



# **Innovations and Process Improvements in Response to COVID-19 Pandemic**

**Ready, Resilient, Resourceful Committee**

**June 23, 2020**

# Innovations and Process Improvements

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## INTRODUCTION

Challenges presented by COVID-19 have impacted the City of Vaughan, as they have all organizations and industries worldwide, prompting a renewed urgency to examine the way we do business. In the spirit of resilience and resourcefulness, the City of Vaughan has proven to be able to quickly pivot, adapt and be nimble in its response to COVID-19 and its impact on our services and operations. Staff in every department across the organization have risen to the challenge to continue city building and the provision of quality public services to our citizens and our community.

In order to continue city building and continue to thrive during the emergency response as well as in a post-COVID-19 world, the City of Vaughan's success will hinge on applying innovative thinking and solutions while identifying opportunities to adapt and reshape priorities and develop new service models to create an evolved working environment.

As part of the lessons learned initiative, we have documented organization wide innovations, process improvements, efficiencies, service enhancements, and operational changes that have been made to respond to the challenges presented by COVID-19. Considerable learnings have been achieved in terms of what has worked and allowed operations to continue to run or identifying modifications that would be needed in order to continue to deliver service in a more virtual manner.

An important takeaway from these learnings and adaptations, is identifying the sustainability of the change and embedding these new practices as a new baseline of operations in how we deliver service going forward. We do know that many of these changes - innovations, improvements, service enhancements - will carry over to provide better value, higher levels of citizen service, lower costs or a combination of these.

The following provides a summary, by portfolio, of **125** various innovations and process improvements to date since the onset of COVID-19. These innovations and process improvements have proven benefits in efficiencies, effectiveness and capacity building for the future.

Types of changes include:

- **Organizational Enhancement**, which includes safety measures, impacts to ensure employee morale, work enablement, and process efficiencies to ensure staff are productive and citizens are receiving quality public services.
- **Service Delivery Enhancement**, which includes improvements and enhancements to existing services with beneficial changes that allow us to do things in a different way while still providing the best service possible.

- **Service Delivery Innovation**, which includes new service offerings and programs or revamped ways of doing business.

Types of benefits and/or impacts of the innovation/improvement include:

-  **Process Improvement**, which leverages technology, automation and process efficiencies to ensure lean, cost effective processes.
-  **Financial Efficiency**, which leads to cost savings, cost avoidance, better productivity and more value for the tax-payer dollar.
-  **Productivity Gains**, increasing organizational benefits by doing value-added work more effectively.
-  **Customer Satisfaction**, which considers citizen quality of life and perception of City administration.
-  **Service Outcomes**, are enhanced ensuring service delivery meets citizen expectations and are right sized for the community.
-  **Partner Relationships**, which leverages community partnerships and encouraging collaboration.
-  **Safety**, ensuring citizen and staff safety.
-  **Employee Morale**, which aims to enhance attitudes, satisfaction and overall outlook of employees.

Portfolio Overview

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Corporate Services and Chief Financial Officer	16
Infrastructure Development	15
Planning and Growth Management	18
Public Works	25
Vaughan Public Libraries	8
<b>TOTAL</b>	<b>125</b>

Portfolio: ADMINISTRATIVE SERVICES AND CITY SOLICITOR			
Department: City Clerk			
Innovation/Improvement	Type	Impact	Description
<b>Virtual Council and Committee Meetings</b>	➤ Service Delivery Enhancement	 Process Improvement	In response to the physical distancing restrictions imposed as a result of COVID-19, the City Clerk’s Office, in conjunction with the Office of the Chief Information Officer, implemented electronic meetings for Committee of the Whole, Council, Committee of Adjustment, Taskforces and Advisory Committees. Citizens can participate and virtual accommodations have been made to support this function through Skype communications, emailing comments for review and tuning in to live broadcasts. Technology updates and adaptations have enabled electronic public deputations as well as remote council voting that integrates e-scribe.
<b>Curbside Marriage Licensing</b>	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction  Safety	While City Hall remains closed to the public, the issuance of marriage license was paused as individuals are required to be physically present to provide identification and sign documents. In order to respond to the ongoing requests for this service, the City Clerk’s Office developed an innovative new process of electronically collecting applications and required documentation in advance, and launched a “by-appointment-only” curbside system to continue issuing licenses; the first of such, issued on May 25, 2020. The new approach ensured staff and citizen safety while meeting a much-needed service demand.
<b>Burial Permits</b>	➤ Service Delivery Enhancement	 Process Improvement	While City Hall remains closed to the public, the City Clerk team developed a new process to electronically issue burial permits. This change will no longer require paper, appointments or in-person attendance.
<b>E-Signature</b>	➤ Organizational Enhancement	 Process Improvement	Updated process requiring physical signatures for paper cheque requisitions to electronic signatures.
Department: Legal Services			
<b>Workload Balancing and Tracking</b>	➤ Organizational Enhancement	 Process Improvement	As the Legal Services team transitioned to remote work environments due to the physical distancing restrictions imposed by COVID-19, the team maximized use of web-based time-tracking tool to support optimal workload balancing amongst all legal staff resources. Adoption of this tool will support benefit realization such as time and cost savings.
<b>Collaborative Document Platforms</b>	➤ Organizational Enhancement	 Process Improvement  Productivity	With remote work environments and virtual interactions increasing, Legal Services enhanced collaboration opportunities by accelerating the migration of legal files onto the collaborative SharePoint platform. Until a document management system is secured

