

**READY, RESILIENT AND RESOURCEFUL COMMITTEE – MAY 18, 2021****COMMUNICATIONS****Distributed May 18, 2021****Item(s)**

C1. Presentation material.

1

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**Please note there may be further Communications.**



C1  
COMMUNICATION

Ready, Resilient and Resourceful Committee (RRR) - May 18, 2021

ITEM # 1

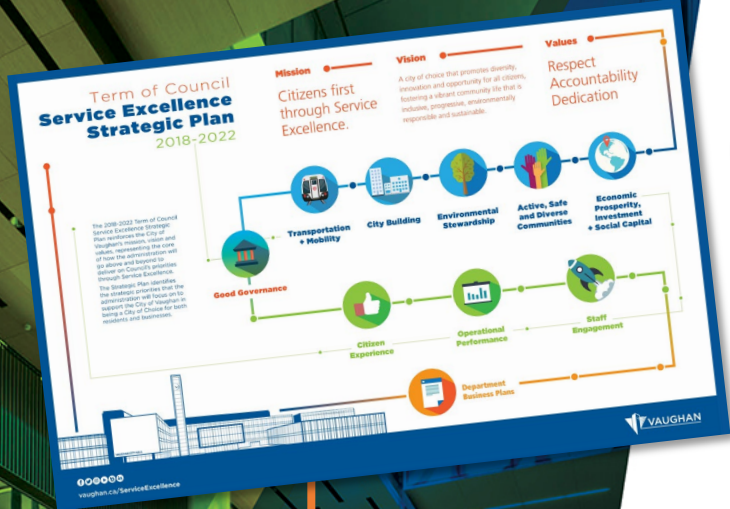
# **Ready. Resilient. Resourceful.**

## Committee Report

**Jim Harnum, City Manager**  
May 18, 2021





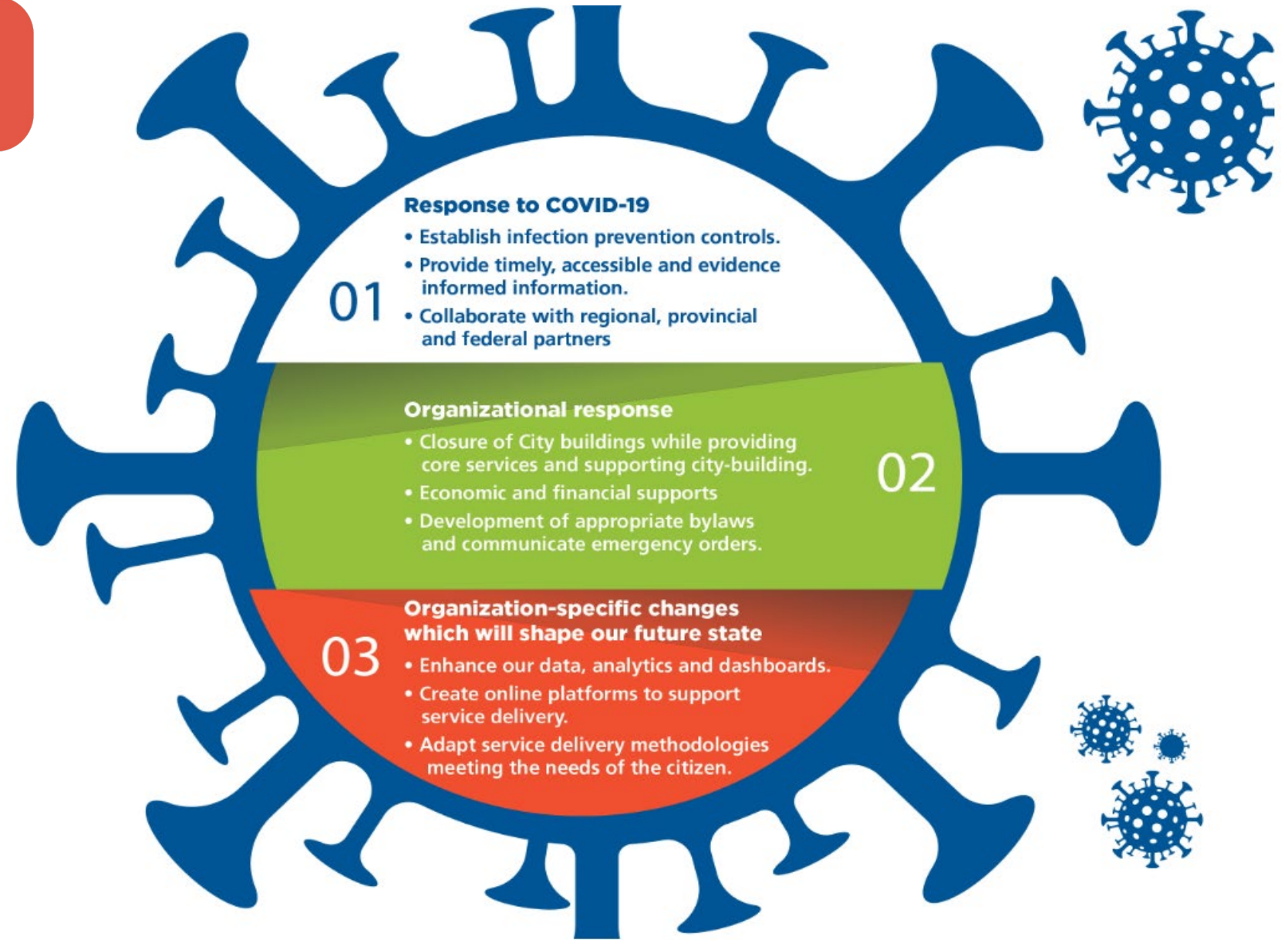


# Roadmap For Success

- **Our Peoples**
- **Our Places**
- **Our Services**
- **Our Finances**
- **Our Economy**
- **Our Communications**



# Emergency Planning Program

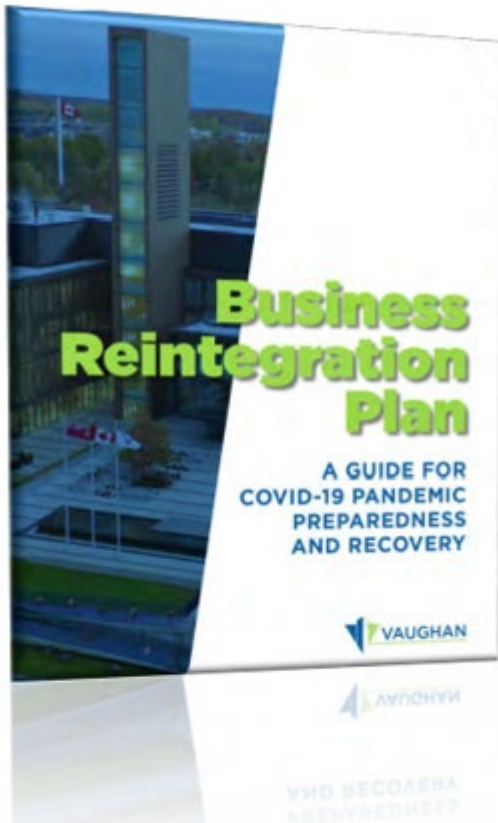




# Preparing for the Future Workplace

## Business Reintegration Plan (BRP):

- Developed and supported by the Emergency Management Team.
- Provides guiding principles and framework to support the process of returning staff to the “new normal” following the COVID-19 pandemic.
- Provides clear direction to guide and best prepare employees for return to municipal facilities.
- Comprises three phases for gradual, cautious, efficient and safe reintegration into the workplace.



# Phased Re-Entry

*Slow, gradual, cautious approach*

## Phase 1

Approximately 30% person load at designated city facilities – no public admittance

Designated facilities include City Hall, Joint Operations Centre. Shifts for some roles; work rotations; staggered arrivals

30%

## Phase 2

Approximately 50% person load at designated city facilities – limited public admittance

Designated facilities include those listed in phase one with addition of any new facilities where public admittance will occur. Multiple shifts likely with staggered arrivals

50%

## Phase 3

“New Normal” TBD or higher person load at all facilities

All action items noted phase one and two are to be initiated with additional items. Depending on status of vaccine.

