

**Mississauga. Strong. Ready.**



# COVID-19: Corporate Recovery Pillar

July 8, 2020

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**THANK YOU to all Mississauga employees** – During this crisis many of our staff have been managing the front lines and delivering our essential services. Others have been operating from home and managing a new virtual reality. For many staff it has been a bit of both. Even with the complications of these scenarios, you have been exceptional and continued to manage with minor interruptions to our services. Well done!

## Executive Summary

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This report on the corporate recovery pillar is based upon the recovery framework adopted by Council in May 2020. The recovery framework established five overarching recovery principles to be used in the development of four subsidiary reports encompassing community, economic, financial and corporate pillars enabling the City's recovery.

Under the corporate recovery pillar, our focus includes the development of a playbook and recovery actions to support all divisions to:

- Keep employees and customers safe and follow public health directives as City workplaces reopen
- Restore the corporation to full operations, with attention to business units and facilities that will be opened based on priorities of service
- Build back better, incorporating positive changes and efficiencies permanently, and redesigning our services to build resiliency

It is the responsibility of the divisions to reopen their buildings, support their employees and customers and be responsible for their safety. To support the divisions during recovery we have developed tools, support mechanisms and strategies to continue to deliver services and to help champion these changes.

### Resources Available

A number of resources have been created and are available to inform City employees and leaders on how to manage the reopening of a building, support staff working from home, returning to work or returning to the office and to ensure the safety of employees and the public. These resources will help plan and prepare before we bring people back. These include:

- Health and safety requirements and direction to support employees and customers, with a focus on six elements that emphasize environmental safety, and physical distancing restrictions. These include screening protocols, health practices, cleaning and air quality controls, physical distancing measures, mask, face coverings and Personal Protective Equipment (PPE) and tools to support communication
- Resources to support the care and protection of employee's well-being and mental health
- Communication plan including a facility signage plan leveraging a mix of digital communication channels and promotional material to welcome back and reassure employees returning to work in city facilities and to inform the public on how the City is preparing for reopening in a safe and measured way

### **Restoring Corporate Administrative Functions**

To restore the corporation to full operations and to keep employees and public safe we are recommending staff continue to work from home where ever possible. The focus for this report and recommendation will be associated with supporting the corporate administration functions for a select number of identified locations – City Hall, Ontario Court of Justice (950 Burnhamthorpe Road West), Mavis South, Mavis North and 201 City Centre Drive. Our approach will be gradual, controlled and paced appropriately. Our plan focusses on innovation and transformation of our organization and introduces a bold new normal, actions include:

- Consolidate counters on the ground floors to improve customer service, introduce efficiencies and limit public access throughout buildings and in person services managed by appointment only
- Prioritizing teams that need to be physically present to serve customers and public or require access to resources on site to complete their duties
- Permanent adoption of alternative ways of working – expansion of online services applying lean to redesign services wherever possible
- Early implementation of a mobility strategy to allow employees to continue to work remotely and from locations that support their business needs

The City's progressive stance on workforce mobility, modernizing city services and being well versed in lean and continuous improvement prior to this pandemic enabled the City to quickly and effectively respond to the crisis and provide services with minimal interruptions.

Mobility and a digital way of work is already engrained on our culture providing a tremendous opportunity to use this time to find new efficiencies, new approaches to how we do business and new ways to connect with each other – build back better and be bold.

## Introduction

The COVID-19 pandemic changed the world and how we work. According to Statistics Canada 5 of the 12 million in workforce transitioned to work from home during the pandemic. The last few months are unforgettable and will have lasting impacts with a new normal for all aspects of society. While we may be physically distant, the Corporation remains united in our commitment to do exceptional work. With the investments made in technology and innovative service design Mississauga is in a positive position; we are adapting, continuously improving, and have found alternative ways of working. We will build on what we have learned from the response to COVID-19 and we will build back better.