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			and implemented, the SharePoint site is being used as an interim solution which will realize process efficiencies and speed up collaboration across the team.
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Portfolio: CITY MANAGER'S OFFICE			
Department: Economic and Cultural Development			
Innovation/Improvement	Type	Impact	Description
<b>Vaughan Business Action Plan</b>	➤ Service Delivery Enhancement	 Service Outcomes	In response to COVID-19, Economic and Cultural Development (ECD) relaunched the Vaughan Business Action Plan to safeguard the city's local economy and support small-business owners. The plan includes support for restocking store shelves; enhancing the movement of goods; improving business ground transportation; suspending the Municipal Accommodation Tax; and maintaining small-business services. ECD is offering guidance on how to potentially adapt business models to generate revenue online. This change is expected to be embedded in regular operations moving forward.
<b>Promoting Economic Prosperity</b>	➤ Service Delivery Innovation	 Process Improvement	In response to COVID-19, the ECD department launched a new website geared at igniting economic prosperity by communicating with current and potential business audiences in a more dynamic way. It provides information and resources for businesses within and surrounding Vaughan and to the diverse community of entrepreneurs, prospective investors, site selectors, realtors and potential residents. For business owners in Vaughan looking for support during the global pandemic, it also features a COVID-19 section with information about the measures and programs implemented by the City to support the local economy at this challenging time. This change is expected to be embedded in regular operations moving forward.
<b>Thinking Ahead</b>	➤ Organizational Enhancement	 Financial Efficiency	Learnings as a result of COVID-19, have prompted a review of the application of policies as well as funding allocations for new and existing businesses moving forward.
<b>Speaker Series</b>	➤ Service Delivery Innovation	 Process Improvement  Financial Efficiency	Economic and Cultural Development launched a new online speaker series to educate, engage and enrich the public from the comfort of their homes during the global COVID-19 pandemic. The speaker series features members of the university's faculty and alumni, in addition to community leaders. Working closely with stakeholder groups to identify the needs of local businesses and citizens, City staff have identified a series of different topics that will be featured as part of the speaker series.

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			These include career counselling, working from home and financial security, among others. Depending on agreements with service providers, this change is expected to be embedded in regular operations moving forward.
<b>Small Business Resiliency</b>	➤ Service Delivery Innovation	 Service Outcomes  Productivity Gains	Economic and Cultural Development launched the new Digital Boost Vaughan Small Business Resiliency Program provides free training and mentorship to help local businesses adapt to the changing environment caused by the COVID-19 pandemic. Programming covers topics such as: digital marketing strategies; launching or improving an e-commerce store; developing new product lines or services; developing new revenue models, such as curbside pickup or drop-shipping; and developing financial resiliency. This change is expected to be embedded in regular operations moving forward.
<b>Making Connections</b>	➤ Service Delivery Enhancement	 Partner Relationships	In response to COVID-19, ECD is working to connect businesses that can supply personal protective equipment (PPE), medical equipment and other essential supplies with organizations and people in need.
<b>Making Connections</b>	➤ Service Delivery Enhancement	 Partner Relationships	With more than 9,300 updates, ECD is constantly communicating with businesses and stakeholders via e-newsletters to supplement its business advisory services.
<b>Department: Corporate and Strategic Communications</b>			
<b>Increased Communications</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	Corporate and Strategic Communications continues to proactively provide communications to all stakeholders – Council, the media, citizens and staff – to update them on the latest news coming from the City. All channels are being employed, and staff are responding to resident inquiries through social media. Expanded channels include the special edition COVID-19 newsletter mailed to all homes and businesses across Vaughan. Corporate and Strategic Communications teams are committed to keeping residents and businesses up to date on the City's ongoing response efforts.
<b>Promoting “Shop Local”</b>	➤ Service Delivery Innovation	 Service Outcomes  Customer Satisfaction	In partnership with Economic and Cultural Development, Corporate and Strategic Communications developed the #ShopVaughanLocal campaign encouraging residents to do their part to support the local economy by shopping remotely with local businesses and restaurants.
<b>Online Art Gallery</b>	➤ Service Delivery Innovation	 Process Improvement	Launched online corporate art gallery for the community to explore virtually. Featuring works of art from local, regional and GTA-based artists, the Art Integration Collection can be viewed on Flickr.

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Department: Office of Transformation and Strategy			
<b>Enterprise Project and Change Management Office</b>	➤ Service Delivery Innovation	 Process Improvement	To support ongoing operations and departments across the organization during and post-COVID-19, the Office of Transformation and Strategy launched the Enterprise Project and Change Management Office. Offerings include frameworks, guides, tools and templates for both project and change management. The department will also host information sessions as well as offer virtual training and coaching sessions related to both disciplines.
<b>E-Learning Resources</b>	➤ Service Delivery Innovation	 Process Improvement  Financial Efficiency	The Office of Transformation and Strategy assembled a variety of free learning opportunities and platforms focusing on transformational topics in continuous improvement, process improvement, innovation, business planning, project management and change management. All staff are encouraged to take advantage of the innovative learning methods and invest in furthering their professional and personal development.
<b>Data and Analytics</b>	➤ Service Delivery Innovation	 Service Outcomes	In conjunction with the Emergency Management Team, the Office of Transformation and Strategy quickly mobilized a new Data and Analytics Team. This innovative team includes staff from OTS, OCIO and VPL with additional supports from business analysts across the organization. The team is able to mine data, provide analysis and research in support of the emergency response and is building a data model housing all COVID-19 related data. This data model is used to automate such things as COVID-19 case counts, inquiries, issues and provide insightful information to the organization to assist in decision making during these unprecedented times. This team has shown the need and benefits of creating a new business analytics model for consideration in the future.

Portfolio: COMMUNITY SERVICES			
Department: All			
Innovation/Improvement	Type	Impact	Description
<b>Service Vaughan   Citizen Service Standards</b>	➤ Service Delivery Enhancement	 Process Improvement	The City's award-winning Citizen Service Standards, recognized by AMCTO in 2018, were designed to enhance a consistent, multi-channel end-to-end citizen service experience for City services. After all staff completed the initial online training, the CSS Working Group collaborated with the Office of the Chief Human Resources Officer to include this training as part of their onboarding of new staff; however, in

