# Ready. Resilient. Resourceful.
## Committee Report

Jim Harnum, City Manager
May 18, 2021
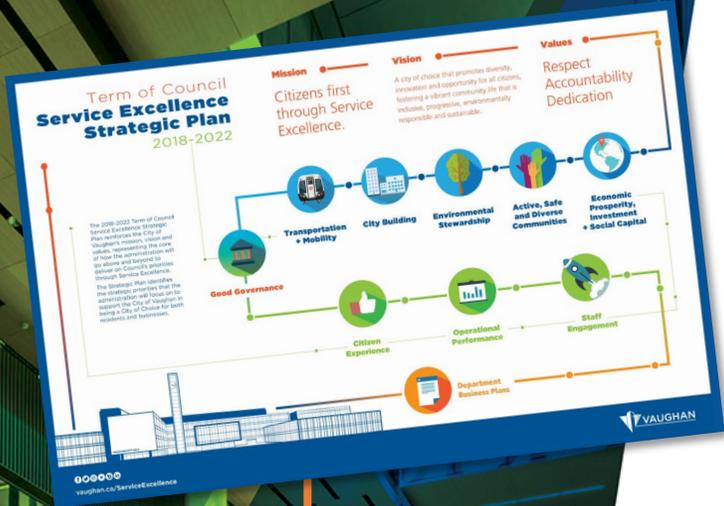
Roadmap For Success
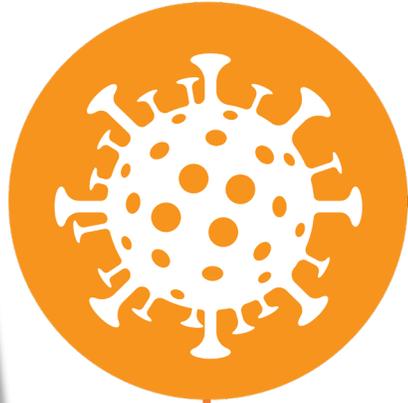
- **Our Peoples**
- **Our Places**
- **Our Services**
- **Our Finances**
- **Our Economy**
- **Our Communications**
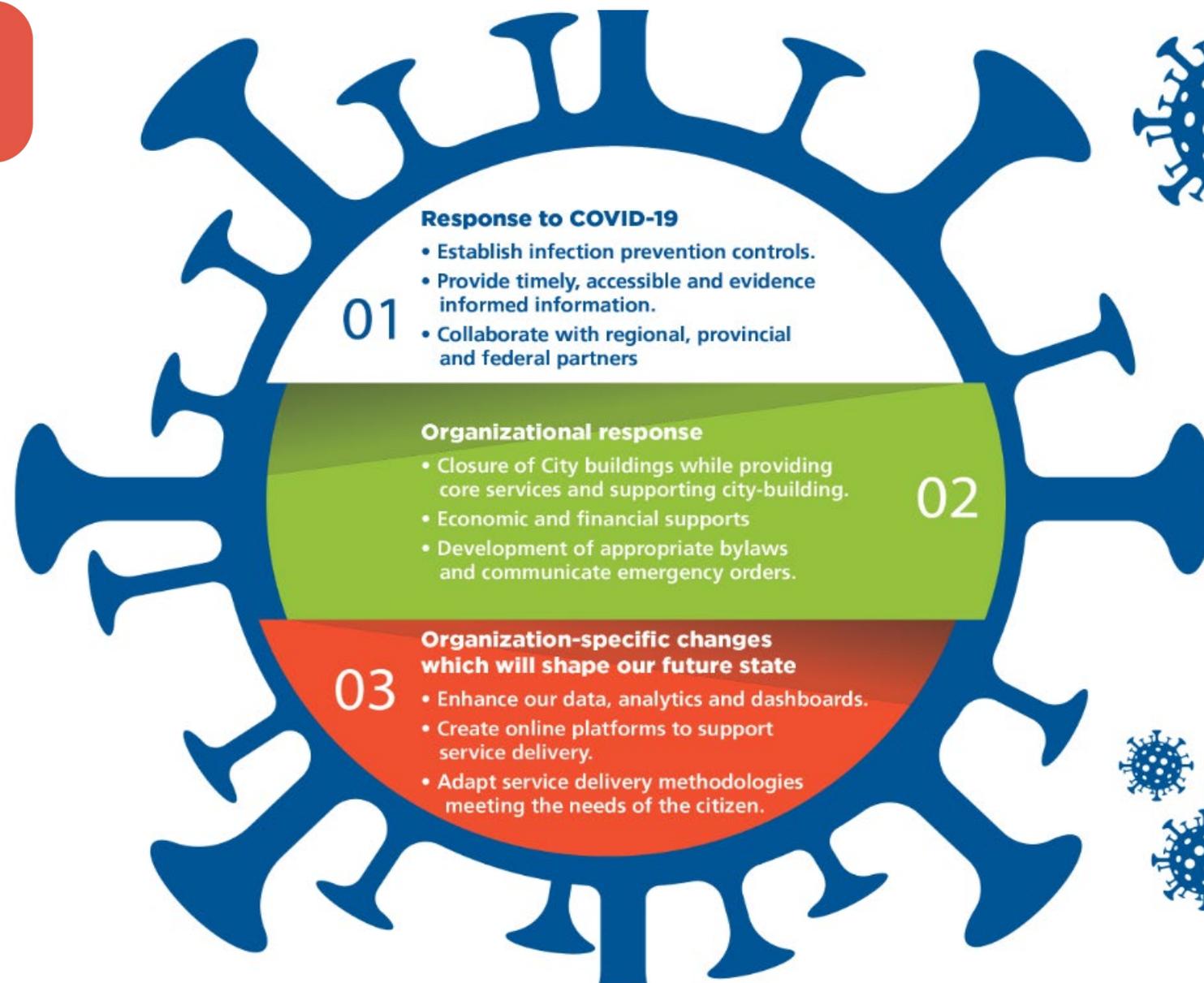
Preparing for the Future Workplace