This report draws upon the May 13, 2020 report titled “COVID19 Recovery Framework” which provides a framework for recovery operations in the City of Mississauga. These are detailed in the report and consist of:

- Protect the Health and Safety of the Public and Employees
- Phased Approach
- Mental Wellness & Psychosocial Support
- Building Back Better
- Whole Community Approach

The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are:

**Community**

**Economic**

**Financial**

**Corporate**

This report discusses the corporate pillar and outlines the strategies and actions required to:

- Keep employees and customers safe and follow public health directives as City workplaces reopen
- Restore the corporation to full operations, with attention to business units and facilities that will be opened based on priorities of service
- Build back better - incorporating positive changes and efficiencies permanently, and redesigning our services to build resiliency



**Corporate Pillar – City’s Recovery Framework**

## Background

### Corporate Pillar – City’s Recovery Framework

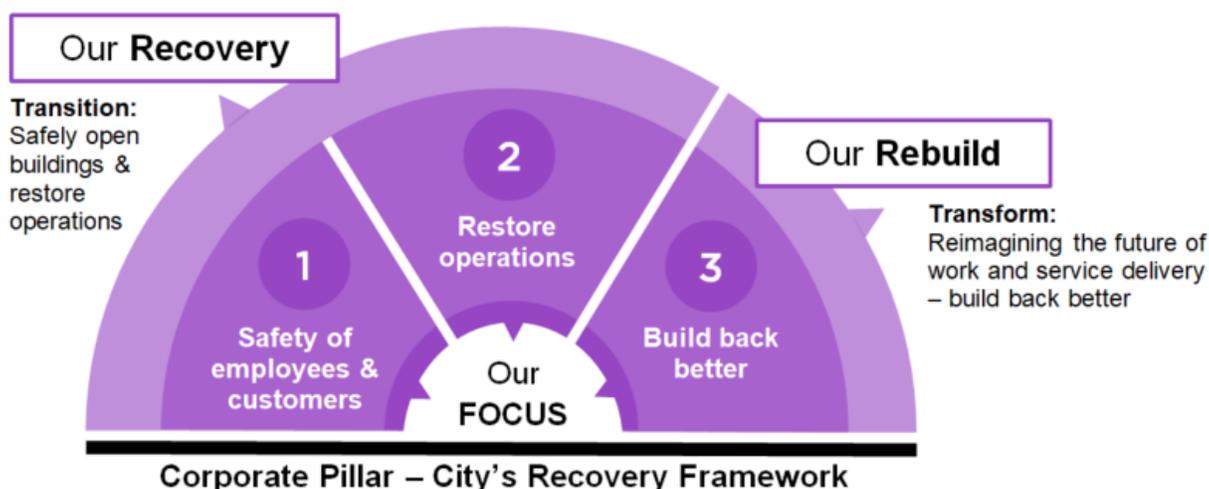
As we approach the end of the COVID-19 response phase and the Province of Ontario begins to relax restrictions to signal the reopening of businesses we utilize the City’s Recovery Framework to guide the development of the corporate pillar recovery plan.

Under the corporate recovery pillar, our efforts include the development of a playbook and recovery actions to support divisions during their transition from the COVID-19 response phase to begin their recovery to:

- Keep employees and customers safe and follow public health directives as City workplaces reopen
- Restore the corporation to full operations, with attention to business units and facilities that will be opened based on priorities of service

As we begin to rebuild and transform our corporate administration functions our focus will gear towards how to:

- Build back better - incorporating innovation that drives positive changes and efficiencies permanently, and redesigning our services to build resiliency. We will consider the way we work and operate to determine how and who we bring back to the physical workplace and look for opportunities to improve



A team has been established and has collaboratively worked together to define next steps and ensure restoration of the Corporation to full operations with a focus on our employees, customers, tenants and our facilities.