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			response to COVID-19 when staff were directed to work from home, where operationally feasible, it became apparent that this CSS online training required an annual review, in particular, as a fresher on remote access via telephone and email. In collaboration with the OCHRO, moving forward CSS will be included as part of the mandatory annual training review for all staff.
<b>Community Services Data Repository</b>	➤ Organizational Enhancement	 Process Improvement	Developed a centralized site for the Community Services leadership team as a collaborative data repository site to collect, store and share COVID-related data, information and updates with the portfolio.
<b>Department: Access Vaughan</b>			
<b>Information Broadcasting System</b>	➤ Service Delivery Enhancement	 Process Improvement	In response to COVID-19 and the abundance of calls and inquiries coming in from the public, Access Vaughan re-launched the information broadcasting system for residents calling into the Contact Centre providing up-to-date information on city services.
<b>Wait Time Announcements</b>	➤ Service Delivery Enhancement	 Process Improvement	The team will soon introduce telephony wait time announcements to inform residents of expected delays in response from the contact centre.
<b>Service Counter Transformation</b>	<ul style="list-style-type: none"> <li>➤ Service Delivery Innovation</li> <li>➤ Organizational Enhancement</li> </ul>	 Process Improvement  Customer Satisfaction	In response to the physical distancing restrictions and the suspension of in-person services at City facilities, and through learnings of how service is currently delivered and expected during the pandemic and into the future, it became apparent that a new modernized approach would be needed for our counter services while still ensuring citizens receive timely and efficient service. This project is in the process of working with all departments that previously provided counter service within City Hall and the Joint Operations Centre and will examine integration opportunities to streamline service into only one point of access, resulting in cost savings, future cost avoidance and overall process efficiencies.
<b>Department: Bylaw and Compliance, and Licensing and Permit Services</b>			
<b>Business License Deferrals</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	To assist residents and businesses with the challenges presented by the global COVID-19 pandemic, a grace period was established for business license renewal requirements.
<b>Parks Education and Compliance</b>	➤ Service Delivery Innovation	 Safety	In response to COVID-19, the BCLPS team established a new Parks Education Team to provide education and awareness to residents on new policies for park use.
<b>Operation Guardian</b>	➤ Service Delivery Innovation	 Safety	Through Operation Guardian – an enforcement campaign to promote compliance with by-laws and provincial orders, more than 4317 investigations have been carried out by by-law staff since April 17. Officers have been deployed to focus on

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			issues such as waste, litter and adherence to provincial physical distancing regulations.
<b>Virtual Service Offerings</b>	➤ Service Delivery Innovation	 Process Improvement  Productivity Gains	In response to the physical distancing restrictions imposed as a result of COVID-19, the By-law, Compliance, Licensing and Permit Services team introduced certain services (e.g. Business Licensing Applications) to an electronic/email submission format. These services would have normally been completed at citizen-facing counters. As a result, the issuance of business licenses, renewals, and various parking permits have been able to continue uninterrupted.
<b>Virtual Service Offerings</b>	➤ Service Delivery Innovation	 Process Improvement  Productivity Gains	The team is also working to expedite next phases on the initiative to have new business license applications and renewals submitted and paid for entirely online. This initiative is expected to be rolled out by late summer or early fall of 2020.
<b>Virtual Service Offerings</b>	➤ Service Delivery Innovation	 Process Improvement	The team is ensuring service continuity by conducting scheduled disputes over the phone.
<b>Open for Business</b>	➤ Service Delivery Innovation	 Customer Satisfaction  Partner Relationships	In partnership with Economic and Cultural Development, Bylaw and Compliance, and Licensing and Permit Services introduced Open for Business - an online directory listing local businesses that are open during the current state of emergency. The voluntary listing includes both essential services and businesses that are open or providing modified operations by phone, online, takeout or delivery and in compliance with provincial and municipal regulations.
<b>Policies and Regulations</b>	➤ Service Delivery Enhancement	 Safety	Introduction of regulations to allow for the creation of outdoor patios or the expansion of existing outdoor patios ancillary to eating establishments and banquet halls.
<b>Department: Recreation Services</b>			
<b>Virtual Programming</b>	➤ Service Delivery Innovation	 Customer Satisfaction  Safety	With the closure of all community centres and cancellation of in-person recreation programs across Vaughan, Recreation Services launched several online initiatives to keep the community involved and active. The department launched a new webpage featuring virtual recreation resources for all ages, abilities and areas of interest. Program offerings include the upcoming and first-ever virtual Canada Day celebration, Spring into Shape (a 31-day fitness challenge) and other fitness programming, Youth Week encouraging social media interactions through challenges and activities as well as virtual video sessions on mindful meditation, yoga and more.
<b>Promoting Community Wellness</b>	➤ Service Delivery Innovation	 Partner Relationships	In partnership with Vaughan Public Libraries, Recreation Services established a Community Wellness Task Force to increase the online presence of community supports and celebrate good news stories and random acts of kindness while also considering

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			drawing together community and government resources and possible community activities or personal contests and challenges.
<b>Fitness Equipment Loaner Program</b>	➤ Service Delivery Innovation	 Customer Satisfaction	As part of the City of Vaughan's ongoing efforts to continue providing the community with resources to stay active from home, Recreation Services offered Vaughan fitness equipment packages for loan to registered Vaughan fitness members for the duration of the facility closures. Various packages are available to be reserved through online registration and contactless curbside pickup to ensure the continued safety of both public and staff.
<b>Virtual Summer Camp</b>	➤ Service Delivery Innovation	 Customer Satisfaction  Safety	Recreation Services launched a Virtual Summer Adventures series to keep kids active, engaged and entertained. City instructors will livestream popular summer camp activities and recreational programs remotely. Registration is on a weekly basis and a materials and supply list will be emailed to registrants in advance of the course start date. The new online programming comes in response to the ongoing COVID-19 pandemic as the City continues to monitor and assess the status of on-site summer camps and recreation programs based on public health guidelines.
<b>Returning Recreation Fees</b>	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	While City facilities remain closed to the public, refunds for current summer camp registration and general summer recreation programs will be automatically issued without penalty to the original form of payment used. The Recreation Services department implemented process changes to mitigate citizens' concerns regarding membership fees and refunds and enabled payment processing and refunds from remote locations.
<b>Department: Vaughan Fire and Rescue Services</b>			
<b>Emergency Response</b>	➤ Service Delivery Enhancement ➤ Service Delivery Innovation ➤ Organizational Enhancement	 Safety	In response to the challenges presented by COVID-19 and as lead for emergency response, Vaughan Fire and Rescue Service established a data analytics team and a lessons learned team in partnership with the Office of Transformation and Strategy, to support data, analysis, decision-making and information gathering requirements. Lessons learned provide an unbiased, objective review of emergency response while also identifying where additional supports are needed both during and after an emergency. Data analytics provide crucial information to help track, monitor and stay ahead the emergency.
<b>Recovery Planning</b>	➤ Service Delivery Innovation	 Safety	A sub-committee of the COVID-19 Task Force is working to develop a playbook for transitioning back into the workplace, which will provide a focus on health and safety components, safe work practices, safe