“New Normal”  
&  
Roll out of  
AWA program

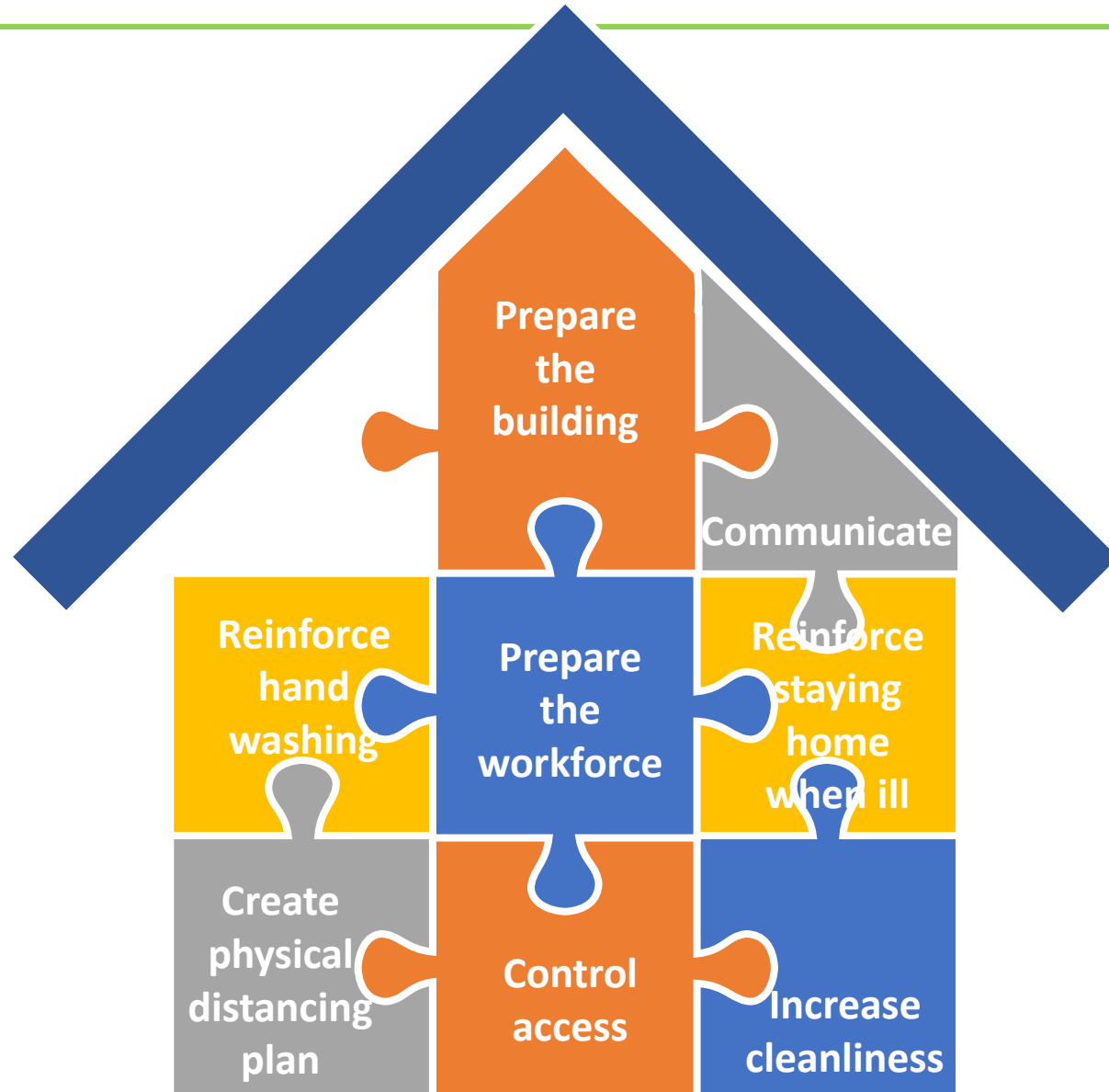


# Hierarchy of Controls



# Readiness Essentials

- Administrative
- Cleaning and Disinfecting
- Personal Protective Equipment
- Workplace Layout and Methods to follow Physical Distancing
- Case Response/Management
- Visitors, Contractors, Suppliers
- Inbound Parcels/ Packages





# Future State Assumptions

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- Continue to promote WFH, where reasonable / operationally feasible.
- Limited public admittance to designated controlled areas.
- Integration and optimization of City Hall service counters.
- Ensure a safe level of staffing; physical distancing; no overcrowding; good use of collaboration space.
- Staggered staff arrivals, work hours/schedules.
- Staggered seating/workstation access.
- Optimize operational requirements, staff needs and service objectives through AWA and enhanced service delivery models.