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.
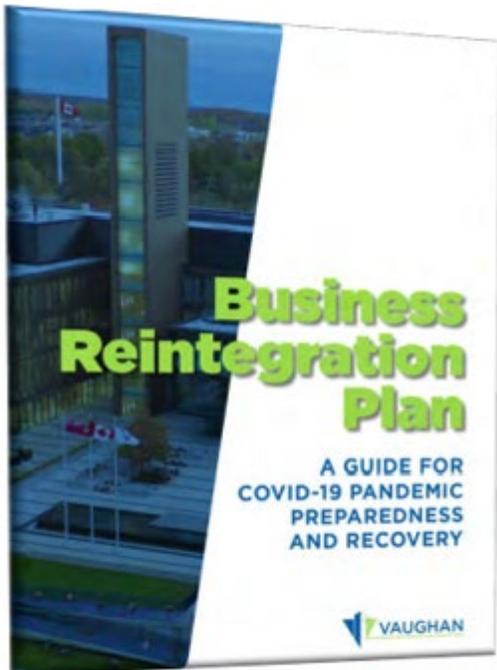
Phased Re-Entry

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
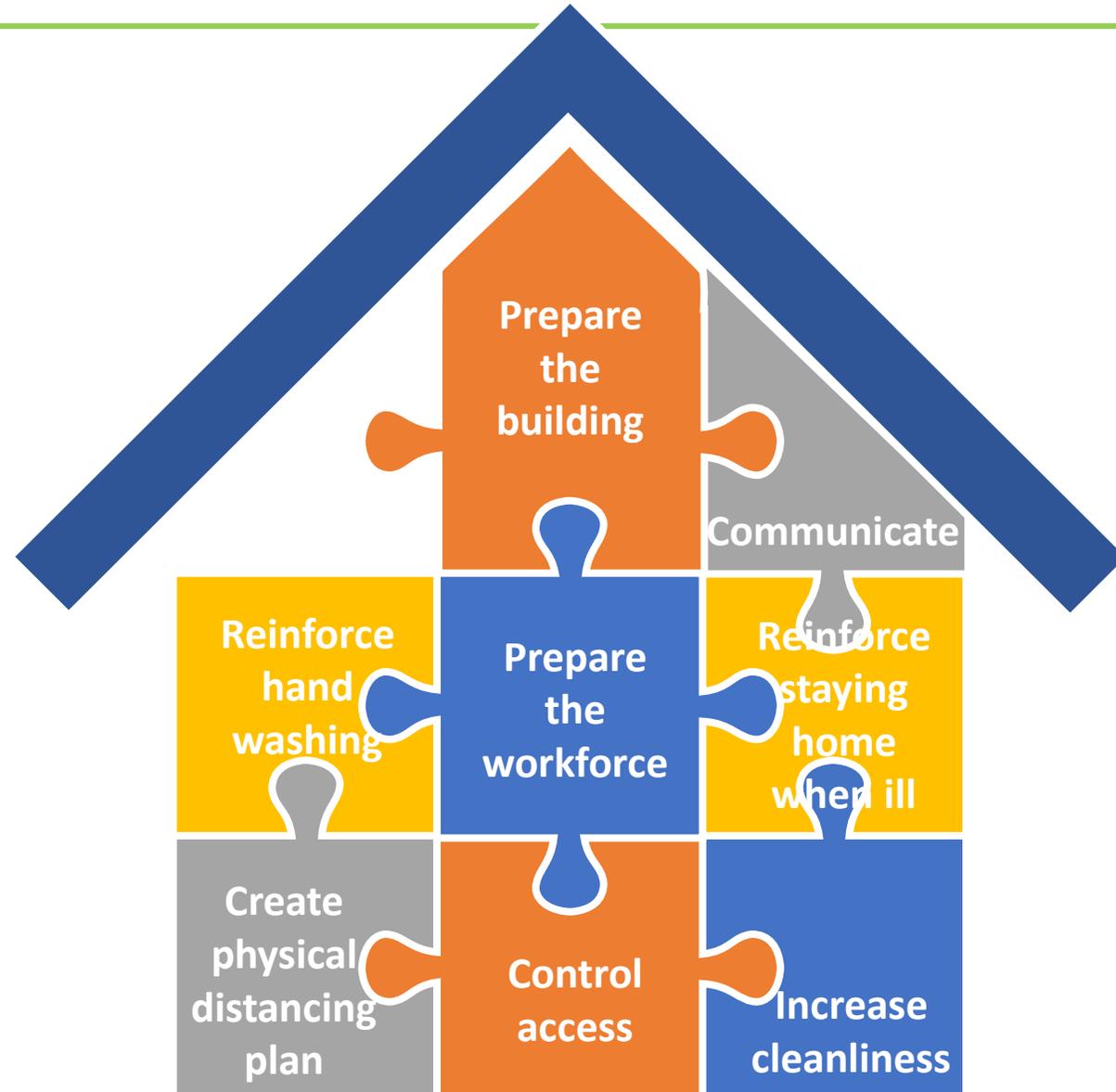
Future State Assumptions

- 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
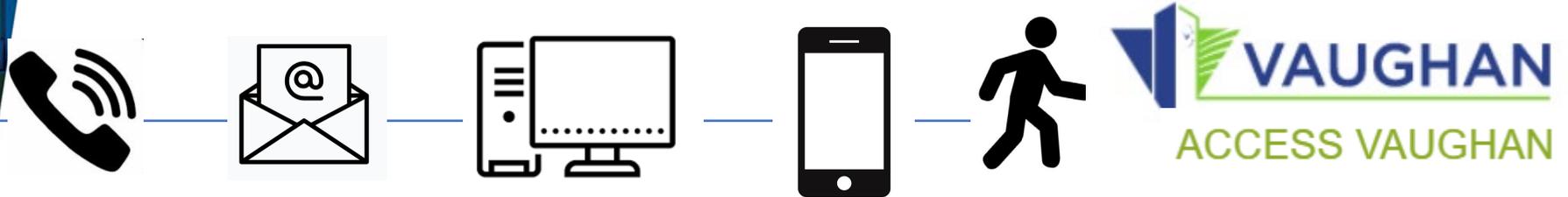
- Omni-Channel Approach
- Leverage Technology
- Digital Transformation

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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

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

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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**

VMC RISING:
- **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 facilitated

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**

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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

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

Operation Guardian (Charges Laid) (Q1 2021)

EMCPA Orders	Parks By-Law	CEM By-law
22	7	88

Enforcement Services (Q1 2021)

Investigations have been carried out (complaint response)	Investigations have been carried out (proactive)	COVID-related CTS case files initiated
2,300	10,800	11,500

Number of people educated/spoken to (EMCPA and CEM)	Vaughan Animal Services Investigations
575	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