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	➤ Organizational Enhancement		working conditions, facility assessments, cleaning and disinfection protocols, proper hygiene practices and the use of hygiene facilities, and control of infections. It provides a framework for restarting our facilities and office locations with a consistent response and strategy throughout the organization, and ensuring employees feel safe, healthy and confident about returning to work. It will be a critical tool to have as we implement and adapt to a “new normal”, while continuing to build upon our commitment to a safe and healthy workplace.
<b>Health Assessments</b>	➤ Service Delivery Innovation ➤ Organizational Enhancement	 Safety	Vaughan Fire and Rescue Services implemented a central assessment point for all staff and visitors of fire halls. Self-screening evaluations, temperature checks and contact tracking are all enabled to prevent the spread of infection.
<b>Contact Tracking</b>	➤ Organizational Enhancement	 Safety	Contact tracking has also been enabled among all Fire staff to prevent the spread of infection.
<b>PPE Tracking</b>	➤ Organizational Enhancement	 Process Improvement	As provincially directed, VFRS was required to create a centralized inventory count system of PPE (masks, shields, gloves, gowns, etc.) availability.
<b>Equipment Safety</b>	➤ Organizational Enhancement	 Safety	To ensure staff safety, VFRS proactively secured an agency for an onsite deep cleaning of various fire equipment.

<b>Portfolio: CORPORATE SERVICES AND CHIEF FINANCIAL OFFICER</b>			
Department: Financial Services			
<b>Innovation/Improvement</b>	<b>Type</b>	<b>Impact</b>	<b>Description</b>
<b>Tax Payment Extensions</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	To assist residents with the challenges presented by COVID-19, the City waived late penalty charges on interim property tax bill payments for the March 26, April 27 and May 27 payments.
<b>Tax Assistance</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	Additionally, The City of Vaughan is extending the deadline to apply for the Elderly Home-Owners Tax Assistance to provide relief to seniors and help ease the burden caused by the COVID-19 pandemic.
<b>Electronic Paystubs</b>	➤ Organizational Enhancement	 Process Improvement  Financial Efficiency	While the City has been working to transition to paperless paystubs, Financial Services staff were able to leverage physical distancing rules to accelerate this process. Phase 1 of the transition has moved printing of paystubs to ePost, an electronic solution, with further enhancements planned later this year.
<b>Combined Reimbursements</b>	➤ Organizational Enhancement	 Process Improvement  Financial Efficiency	The team streamlined the expense reimbursement process where staff will now receive payments together with their bi-weekly pay instead of receiving a separate cheque for their reimbursement. This new

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			process will reduce processing time as well as cheque printing costs.
<b>Virtual Payments</b>	➤ Service Delivery Enhancement	 Process Improvement	While city facilities remain closed, Financial Services supported departments organization-wide, to introduce virtual payment methods and temporary accounts payable processes to continue providing services to residents and from vendors while moving away from traditional cash transactions.
<b>Department: Financial Planning and Development Finance</b>			
<b>Electronic Transfer Requests</b>	➤ Organizational Enhancement	 Process Improvement  Financial Efficiency	While city facilities remain closed, the Financial Planning and Development Finance team Initiated a new electronic approval process for capital project and operating budget transfer requests. This change is expected to result in faster turnaround times and provide an improved audit trail.
<b>Department: Office of the Chief Human Resources Officer</b>			
<b>Guidelines and Protocols</b>	➤ Organizational Enhancement	 Safety  Employee Morale	In response to COVID-19 and new virtual working environments, the Office of the Chief Human Resources Officer developed updated health and safety directives specific to the pandemic with protocols to follow to keep staff safe.
<b>Guidelines and Protocols</b>	➤ Organizational Enhancement	 Safety  Employee Morale	Wellness kits were developed with online resources and learning opportunities to help manage mindfulness, stress, time and communications.
<b>Guidelines and Protocols</b>	➤ Organizational Enhancement	 Safety  Employee Morale	Human Resources staff also developed remote work guidelines and best practices to help staff effectively work from home. These resources are expected to be maintained and updated in regular operations moving forward.
<b>Virtual Recruitment</b>	➤ Service Delivery Enhancement	 Process Improvement	In response to physical distancing rules, the Office of the Chief Human Resources Officer has implemented electronic recruitment and hiring software allowing the organization to continue hiring for critical positions and maintaining the regular interview process.
<b>Redeployment Strategies</b>	➤ Organizational Enhancement	 Service Outcomes  Employee Morale	Working with impacted departments across the organization, the Office of the Chief Human Resources Officer worked with unions to negotiate and create new redeployment processes and opportunities for various staff.
<b>Electronic Claims Processing</b>	➤ Organizational Enhancement	 Process Improvement	The Office of the Chief Human Resources Officer was able to secure and install new software that has allowed the team to effectively continue processing disability claims. Electronic processing prevents delays and helps the City remain within regulatory guidelines for processing claim information.

