

City of Mississauga Corporate Report



11.2.

Date: June 26, 2020

To: Mayor and Members of Council

From: Gary Kent, CPA, CGA, ICD.D, Commissioner of
Corporate Services and Chief Financial Officer

Originator's files:

Meeting date:
July 8, 2020

Subject

COVID-19: Corporate Recovery Pillar

Recommendation

That the report dated June 26, 2020 from the Commissioner of Corporate Services and Chief Financial Officer entitled "COVID-19: Corporate Recovery Pillar" be received for information.

Background

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.

On May 13th 2020, Council received a report titled "COVID 19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. Today's report is one of four complementary reports providing more detailed measures in the areas of Community, Economic, Financial and Corporate.

Council	2020/06/26	2
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This report discusses the Corporate Pillar and outlines the strategy 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

Comments

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. While this recovery plan provides the guidance to enable this transition, it is the responsibility of the divisions to reopen their buildings, support their employees 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 including a playbook, toolkit and signage 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 are available to all divisions and 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, physical distancing restrictions and support for employees. These include resources on screening protocols when entering the building, 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 and tactics, 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 proposed plan will be to support the corporate administration functions isolated to 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 at an appropriate pace. Our plan has a focus on innovation and transformation of our organization and introduces a bold new normal, actions include:

- Consolidating counters on the ground floor to improve customer service, introduce efficiencies and limit public access throughout buildings and in person services managed by appointment only and in locations where safety measures are in place
- Prioritizing teams that need to be physically present to serve customers and public or require access to resources onsite 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 in 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.

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, have been captured in the City's financial recovery pillar report presented on June 24th.

Conclusion

The attached report in Appendix 1: COVID-19: Corporate Recovery Pillar provides our plan and resources to support the reopening of our corporate administration buildings and transition staff back to the office that need to be physically present to restore operations fully.

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 – build back better and be bold.

Attachments

Appendix 1: COVID-19: Corporate Recovery Pillar



Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Darlene Utarid, Manager, Facilities & Property Management