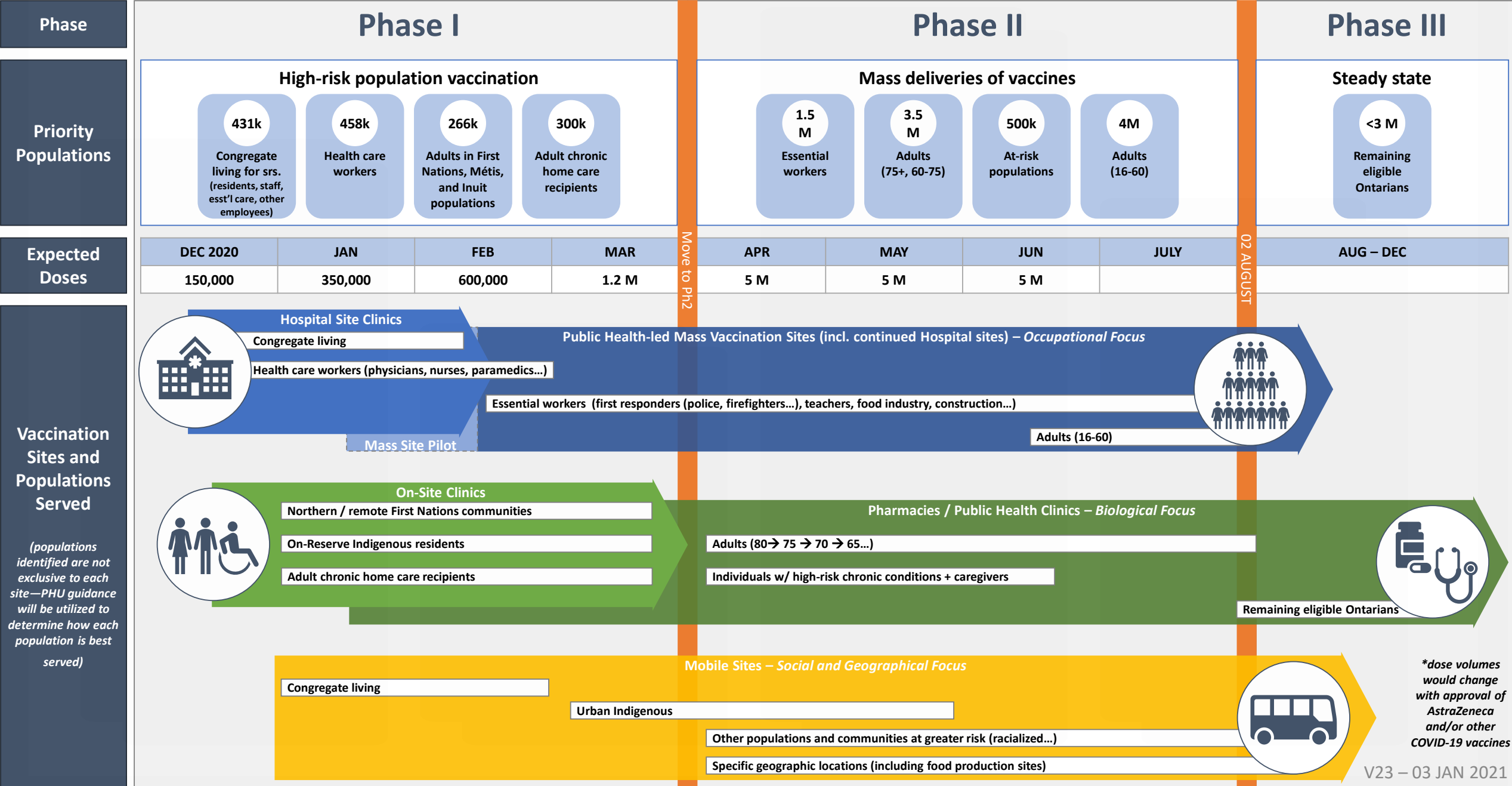
- Vaccinate at least 75% of the 1,176,773 YR residents (882,085)
- Public Health role: planning, support, distribution and administration
- Timing of vaccine distribution – starting late 2020 (will come in stages in 2021)
- Initial roll out to priority populations
- Double dose, 3 weeks apart, (at least for two initial vaccines)
- Potential for other providers to support immunization (e.g., physicians or pharmacies) –assumption is these providers to vaccinate 50% of population
- Could run drive-through clinics from April –October
- Support community run drive-through clinics led by local practitioners & mobile clinics led by EMS
- Type of clinic offered will determine the number of vaccinations staff can provide

UPDATE: VACCINE DISTRIBUTION PLAN

DRAFT

COVID-19 Vaccine Distribution Plan

For deployment of Pfizer and Moderna vaccines*



Key Phases of the Vaccination Program

Phase I: December 2020 to March 2021.