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Department: Office of the Chief Information Officer			
<b>Remote Work Capabilities</b>	<ul style="list-style-type: none"> <li>➤ Service Delivery Enhancement</li> </ul>	<ul style="list-style-type: none"> <li> Process Improvement</li> <li> Financial Efficiency</li> </ul>	In direct response to the restrictions imposed by COVID-19 and work from home orders where possible, the Office of the Chief Information Officer quickly mobilized the organization to convert to remote work capabilities. Virtual meeting solutions, sufficient bandwidth, mobile equipment and various software installations created the capacity for staff to maintain physical distancing protocols, health and safety. The team continues to advance both the capacity and capabilities of remote work to accommodate the increase in remote workers and improve quality for public participation in City meetings.
<b>Accelerating Equipment Upgrades</b>	<ul style="list-style-type: none"> <li>➤ Process Improvement</li> </ul>	<ul style="list-style-type: none"> <li> Process Improvement</li> </ul>	While City Hall remains closed, OCIO teams are leveraging low building occupancy to update boardroom audio/visual equipment, fast tracking works by five months.
Department: Procurement Services			
<b>E-Signatures</b>	<ul style="list-style-type: none"> <li>➤ Organizational Enhancement</li> </ul>	<ul style="list-style-type: none"> <li> Process Improvement</li> </ul>	Organizationally, the introduction of e-signatures has proven to be effective in expediting approval processes across various levels. Procurement Services quickly implemented this function while maintaining compliance with appropriate regulatory bodies and helping to enhance operations through anticipated productivity gains and costs savings.
<b>Contract Repository</b>	<ul style="list-style-type: none"> <li>➤ Organizational Enhancement</li> </ul>	<ul style="list-style-type: none"> <li> Process Improvement</li> </ul>	To further enhance organizational operations, the Procurement Services team is working on a solution for a central repository of contracts and statements of works to be accessible by all staff (where appropriate). This progression will not only realize process and financial gains while also eliminating redundancies, it maintains health and safety requirements associated with physical distancing.

Portfolio: INFRASTRUCTURE DEVELOPMENT			
Department: Facility Management			
Innovation/Improvement	Type	Impact	Description
<b>Enhancing Building Sciences Practices</b>	<ul style="list-style-type: none"> <li>➤ Service Delivery Innovation</li> <li>➤ Organizational Enhancement</li> </ul>	<ul style="list-style-type: none"> <li> Safety</li> </ul>	Engineering interventions based on building sciences are being employed at City facilities to inhibit the transmission of the virus. This means studying and altering HVAC functioning to prevent and/or reduce transmission and enhancing indoor air quality through evidence-based building practices. Facility Management teams are testing different methods of measuring humidity levels, HEPA filters, fresh air intake

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			and exploring new technologies such as ultra-violet solutions. These changes are expected to be embedded in regular operations moving forward.
<b>Accelerating State of Good Repair Works</b>	➤ Process Improvement	 Process Improvement	The Facility Management team is leveraging unoccupied facilities and buildings through imposed facility closures to fast-track numerous renovation and equipment replacement projects. Taking advantage of this opportunity and the ability to complete works and change building systems where required, is helping to prevent future closures that would normally impact community usage and programming availability.
<b>Updating Building Checklists and Evaluations</b>	➤ Organizational Enhancement	 Process Improvement	Staff are also taking this opportunity to retool building checklists and evaluations to make sure facilities will not just operate efficiently, but will also help people feel safe, welcome and healthy, especially as they return to work. These changes are expected to be embedded in regular operations moving forward.
<b>Increased and Enhanced Cleaning and Disinfecting</b>	➤ Organizational Enhancement	 Safety	In response to COVID-19, Facility Management is implementing ongoing measures to break the chain of infection by undertaking significant cleaning and disinfecting practices of City facilities and VFRS fleet vehicles.
<b>Building Reintegration Strategies</b>	➤ Organizational Enhancement	 Safety	To prepare City Hall and the JOC for the safe return of staff, continued reduction of barriers through additional accessibility initiatives such as automatic door openers, measures promoting a touchless environment.
<b>Business Reintegration Plan</b>	<ul style="list-style-type: none"> <li>➤ Service Delivery Innovation</li> <li>➤ Organizational Enhancement</li> </ul>	 Safety	Through a sub-committee of the City's COVID-19 Emergency Task Force, the OCHRO and Facility Management have led the development of a Business Reintegration Plan (BRP) to help support and shape the transition to the new "normal" workplace for City staff. To inform a comprehensive reintegration plan, the sub-committee completed the necessary background work and has developed an extensive draft plan for current review and feedback. The BRP will help guide the Corporation to best prepare for the return of employees, while ensuring the transition is both safe and efficient. It covers key areas of action with consideration given to business models and any associated modifications, customer service and experience (citizens and businesses), provincial directives, as well as Corporate policies (e.g. Alternate Work Arrangements).
<b>Department: Infrastructure Delivery</b>			
<b>Recovery Planning</b>	➤ Organizational Enhancement	 Service Outcomes	The Infrastructure Delivery team continues to push forward with a clear focus on preparing for the future state by applying a strategic approach to position the City to be fully equipped to kickstart the local economy post-

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			pandemic, including supporting and advancing all master plans, environmental assessments, feasibility studies and design assignments.
<b>Department: Infrastructure Planning and Corporate Asset Management</b>			
<b>Alternate Funding Sources</b>	➤ Organizational Enhancement	 Financial Efficiency	IPCAM teams are actively monitoring stimulus measures from both the provincial and federal governments; looking to access funding to apply to shovel-ready projects and thereby drive direct growth.
<b>Recovery Planning</b>	➤ Organizational Enhancement	 Service Outcomes	The Infrastructure Planning and Corporate Asset Management team continues to push forward with a clear focus on preparing for the future state by applying a strategic approach to position the City to be fully equipped to kickstart the local economy post-pandemic, including supporting and advancing all master plans, environmental assessments, feasibility studies and design assignments. The team also continues to support large Regional and Provincial initiatives/improvements currently underway within Vaughan to support future Transportation and Mobility needs.
<b>Department: Parks Delivery</b>			
<b>Contact Tracking</b>	➤ Organizational Enhancement	 Safety	A new staff protocol was developed to address office and site visits; discussions and approvals with supervisors are held and within 24 hours of a visit, staff complete a virtual sign-in/out that identifies who they have been in contact with. This tool has proven beneficial for contact monitoring and tracking in the fight against the transmission of COVID-19.
<b>Department: Program Management Office</b>			
<b>Program Management Process</b>	➤ Organizational Enhancement	 Process Improvement	New program management processes have been implemented to support, facilitate and expedite project delivery and advance business objectives during unprecedented times.
<b>COVID-19 Centralized Site</b>	➤ Organizational Enhancement	 Process Improvement  Safety	The team developed a collaborative site to collect, store and share COVID-related data, information and updates across the portfolio. This centralized site, provides easy, consistent and up-to-date information across the portfolio.
<b>Bid and Tenders Central Repository</b>	➤ Organizational Enhancement	 Process Improvement	Staff initiated training on the use of the Bid and Tenders system to conveniently and directly access up-to-date contract information; this has assisted in responding to COVID-related contractor inquiries in a timely manner and will continue to assist staff in accessing consistent contract related information.
<b>Enhanced Communications</b>	➤ Organizational Enhancement	 Process Improvement  Safety	The Infrastructure Development management team hosts bi-weekly virtual "Team Huddles" using SharePoint Discussion Boards to maintain vital connections with staff across the portfolio.