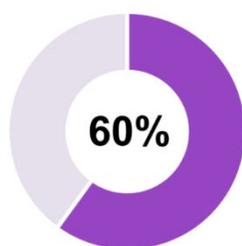
This diverse team includes representatives from the following:

- Corporate Services Commissioner's Office
- Corporate Performance and Innovation
- Emergency Management
- Facilities & Property Management
- Finance
- Human Resources
- Information Technology
- Strategic Communications

### Corporate Pillar: Our Scope

Our portfolio is diverse. Our buildings include corporate administration offices, community centres, pools, arenas, libraries, fire stations, theatres, museums, transit and works buildings, parks comfort stations, depots, and heritage sites and buildings. Each site is managed by our divisions and a few are already staffed today to support our essential services. As our buildings vary so do our employee's needs. With a range of staff working from home, in an office or administration setting, to working in a public facing role or mobile based in the field or building, they all have defined requirements that need to be addressed during recovery.

Prior to our COVID-19 response we only reported 6% of staff working from home periodically, and over the past few months we have experienced almost 40% of our work force working from home daily in line with reports from Statistics Canada across the country. The remaining 60% of staff that are not working from home have continued to manage our front line services and have been essential in keeping our organization operational. We are thankful for these teams and our front line services such as Fire and Emergency Services, Parks, Forestry and Environment, Emergency Management, Recreation, Facilities and Property Management, Security Services, Information Technology, Legislative Services, Enforcement, MiWay Transit and Works Operations and Maintenance as they have continued supporting our residents and staff in person during this crisis.



- Approximately 60% of staff have continued to support and manage our front line services in person and have been essential in keeping our organization operational

It is the responsibility of the divisions to establish how to provide their service, reopen their buildings and ensure employee and customer safety while working during this pandemic. With strong leadership in place and the learnings from a measured response to the pandemic emergency, our teams already have valuable experience, knowhow and a better understanding of what is required to support our next steps.

To help inform our decisions we engaged all divisions to gather data on all facilities and services. Our recommendations for our corporate recovery include:

- Developing a playbook full of resources to support all divisions during the recovery phase of this pandemic. This playbook will be available as an online interactive eLearning module on Insight and will provide details, tools and checklists to support:
  - Changing how we work
  - Support for divisions to determine which employees to return to the workplace based on a defined criteria and building capacity
  - Health practices that support resilience and mental health
  - Cleaning and environmental safety
  - Physical distancing and workplace adaptive measures
  - Mask, face coverings and Personal Protective Equipment (PPE)
  - Communication support, tactics and a signage plan
  - Strategies and support for dealing with change



- Opening facilities to address the corporate administrative functions that cannot be supported by an alternative way of working for the following locations – City Hall (300 City Centre Drive), Ontario Court of Justice (950 Burnhamthorpe Road West), Mavis North (3235 Mavis Road), Mavis South (3185 Mavis Road) and 201 City Centre Drive. Recovery plans are best suited to be prepared by the division operating the facility, and these sites listed above share corporate administrative functions.

# Our Corporate Recovery Story: Mississauga is in a Positive Position

## Our Response: Minimal Interruptions to Our Services

As a result of the COVID-19 Pandemic and declaration of emergency, the majority of our City services were disrupted and all buildings were closed in alignment with Provincial and Public Health orders. Many staff continued working as essential services supporting the needs of our customers. Where it was possible our services were directed to digital only and almost half of our work force transitioned to working from home and embraced alternate ways of working. The corporation was set up for success by leveraging existing initiatives implemented prior to COVID-19. Although COVID-19 changed the world and how we work – we were ready. While we may be physically distant, we remain united in our commitment to do exceptional work.

Our transition to being virtually connected and digitally enabled is impressive. On average 2500 employees are connected to the virtual private network (VPN) concurrently. The use of virtual meetings and live streaming continues and the same systems are being leveraged and used for events and virtual training providing critical supports to residents and businesses.