# Future State



## Optimize Citizen Centric Service Delivery



- Omni-Channel Approach
- Leverage Technology
- Digital Transformation



# Future Workplace

## BENEFITS:

- Increased performance
- Optimized service delivery approaches
- Less sick time – 40% reduction in sick day usage in 2020
- Better collaboration, communication, and information sharing
- Staff empowerment and autonomy
- Positive environmental impact and reduced carbon footprint
- Attracting and retaining talent
- Reduced costs
- Better work-life balance

## CHALLENGES:

- Lack of separation between work and personal life
- Limited social interaction; less organic interaction
- Technology and internet connectivity for some
- Ergonomics, appropriate equipment or set-up for some
- File/document access for paper-based or manual processes
- Impact to work culture
- Health and safety concerns, mental health and isolation
- Privacy or safety issues for some

BALANCED - - HYBRID APPROACH

# Managing Productivity and Service Delivery

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Management has continuously managed productivity and efficiencies for staff WFH to ensure service delivery:

**Processes and Procedures:** daily, weekly, monthly meetings, formal/informal check-ins, review of work outputs, time logs, timesheets, docketing systems, work trackers, case/file management, time processing, ticketing, etc.

**Key Productivity Indicators:** quantitative and/or qualitative data, metrics, outputs, outcomes to determine achievement of objectives.

**Productivity Assessment:** whether productivity indicators are being achieved; frequency/ volume indicators, year over year comparators, levels of service satisfaction, completion of objectives.





# Productivity and Service Delivery

**150+**  
**Capital**  
**Projects**  
**ADVANCED**

259 development applications  
valued at **more than**  
**\$10.6 million**  
(IN DEVELOPMENT FEES)  
**WERE RECEIVED**

MORE THAN  
**2,955**  
**BUILDING PERMITS**  
issued valued at  
**\$1.15**  
**BILLION**



- **3,269 NEW** residential units occupied
- **6,473 NEW** citizens
- **32,382** total VMC residential units
- **64,116** total VMC citizen population

**928** residential units  
**APPROVED**  
by Committee of the Whole  
**INCLUDING:**

- **112** apartments
- **410** townhouses
- **404** single homes
- **2** semi-detached homes



**43,315**  
**BUILDING**  
**INSPECTIONS**  
**CONDUCTED**

MORE THAN  
**800**  
**LOCAL BUSINESS**  
**ADVISORY CONSULTATIONS**



# Productivity and Service Delivery

## **12** Digital Strategy achievements launched:

- permitting portal
- Municipal Water Back-flow Prevention Program
- audio/visual system upgrade in Council Chambers
- e-Paystubs and T4 Slips
- CRM Public Works communication tracking
- Service Request Portal for Environmental Services
- cloud migration of employee H drives to OneDrive
- Cyber Security Awareness Program
- Short-Term Rental License Applications
- e-Forms for IT Services and IT Service Catalogue
- media management solution
- transition City payroll services from Alectra

## **UPDATED POLICIES & FRAMEWORKS**

- City's Fiscal Framework
- Key Fiscal Policies
- Debt Policy
- Development Charge Interest Policy
- Development Charge Deferral and Policy
- Letter of Credit Policy



MORE THAN  
**161**  
**innovations**  
and **process**  
**improvements**  
**IMPLEMENTED**





# Productivity and Service Delivery

Over **10,000 items**  
**Corporate Communications**

- PSAs; Social Media
- Newsletters; Media Releases
- Council Supports

MORE THAN  
**81**  
electronic  
**COMMITTEE**  
and **COUNCIL**  
**MEETINGS**  
**FACILITATED**

With an  
average of  
**160 attendees**  
per meeting



**10%** increase in call volume  
**123%** increase in email volume

## Operation Guardian (Charges Laid) (Q1 2021)

EMCPA Orders

22

Parks By-Law

7

CEM By-law

88

## Enforcement Services (Q1 2021)

Investigations have been carried out (complaint response)

2,300

Investigations have been carried out (proactive)

10,800

COVID-related CTS case files initiated

11,500

Number of people educated/spoken to (EMCPA and CEM)

575

Vaughan Animal Services Investigations

3,700

Over  
**20,000hrs**  
of in-house  
legal services

# Next Steps

- BRP Implementation schedules and communications – June unlikely at this point most other York Region municipalities looking at Sept.
- Staffing Analysis
  - Continue to assess current WFH staff and functions/services
  - Reconcile staff needs with operational requirements for future workplace reintegration, while maintaining service delivery
  - Determine phased-in scheduling and seating
- Continue to monitor and ensure productivity and service delivery
- Continue to optimize technologies and on-line service platforms
- Await stabilized environment for Phase 3 (“New Normal”) and determine longer-term AWA across the organization
- Leverage opportunities as a progressive employer of choice for:
  - future workplace and staff flexibility
  - optimizing collaborative spaces
  - reducing accommodation/space costs from previous plans which focused on intensifying more staff into limited space





# **Ready. Resilient. Resourceful.**

## Committee Report

**Jim Harnum, City Manager**  
May 18, 2021