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			These conversations help to inform, engage, resolve, recognize and celebrate as staff continue to work from home and move forward together. ID staff quickly adapted by embracing technology to communicate with colleagues, reach out to stakeholders as well as meet with consultants.
<b>Department: Real Estate</b>			
<b>Rent Relief Program</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	Recognizing the economic hardship that City building closures have placed on our not-for-profit tenants during the pandemic, a Temporary Rent Relief Program was developed allowing the deferral of rent payments for all not-for-profit City tenants for a 3-month period, April to June 2020.

<b>Portfolio: PLANNING AND GROWTH MANAGEMENT</b>				
<b>Department: All</b>				
<b>Innovation/Improvement</b>	<b>Type</b>	<b>Impact</b>	<b>Description</b>	
<b>Virtual Workshops</b>	➤ Service Delivery Enhancement  ➤ Organizational Enhancement	 Process Improvement   Service Outcomes	Across the Planning and Growth Management Portfolio, departments held the first of many virtual workshops for various Panels. These meetings hosted various stakeholders in large numbers of panel members, applicants, Councillors, and City and Regional staff. Hosting meetings virtually with various stakeholders across the community could have the potential to accept more applications going forward while reducing both time and costs.	
			<ul style="list-style-type: none"> <li>• Virtual Design Review Panels</li> <li>• Virtual Heritage Committee</li> <li>• Virtual PAC Meetings</li> <li>• Virtual Capital Studies</li> <li>• Virtual Design Applications</li> <li>• Virtual LPAT Appeals</li> <li>• Virtual Block and Secondary Plans</li> </ul>	
	<b>Online Portal</b>	➤ Service Delivery Innovation	 Process Improvement	In partnership with the Office of the Chief Information Officer, the Planning and Growth Management Portfolio launched a new digital portal enabling citizens and building industry professionals to apply, track and pay for various permits online.
	<b>Online Portal</b>	➤ Service Delivery Innovation	 Process Improvement	Portal users are also able to pay a portion of the required fees for all types of building permits from the safety of their homes or offices 24/7.
	<b>Online Portal</b>	➤ Service Delivery Innovation	 Process Improvement	The portal will soon offer the ability to book building inspections online. This portal will enhance the customer experience and encourage city-building opportunities while complying with physical distancing during this challenging time and beyond.

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Department: Building Standards			
<b>Digital Drawing Reviews</b>	➤ Process Improvement	 Process Improvement  Productivity Gains	As Building Standards teams often use physical drawings and plans, many of these works had to be modified to comply with health and safety requirements associated with physical distancing. The team has integrated a new mark-up tool for digital drawings allowing teams to collaboratively review drawings virtually.
Department: Development Engineering			
<b>Electronic Permitting Process</b>	➤ Service Delivery Enhancement	 Process Improvement	Enhanced operations across the department to allow e-signatures, electronic agreement circulation and approvals.
Department: Development Planning			
<b>Electronic Development Applications</b>	➤ Service Delivery Enhancement	 Process Improvement  Productivity Gains	To augment virtual meetings as well as the online portal, Development Planning introduced the ability to accept electronic submissions for development applications. Process efficiencies like this will help alleviate travel time and costs as well as increase the ability to process more applications.
Department: Policy Planning and Environmental Sustainability			
<b>Green Directions Expansion</b>	➤ Service Delivery Enhancement	 Service Outcomes	In partnership with the Corporate and Strategic Communications, Policy Planning and Environmental Sustainability is creating short videos in support of Green Directions Vaughan. The videos, scheduled to be ready by the end of June, will focus on what makes a sustainable city and how citizens can get involved and take action in their day-to-day lives. Expanding outreach channels will help improve the range of getting messages across the community.
<b>Community Gardens</b>	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	The Policy Planning and Environmental Sustainability (PPES) team is working to update policies related to Community Gardens aimed at expanding the reach and recognition of users. When Gardens re-open, operational gaps previously identified surrounding diversity and inclusivity and the indigenous community are expected to be addressed through an expansion of available activities for a variety of cultures.
<b>Sovereignty Gardens</b>	➤ Service Delivery Innovation	 Service Outcomes  Partner Relationships	Similar to Community Gardens, the PPES team is exploring the opportunity of the Sovereignty Gardens initiative, aimed at encouraging residents in Vaughan to grow and donate fresh produce to food banks alleviating food insecurity and helping families in need.
Department: Parks Planning			
<b>Off-Leash Dog Area Engagement</b>	➤ Service Delivery Innovation	 Service Outcomes  Customer Satisfaction	In partnership with Corporate and Strategic Communications, Parks Planning is developing an online self-directed community engagement platform for the Local Off-Leash Dog Area project. This will include video