## Stakeholder Engagement: Recognize What's Happening Now

We understand the importance of reaching out and engaging our divisions to be well informed and to respond accordingly and in a tailored manner. Harvesting the lessons learned from the various divisions helps inform our decisions to positively move forward. Some of our divisions have already had to take on the complex task of preparing a site for reopening and positioning staff to return to work or return to the office. See the Recovery Timeline below for a list of services that have reopened and what we can expect in the next phases.



Over the past few weeks multiple conversations and interviews have taken place to provide insights on what's happening now with our staff, tenants within City Hall and committees of Council. As well, discussions have taken place with team members from the Office of Emergency Management, the Corporate Services Leadership Team, Joint Health & Safety Committee, and our Leadership Team. In summary the team dedicated over 50 hours consulting with close to 30 divisions and key stakeholders (including tenants, affiliates from City Hall and Committees of Council).

### We Are in a Positive Position

We are adapting and continuously improving, and have found alternative ways of working. Through our engagement it is clear that we have evolved and introduced new business processes to support our teams working from home and to support the public while our buildings are closed. Some of these solutions are permanent and some are temporary. Many of these advancements were implemented prior to this pandemic and enabled us to proceed with minimal interruptions to our services during this crisis.

Based on the divisions' responses, there are minimal services that are not possible due to limitations from our current restrictions. This puts us in a positive position to continue on this path of improving and transforming our services as we recover and rebuild.



### Our Recovery: Continuing to Invest in Innovation

This pandemic has forced the City to reconsider presence, operations and collaboration, and adapt to one of the most challenging and sudden waves of disruption.



Advancing and utilizing tools, technology and digital solutions such as the ones listed below are a few examples of how we have continued to invest in innovation to support our business needs, maintain our operations, and redesign services.

#### Improvements to support communicating and connecting virtually:

- Introduced Mayor's weekly media briefings through the use of WebEx events. The weekly briefings are livestreamed on our City website and also provided in real time to media outlets including CP24

- Introduced 75 new Wi-Fi outdoor locations increasing our total hotspots throughout the City to 220. These hotspots can be located with the help of a new interactive Wi-Fi map
- Using WebEx for Council meetings and various Committees of Council meetings (including Planning & Development Committee and Committee of Adjustments) - livestreamed and proceeding virtually on a regular basis
- Installed webcams temporarily for capturing the cherry blossoms event at Kariya Park – this allowed the community to enjoy this event virtually

#### **New business processes – digital solutions to redesign our services:**

- Cashless transactions - discontinuing the acceptance of cash as a form of tender by Cashiers Services upon re-opening of City Hall
- Accepting electronic fund transfers for payment - Planning & Building and Finance staff partnered to develop a process to accept payments electronically for fees and charges outside of the ePlans application. Currently over \$8 million in fees have been received
- Transitioning vendors from cheques to electronic fund transfers - Finance staff worked closely with vendors to minimize any interruption to payments. Over 150 vendors have transitioned from receiving cheques to receiving payments electronically. This allows Accounts Payable staff to continue working remotely to complete daily tasks, and ensures there are no interruptions to vendor payments

As we navigate what's next, we want to continue to build on our positive position and incorporate permanent changes and efficiencies that will help build resiliency as we transition and recover from this pandemic.



### Our Recovery: Safety of Employees and Customers

We are directing staff to work from home where possible and following Public Health directives as City workplaces reopen. Our recovery will be gradual and controlled and will be performed in incremental phases and with an appropriate pace of implementation. Our recovery has to be carefully phased and monitored to ensure that the outbreak remains within the limit of the health systems capability to respond effectively to cases of infection and disease.

In prioritizing the health and safety of employees and residents, we developed a playbook that focuses on the following six elements that emphasize environmental safety, physical distancing restrictions and support for employees:

- Changing how we work - modifying workplace procedures led by Divisional Directors
- Health practices - encouraging employees to practice good hand washing and hygiene techniques and ensuring active screening protocols are followed
- Cleaning and air quality - increased cleaning, disinfecting and air quality controls in all our facilities and other work environments
- Physical distancing - redesigning or modifying spaces to enable physical distancing
- Masks, face coverings and Personal Protective Equipment – guidelines for use
- Communication and dealing with change - providing employees and the public with timely communication and tools to support dealing with change

The playbook also provides divisions with support to help manage and eliminate exposure to risks and ensure employees and customers remain safe as we reopen.