- Expecting 2.3M doses (~1.2M people) with the focus on high-risk populations. These include congregate living residents/staff, health care workers, First Nations, Métis and Inuit, and adults in chronic home care. Focus is on hospital delivery of Pfizer and use of Moderna in congregate living (for residents) and in indigenous communities.

Phase II: April 2021 to early August 2021.

- Expecting about 5M doses per month with an unknown split between Pfizer and Moderna. Expansion of delivery channels, including mass vaccination clinics, mobile service delivery, and pharmacy and primary care. Potential populations to include: older adults (in age increments 60+), essential workers, other at-risk populations.

Phase III: August 2021 onward.

- Completion of the emergency immunization process and move into a steady state with ongoing vaccinations through regular channels (pharmacy, primary care).

PFIZER VACCINE

Sites for Pfizer vaccine delivery in York Region

- Southlake Regional Health Centre
- Mackenzie Health Hospital

Population to be vaccinated

- Initial target population – LTCH staff
- Secondary target population - Health Care Workers and essential caregivers

Public Health Support

- Consultation and feedback for mass immunization clinic set up and workflow at hospitals and consideration for prioritization of LTCH's and retirement homes

MODERNA VACCINE

Public Health Role

- Lead
- Distribution and support
- Expected doses: 17,400 or 8,700 vaccinations (Dec 30-Feb 1)

Population to be vaccinated

- Residents of LTCH, retirement homes and congregate settings

COVaxON

- Vaccine handling & storage
- Supply chain management
- Documentation and reporting
- Client booking

MASS IMMUNIZATION PLANNING

PLANNING EFFORTS

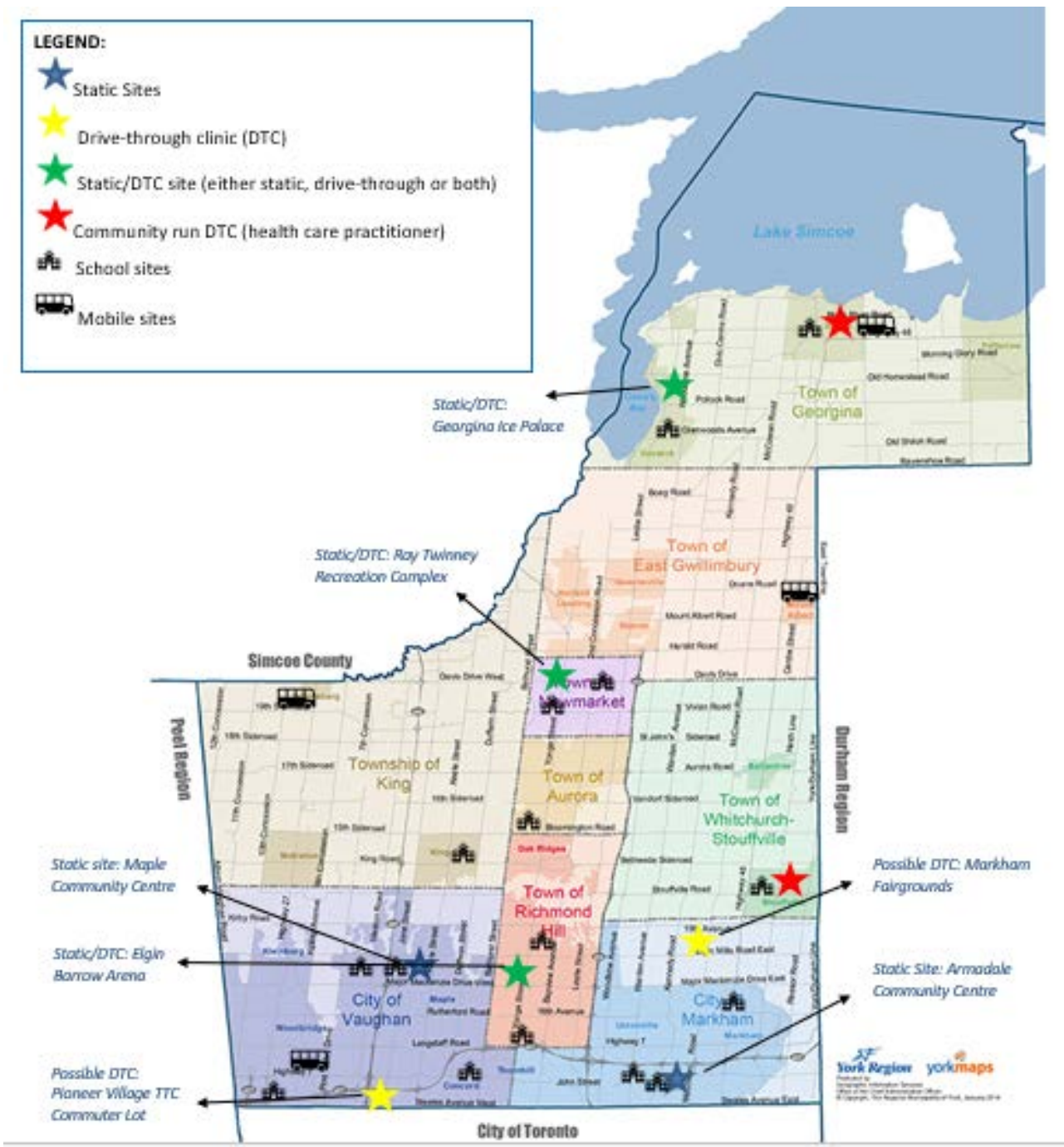
Establishment of COVID-19 Vaccine Mass Implementation Advisory Group to plan and execute on identified actions needed to support the COVID-19 Mass Immunization Implementation Strategy