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	➤ Organizational Enhancement		presentations, online surveys supported by mapping material and online links to in-depth information for 8 potential pilot locations. The online engagement will be supported by on location signage to help residents stay informed and be directed to the platform.
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Portfolio: PUBLIC WORKS			
Department: All			
Innovation/Improvement	Type	Impact	Description
<b>Safety and Physical Distancing Protocols</b>	➤ Organizational Enhancement	 Safety	In order to continue to deliver services that our citizens rely on, we first had to ensure the safety and well-being of our staff. Operational adjustments included virtual working arrangements and meetings where possible, implementation of staggered and rotating shifts, conducting onsite assessments to ensure proper equipment and PPE was available for staff to perform their job duties safely, development of standard operating procedures around vehicle sharing and usage and litter pickup as well as the development of protocols for staff who must enter homes in cases of emergency. Many of these changes are expected to be embedded in regular operation moving forward.
<b>Safety and Physical Distancing Protocols</b>	➤ Organizational Enhancement	 Safety	Onsite assessments were conducted to ensure proper equipment and PPE was available for staff to perform their job duties safely.
<b>Safety and Physical Distancing Protocols</b>	➤ Organizational Enhancement	 Safety	Departmental leadership developed updated standard operating procedures around vehicle sharing and usage and litter pickup as well as the development of protocols for staff who must enter homes in cases of emergency. Many of these changes are expected to be embedded in regular operation moving forward.
<b>Leveraging Skillsets</b>	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	As a trial basis, Public Works is leveraging staff skillsets to enhance customer service and the customer experience by matching contact centre hours to those of Access Vaughan and integrating service response from a more holistic Public Works perspective.
Department: Environmental Services			
<b>Improved Triaging</b>	➤ Service Delivery Enhancement ➤ Organizational Enhancement	 Service Outcomes  Customer Satisfaction	In response to COVID-19, the Environmental Services water and wastewater staff who make on site visits related to sewer back-ups, a new triage system was implemented to better identify customer needs upfront that would help mitigate the risks of staff entering residences and increasing the chance of unnecessary exposure and transmission. This change not only mitigates risk but also

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			provides improved service delivery with first contact whether it's private services or City staff. Where staff must enter homes in case of an emergency, new health and safety guidelines were developed for staff who must enter homes in cases of emergency. This change is expected to be embedded in regular operations moving forward.
<b>Yard Waste Collection</b>	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	Throughout the COVID-19 crisis, service levels for solid waste collection were increased in response to the needs of the City's citizens with only a slight adjustment to the frequency of Yard Waste Collection. Staff were able to negotiate the start of yard waste collection back to the original start date, aligning services to those of our closest neighbouring local municipalities.
<b>Solid Waste Collection</b>	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	With more citizens staying home as a result of COVID-19, household waste volumes have increased. Staff monitored volumes and through contract negotiations, were able to offer additional double-up-days maintaining expected service levels even with a substantial volume increase the first few weeks.
<b>Solid Waste Collection</b>	➤ Service Delivery Enhancement	 Service Outcomes  Customer Satisfaction	Staff continue to monitor solid waste tonnages and have begun offering virtual 1:1 waste consultations with residents who contact the city with too much waste, these consultations provide coaching to residents to help them minimize the material that ends up in the garbage that is more appropriate in the other streams.
<b>Solid Waste Collection</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	With support from Recreation Services and Access Vaughan, citizens are now offered the opportunity to purchase garbage tags over the phone and delivered by mail.
<b>Solid Waste Collection</b>	➤ Service Delivery Enhancement	 Customer Satisfaction	Additionally, with the closure of City facilities and interruption of some services, staff are looking at the opportunity to provide direct curbside delivery of blue and green bins in the future, instead of having residents pick up from the JOC.
<b>Safe Drinking Water</b>	➤ Organizational Enhancement	 Service Outcomes  Safety	To maintain its record of 100% regulatory compliance, Environmental Services developed a number of contingencies to be able to continue collecting drinking water samples at more than 150 locations throughout the City. Maintaining this service level demonstrates the dedication and commitment of staff to ensure community health and safety even during the midst of a global pandemic.
<b>Safe Drinking Water</b>	➤ Service Delivery Innovation	 Partner Relationships	Cross-training staff and partnering with neighbouring municipalities and the Region, allows the City to leverage critical backup supports when required. This change is expected to be embedded in regular operations moving forward.
<b>Online Payment Offerings</b>	➤ Service Delivery Enhancement	 Process Improvement	While city facilities remain closed, Environmental Services is working to implement online payments for transactions

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		 Financial Efficiency	<p>typically completed in person. The team is working to expand its online service offering to provide all of the JOC counter transactions virtually, with the first transactions being ready for launch in July, and the balance later in 2020. This expansion of service will be embedded in regular operations moving forward and will not only modernize payment processes and reduce manual transactions and reconciliation, it will provide better data security, along with allowing residents and business owners access to services 24/7 from the comfort of their homes/workplaces.</p>
<b>Maintaining Licenses and Credentials</b>	<ul style="list-style-type: none"> <li>Organizational Enhancement</li> </ul>	 Process Improvement  Productivity Gains	<p>Environmental Services' operators leveraged the opportunity of virtual work environments to continue to complete mandatory training. While keeping staff safe throughout the crisis continues to be a priority, maintaining operational licenses is just as important and staff have able to keep up with these requirements during this time through expanded virtual training spaces. Additionally, train the trainer offerings are being explored to further enhance in-house training opportunities.</p>
<b>Water Rate Freeze</b>	<ul style="list-style-type: none"> <li>Service Delivery Enhancement</li> </ul>	 Customer Satisfaction	<p>To assist residents and businesses with the challenges presented by the global COVID-19 pandemic, the City waived the planned 2020 water and wastewater rate increases.</p>
<b>Stormwater Charge Deferral</b>	<ul style="list-style-type: none"> <li>Service Delivery Enhancement</li> </ul>	 Customer Satisfaction	<p>The City also deferred the annual stormwater charge for 60 days providing immediate financial relief to citizens and businesses across Vaughan.</p>
<b>Department: Parks, Forestry and Horticulture Operations</b>			
<b>Boulevard and Open Space Cleaning</b>	<ul style="list-style-type: none"> <li>Service Delivery Enhancement</li> </ul>	 Process Improvement  Safety	<p>In response to high volumes of discarded PPE including masks and gloves throughout the City the Parks, Forestry and Horticulture Operations (PFHO) team commenced the Boulevard Maintenance Program approximately a month earlier than scheduled, to address increased accumulation of litter and debris on our boulevards and open spaces. The team also procured the rental of Ride on Litter Vacuums that enable more hazardous material to be collected from a greater distance.</p>
<b>Implementing Grow Zones</b>	<ul style="list-style-type: none"> <li>Service Delivery Innovation</li> </ul>	 Service Outcomes  Productivity Gains	<p>The PFHO team continues to assess the impact of COVID-19 and amidst park facility closures took the opportunity to reassess service levels of various park locations. Upon review of current maintenance activities that are typically performed every season, the team implemented Grow Zones at 32 locations across the City. Benefits of converting these locations to no mow zones include, improving erosion control and replenishing groundwater, improving biodiversity, filtering of storm water before it goes into our creeks and rivers, promotion of sustainable landscaping and encourages</p>