### Our Recovery: Restoring the Corporation to Full Operations

We need to plan and prepare before we bring employees back. Understanding the needs of our services, buildings and employees allow us to make informed decisions and fully restore operations.

Through stakeholder engagement we have defined priority levels for corporate administration services that are to return based on a summary of the services that are non-functional due to current restrictions. As restrictions are lifted, we propose the following to be considered as priority levels for a phased approach to returning.

- **Priority Level One** - service not fully functioning (for example, license issuance services at the Compliance and Licensing counter)
- **Priority Level Two** - service is functioning with a temporary interim measure or service is defining a temporary interim solution for a non-essential function (for example, marriage license issuance services at the Legislative Services counter, temporarily set up at Ontario Court of Justice ground floor, 950 Burnhamthorpe Road West)
- **Priority Level Three** - service is fully functioning, alternative way of working is sufficient and possibly a permanent solution is being considered (for example, Materiel Management has implemented eBidding which allows them to be fully functional while working from home)

Our plans and actions need to remain agile to respond when needed, as the status of these various services are evolving daily. We understand as we move forward continuous stakeholder engagement is required in order to adapt to the changing needs and conditions.

It is expected that the recovery of City operations and services back to a new normal will take some time with estimates in the 12 to 18 month range which will largely be determined by the availability of a COVID-19 vaccine and direction from Public Health.

To restore the corporation to full operations and to keep employees and public safe we are recommending staff continue to work from home during the recovery period where possible. While staff will be recalled to work through this transition it is likely that upwards of 1,000 staff will continue to work from home and all City staff will continue to use WebEx and virtual meeting practices. For this reason the expanded use of virtual technologies, new business processes and investing in innovation will persist and be required for the foreseeable future.

### Our Recommended Plan

As of June 24, we are in Stage 2 of Ontario's framework for reopening. City services and facilities will continue to gradually reopen with a focus on keeping everyone safe and healthy.

Our plan aligns with the Provincial staging and is about being bold and focuses on transforming our organization. It introduces a new normal that includes a broader adoption of new ways of working with a mobile workforce and proposes consolidation of counters to the ground floor of buildings to limit public access.

Key drivers to support our plan:

1

#### Safety of employees and customers

Keep employees and customers safe and follow public health directives as City workplaces reopen

1. Approach – we have aligned our approach with the recommendations from the Province and Peel Public Health to be gradual, controlled and at an appropriate pace. Each opening will be phased and based on defined capacity of each building and floor
2. Eliminate exposure – staff continue to work from home where possible
3. Manage exposure – consolidate our counters on the ground floors to limit public access throughout buildings and in person services managed by appointment

## 2

**Restore operations**

Restore the corporation to full operations

1. Prioritizing teams that are unable to serve customers and public remotely as they need to be physically present
2. Permanent adoption of alternative ways of working – continuation and expansion of our self-serve and online services wherever possible

## 3

**Build back better**

Incorporating positive changes and efficiencies permanently, and redesigning our services to build resiliency