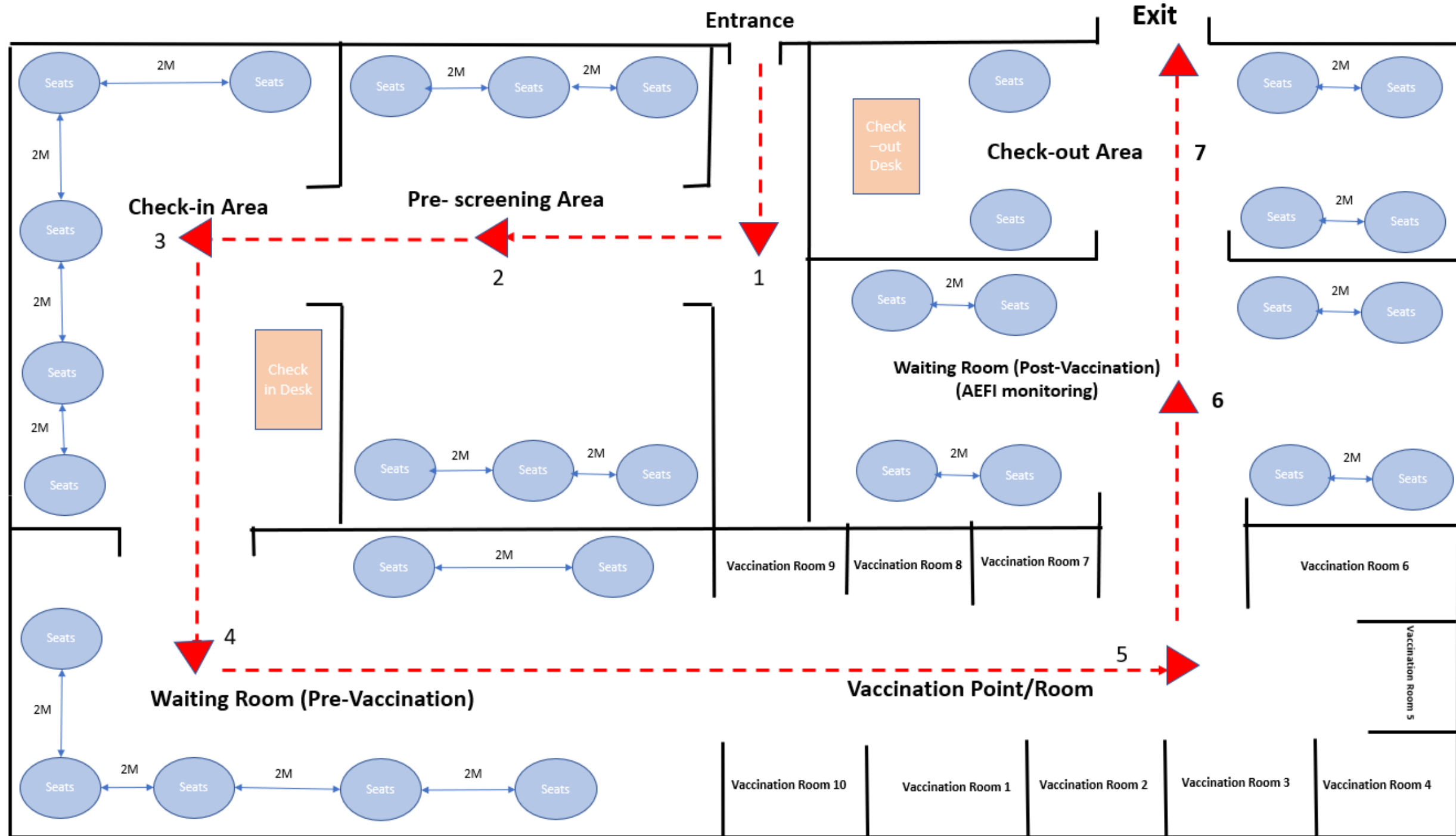
Eight Working Groups:

1. Clinic Planning & Set Up
2. Logistics HR Staffing
3. Onsite Logistics
4. Software Implementation Task Force
5. Communication
6. Practice, Protocols and Training
7. Data Management, Surveillance, Evaluation and Reporting
8. Health Equity

Assumptions and Considerations

- Phase 1 - vaccine distribution
- Phase 2 - outreach program to identified priority populations
 - Sites to be determined
 - Use of YRT buses
- **Phase 3 - general population**
 - Combination of static, mobile and drive-through clinics
 - Sites: 5 MOU locations
 - Mapping exercise to help finalize locations and clinic models
 - Equitable access: Ensure clinics are offered in each municipality and clinic models reflect the needs of the community





MASS IMMUNIZATION STAFFING

Staffing Needs vs. Staffing Availability

Role	Phase 1-2 Range	Phase 2-3 Range	Potential Available	Potential Gap
Clinical Leadership	0 - 8	27 – 31	14.5	12.5 – 16.5
Clinical Staff	9 – 58	188 – 193	102	86 – 91
Support Staff	4 – 31	125 - 140	15 – 17.5	110 - 125

- To achieve “potential available”
 - Further reduce remaining Public Health services
 - Outbreak related workload decreases following phase 1 and 2
 - Clinical staff includes all proactive recruitment (30RNs, 30 part time students or 15FTEs)

Assumptions

- 50% of community immunization in phase 3 would be supported by other stakeholders (e.g., pharmacies, primary care physicians)
 - Dependent on logistics of vaccine and supply
 - Assume some support in phase 1-2 where possible
- Competing priority between vaccine and other COVID operations
- Significant decrease to outbreak related workload once priority populations are immunized (assume a base level of immunity)

Considerations

- Staggered approach to staffing requirements as mass immunization scales up based on vaccine supply
- Numbers provided today will be broken down by role using the top end of the range
- Numbers account for 7-day operations

Clinical Roles

- Clinical role resourcing will be led by Public Health and includes:
 - Clinical leadership – provides oversight, leadership and support
 - Clinic manager
 - Clinic coordinator and co-coordinator
 - Clinical staffing
 - Immunizer
 - Vaccine supply nurse

SUPPORT STAFF REQUIREMENTS

Overview

- No healthcare background required
- Crucial component of each clinic site for the success of the required clinic flow
- Will be provided with detailed training materials and any facilitated training as required

Greeters / Screeners

Maximum number needed: 34 staff

- Greet clients upon arrival to clinic
- Ensure client has appointment
- Screen for COVID19 prior to entry into clinic space using pre-determined screening questions
- Provide clients who screen positive with pre-determined instructions (e.g., seek testing, self-isolate)
- Direct clients who screen negative to clinic space

Line Managers

Maximum number needed: 20 staff

- Greet clients and direct to appropriate station
- Route clients to proper area
- Assist clients to navigate the areas of the clinic as needed



Supplies Clerks and Runners

Maximum number needed: 45-55 staff

- Supplies clerks
 - Support with on site inventory management using Operative IQ and liaise with HEOC supplies as needed
 - On site support for personnel feeding
- Runners
 - Two types of runner support needed
 - 1) Support to immunizers in replenishing immunization stations where applicable (both vaccine** and other supplies)
 - 2) Support in delivering additional supplies to each clinic site and potentially bringing biohazardous waste to a centralized location

Data Entry

Maximum number needed: 34 staff

- Continue to learn more daily on the roles and responsibilities related to data entry
- Contingent on the ongoing development of the new Ministry system: COVax-ON
 - Currently assume all immunizers will be able to complete point of care entry
- Number may increase if additional on-site support is needed – currently account for minimal data entry support as a contingency

DISCUSSION