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			native plant growth and reduces weed growth. This change is expected to be embedded in regular operations moving forward.
<b>Satellite Operating Locations</b>	➤ Organizational Enhancement	 Productivity Gains  Safety	The PFHO team implemented the use of satellite yards to ensure staff safety and allows staff to operate closer to service areas. Preliminary data includes that this has reduced travel time to locations and has improved productivity by 7% for the Horticulture Team
<b>Paperless Forestry Inspection Work Orders</b>	➤ Organizational Enhancement	 Process Improvement  Productivity Gains	<p>The PFHO Forestry Division has implemented paperless work orders for forestry inspections. Forestry staff can note inspection results from tablets within their vehicles that are sent directly to admin staff who are working from home. This has improved:</p> <ul style="list-style-type: none"> <li>• Turn-around time with Access Vaughan → Admin → Inspector → Admin</li> <li>• Standardized work orders (terminology, functionality)</li> <li>• Ability to track, search and edit</li> </ul> <p>This has also reduced duplications and allows for updates in real time.</p>
<b>Department: Transportation and Fleet Management Services</b>			
<b>Street Sweeping</b>	➤ Service Delivery Enhancement	 Service Outcomes  Safety	As household waste inevitably made its way onto our roads and sidewalks, the Transportation and Fleet Management Services (TFMS) team commenced the Street Sweeping Program earlier than usual and sweeping began on April 1st, 2020. The first rotation of city-wide street sweeping was completed two weeks ahead of schedule and the team swept 2,330 curb kms and collected 8,475 tonnes of road debris to date.
<b>Street Sweeping</b>	➤ Service Delivery Enhancement	 Partner Relationships	In addition, Joe Johnson Equipment donated a street sweeper and combination vacuum/flusher unit to the City of Vaughan as a service in-kind donation in support of keeping our city clean.
<b>Deterring Illegal Dumping</b>	➤ Service Delivery Enhancement	 Safety	The TFMS team has implemented preventative measures to deter illegal dumping throughout rural areas as excessive dumping has increased likely due to facility closures that would have otherwise supported the disposal of waste. To address rural road hotspots, escalated measures were explored including partnering with By-law and Compliance to include these areas in evening patrols, installing additional signage prohibiting dumping and warning of fines and the installation of jersey barriers along roadside.
<b>Road Cleaning</b>	➤ Service Delivery Innovation	 Safety	As rural road cleaning and debris pickup recommenced, Transportation and Fleet Management Services are also ensuring public safety by inspecting all boulevards are safe and level for pedestrian use, given the increased use due to people maintaining

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			distance when passing each other on sidewalks.
<b>Road Cleaning</b>	➤ Service Delivery Enhancement	 Safety	Additionally, the team has increased power-washing and cleaning of road islands across the City.

<b>VAUGHAN PUBLIC LIBRARIES</b>			
<b>Innovation/Improvement</b>	<b>Type</b>	<b>Impact</b>	<b>Description</b>
<b>Virtual Summer Reading Club, Teen Summer Challenge and Virtual Science Fair</b>	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction	In response to COVID-19, VPL will be hosting the first virtual summer reading club, teen summer challenge and virtual science fair to encourage continued summer reading and exploration. This is expected to be embedded in regular operations moving forward.
<b>Virtual Adult Programming</b>	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction	VPL introduced informational sessions, online series and book clubs for adults to replace in-person programming while libraries are closed. This will be embedded in regular operations moving forward.
<b>Digital Databases</b>	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	VPL has expanded its online French materials for the community with the addition of a French language database. This will be embedded in regular operations moving forward.
<b>eBooks and eAudiobook Collections</b>	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	Since the mid-March closure and migration to fully digital reading, 3,863 new ebooks and eAudiobooks have been added to the VPL collection. These digital resources will remain in the VPL collection in the future.
<b>Digital Library Cards</b>	➤ Service Delivery Innovation	 Customer Satisfaction	All digital services can be accessed with a VPL library card and residents can now obtain a temporary digital card free of charge online. This will be embedded in regular operations moving forward.
<b>Curbside Pickup</b>	➤ Service Delivery Innovation	 Customer Satisfaction  Safety	VPL was the first public library system in Ontario to offer curbside pickup. This service allows patrons to borrow any item currently on the shelf at the pickup location and represents a significant expansion of services by providing safe access to a portion of its physical collection during the COVID-19 pandemic.
<b>Digital “Ask-Us” Service</b>	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction	While VPL branches remain closed as a result of the COVID-19 global pandemic, the team has launched a new digital service to support its customers remotely. Ask Us is a virtual reference desk supported by more than 20 VPL staff who are able to help with customer inquiries and offer reading and viewing suggestions by phone, email and live chat on Instagram, Facebook and Twitter. This is expected to be embedded in regular operations moving forward.
<b>Virtual Storytime and STEAM (Science</b>	➤ Service Delivery Innovation	 Process Improvement	VPL introduced virtual storytimes and STEAM programming for families to enjoy great stories, songs and rhymes and explore

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<b>Technology Engineering, Arts and Math) programming</b>		 Customer Satisfaction	science from the comfort of home. Programs are live or pre-recorded and posted on Instagram and uploaded to the VPL YouTube channel to watch anytime. This will be embedded in regular operations moving forward.
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