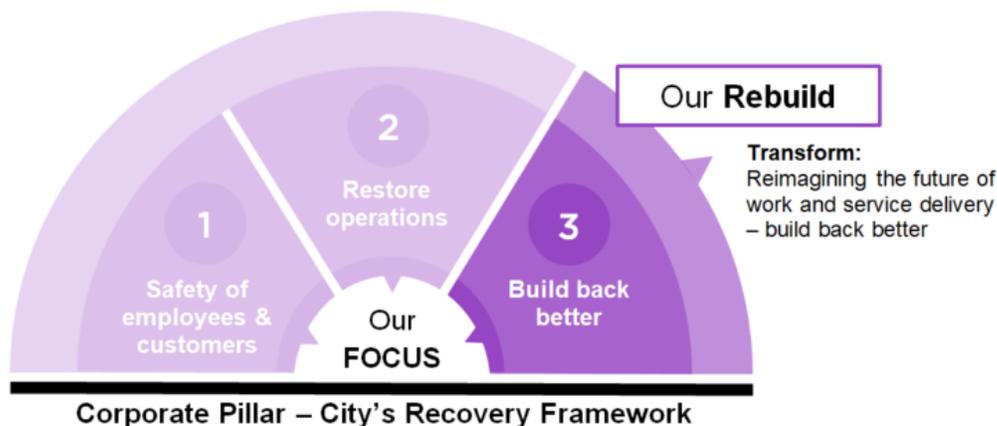
1. Permanent adoption of alternative ways of working and redesigned services
2. Early implementation of the Office Space Strategy new work experience

	Limited Opening	Modified Opening	Regular Opening
<b>Proposed Timeline</b>	June/July 2020 (phased over 3 weeks)	September 2020 (TBD) (phased over 4 weeks)	October 2020 (TBD) (phased over 12-18 months)
<b>City Hall</b>	Sheridan Daycare services eligible to return	Reopen Council Dias – Council and Committees of Council  Counter services consolidated to ground floor  Offices to support events, programming and food services	Collaboration and public spaces (fitness centre, café, chapel and committee rooms)  Early adoption of Office Space Strategy + remaining offices
<b>Ontario Court of Justice</b> (950 Burn Rd W)	Courthouse counter services	Remaining courthouse services	Remaining offices on the 1 <sup>st</sup> and 2 <sup>nd</sup> floor (except Courthouse services, these will return earlier)
<b>Mavis North</b>	none	Counter opens and Enforcement officers relocate to Mavis North from City Hall	Remaining offices
<b>Mavis South</b>	none	none	Remaining offices
<b>201 City Centre Dr</b>	none	Offices to support events, programming	Relocating offices and consider terminating a portion of the lease

The Priority Levels inform the plans, and identify the buildings to reopen. There will be a limited capacity identified for the buildings and the divisions will work with Facilities & Property Management to determine the best fit for the space ensuring physical distancing restrictions are maintained. Once this has been defined the division will determine which employees will return utilizing the criteria defined by Human Resources located in the 'Manager/Supervisor Checklist to Support the Employees Returning'.

### Our Rebuild: Build Back Better

As noted throughout the document we have embraced a new way of working – we have experienced a digital transformation that allows us to deliver the majority of our service portfolio electronically. As we rebuild our focus will continue to be on recovering and restoring our services, finding efficiencies and improving the customer experience by modernizing our approach.



As we rebuild it is understood we will not be able to revert to our usual way of work. We have been exposed to new tools and technology that has allowed us to increase our mobility and work remotely from anywhere. We will use technology in the redesign of our services, continuing to put services online and allow our customers options to access remotely. This will ensure the safety of employees and customers continues. Learning from this experience is what will allow us to continue to be successful and prepared for the new normal.

We have an opportunity to build back better and transform our workplace. Reimagining the future of work and service delivery can be supported by leveraging technology and embracing the principles of a mobile workforce. The future of work, defined by the use of technology, was always coming. COVID-19 has hastened the pace. Employees across all functions have learned how to complete tasks remotely, using digital communication and collaboration tools. Our plan allows us to learn from this experience and transform as we rebuild.

Research is underway to define further solutions that will support our needs today related to recovery and could also support our future space needs as our workplace embraces mobility. Contract tracing and resources management booking tools are items that will allow teams to manage and monitor space utilization and occupancy, and provide employees confidence when they return.

Proceeding with this plan allows us to create a sustainable environment where staff will have flexibility, choice and control over how and where they work and encourage a culture of innovation and collaboration that will help the City advance and build back better.

### Our Opportunity – Mobile Workforce

Over the past few years the City has had a focus on developing a dynamic workplace that gives staff choice and control over how and where they work while encouraging a culture of collaboration and innovation. As we learn from this reactive experience of working from home, and our recovery to return to the office, there will be learnings we can leverage to help inform the next steps of introducing mobility to the workforce. Over the past few weeks we have engaged teams to learn more about their experience working from home to inform both the next steps of introducing mobility to the workforce and the recovery plan for the organization. Our response to COVID-19 created an experience that forced staff to work from home. As a result this has increased the staff and leadership readiness to work remotely as part of our new normal. This is our opportunity to be transformative and positively move forward from this crisis.

### Financial Impact

The overall financial impacts of divisional recovery plans are unknown at this time, and are dependent on the specific tactics applied to return the City to full operations. Staff continue to review the impact on the City's financial position as a result of the pandemic on a daily basis. As decisions to re-open facilities continue, the associated costs (e.g. personal protective equipment, signage, 3rd party security services) will be actively monitored. The overall financial impact to the City, including deficit projections and offsetting cost reductions, are captured in the City's financial recovery pillar report.

## Intentional and Thoughtful Communications

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### Keeping the Public Informed

Public information was never more important than during the crisis phase of the City's COVID-19 response. With businesses closed and residents instructed to "stay home" under the Emergency Orders, residents relied heavily on information they could source online and within the safety of their own homes.

As a trusted source of information, residents turned to the City for accurate and timely updates. Strategic Communications leveraged its digital channels, virtual events, media relations and strong collaborative partnerships with City departments to provide seamless information flow. Notable communications during March, April and May 2020 included:

- A [COVID-19 webpage](#) was launched on mississauga.ca garnering 96,000 webpage clicks in March alone
- 311 extended its operating hours and provided a reassuring voice to answer residents' questions and concerns. By the end of May, remote customer service representatives answered 20,622 COVID-19 related calls and 59,657 calls overall
- A unique graphic design was created and uniformly applied to all COVID-19 communications providing an easy to recognize visual identifier

- Mayor's Office launched virtual weekly press conferences on April 8 as well as daily video messages and extensive media relations

Although many residents can easily access online resources, some face barriers to digital channels. As a result, Strategic Communications also undertook print advertising - including a print insert targeted to seniors in the Mississauga News and multilingual advertising - and mobile road signs.

To continue to inform residents about how the City is preparing its facilities and employees for reopening in a safe and measured way, communications will use digital channels, marketing outreach, virtual events, media relations and social media. With the easing of restrictions and the increased presence in public spaces, communications will expand to include more digital screens and onsite signage.

### **Communicating with Employees**

While employees were focused on providing as many municipal services as possible to residents, the City's senior leaders were focused on communicating with employees. The intentional and thoughtful approach for internal messaging and support has been well received by employees. This also included a dedicated Inside Mississauga webpage and tiles to consolidate resources on the state of affairs, regular updates, virtual town halls, tool kits, tip sheets, training videos and FAQs to support employee wellness, working from home and front line staff. We recognize the importance of continuing to provide that same ongoing support through the recovery and rebuild.

## Conclusion

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### **We are strong.**

We have shown that we can accomplish great things when faced with great challenges. We kept the city moving. We kept the city connected. We kept the city safe.

Together, we found new ways to work. Supported by our colleagues, our teams, our leaders, we used innovation and technology, where possible, to operate as a virtual city. Whether working on the front lines or remotely from home, it all came together with the same goal in mind - to serve our customers.

### **We are ready.**

We have a tremendous opportunity to use this time to find new efficiencies, new approaches to how we do business and new ways to connect with each other. Let's take this opportunity to transform our workplace and services, let's continue to positively position ourselves for excellence and to be prepared for what's to come next – build back better and be bold.

We know the course of COVID-19 is uncertain. Our plans and actions will need to remain agile to respond as needed. One thing we can be certain of, whatever challenge we face, we will overcome it together.

**Mississauga. Strong. Ready.**

