



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

Updated September 2020

BACKGROUND

On June 23, 2020 at the first Ready, Resilient and Resourceful (RRR) Committee meeting, the Innovations and Process Improvement report outlining 125 changes the organization has undertaken to respond to the pandemic, ensure ongoing service delivery and improve our operations and the way we deliver services was presented. As a follow-up to this report, on June 29, 2020, Council requested further information detailing the sustainability and cost savings where applicable for each initiative.

The following provides a summary of **161*** various innovations and process improvements implemented to date since the onset of COVID-19. These initiatives have proven benefits in efficiencies, effectiveness and capacity building for the future.

**Since the release of the original report on June 23, 2020, 36 additional initiatives have been undertaken bringing the total number of innovations and process improvements implemented to 161 to date.*

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.

Attachment 2



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

Innovations and Process Improvements (Updated Sept 2020)	
Administrative Services and City Solicitor	7
City Manager's Office	15
Community Services	28
Corporate Services and Chief Financial Officer	16
Infrastructure Development	15
Planning and Growth Management	34
Public Works	37
Vaughan Public Libraries	9
TOTAL	161

SUMMARY OF ESTIMATED IMPACTS	
Identified one-time savings: 1. Virtual Recreation Guide 2. Modified Service Delivery for Summer Camps 3. Deferral of Grass Trimming	\$330,000
Identified ongoing savings: 1. Project and Change Management in-house Training 2. Lean White Belt Training 3. Yard Waste Collection	\$185,500
Identified time savings: 1. Electronic Request of Attachments and Tracking	10 hours
Initiatives with future anticipated cost savings/cost avoidance:	59 initiatives \$305,400
1. Speaker Series 2. E-Learning Resources 3. Service Counter Transformation 4. PPE Tracking 5. Electronic Paystubs 6. Combined Reimbursements 7. Electronic Transfer Requests 8. Virtual Recruitment 9. Electronic Claims Processing 10. Remote Work Capabilities 11. E-Signatures 12. Accelerating State of Good Repair Works 13. Recovery Planning 14. Alternate Funding Sources 15. Recovery Planning 16. Program Management Process 17. COVID-19 Centralized Site 18. Virtual Workshops 19. Online Portal 20. Electronic Permitting Process 21. Electronic Development Applications 22. Virtual PAC Meetings 23. Electronic Circulation 24. Electronic Review of Development Application Reports, OPAs, By-Laws, Agreements 25. Electronic Request of Attachments and Tracking 26. Virtual Evening Meetings 27. Virtual Learning (OPPI, CIP, OALA, OAA) 28. Virtual Meetings Heritage Vaughan	

Attachment 2

<ul style="list-style-type: none"> 29. Virtual Applicant Consultation 30. Heritage Easements Agreements 31. Archeological Clearances 32. Virtual Design Review Panel Meetings 33. Capital Project Studies Management 34. Capital Projects RFP, Proposal Evaluation and Procurement Meetings 35. Capital Project Financial Planning, Prioritization and Tracking Meetings 36. Contract Administration 37. Green Directions Expansion 38. Off-Leash Dog Area Engagement 39. Staff Education and Professional Development 40. Improved Triaging 41. Various Public Works Long-Term Contracts 42. Compost Piles 43. Water Trailers 44. Reservoir Planters 45. "Grow With Vaughan" Horticulture Sponsorship Program 46. Solid Waste Collection 47. Online Payment Offerings 48. Maintaining Licenses and Credentials 49. Implementing Grow Zones 50. Satellite Operating Locations 51. Paperless Forestry Inspection Work Orders 52. Street Sweeping – Roads and Sidewalks 53. Deterring Illegal Dumping 54. Virtual Summer Reading Club, Teen Summer Challenge and Virtual Science Fair 55. Virtual Adult Programming 56. eBooks and eAudiobook Collections 57. Digital Library Cards 58. Virtual Storytime and STEAM (Science Technology Engineering, Arts and Math) programming 59. Replacement of staff desktop computers with laptops 		
<p>Initiatives with future anticipated time savings:</p>	<p>64 initiatives 1137 hours</p>	
<ul style="list-style-type: none"> 1. E-Signature 2. Committee of Adjustment Application Process 3. Workload Balancing and Tracking 4. Collaborative Document Platforms 5. Vaughan Business Action Plan 6. Promoting Economic Prosperity 7. Making Connections 8. Enterprise Project and Change Management Office 9. Data and Analytics 10. Information Broadcasting System 11. Wait Time Announcements 		

Attachment 2

12. Service Counter Transformation
13. Virtual Service Offerings
14. Virtual Service Offerings
15. Virtual Service Offerings
16. Modified Service Delivery for Summer Camps
17. PPE Tracking
18. Electronic Paystubs
19. Combined Reimbursements
20. Electronic Transfer Requests
21. Virtual Recruitment
22. Electronic Claims Processing
23. Remote Work Capabilities
24. E-Signatures
25. Contract Repository
26. Updating Building Checklists and Evaluations
27. Recovery Planning
28. Alternate Funding Sources
29. Recovery Planning
30. Program Management Process
31. COVID-19 Centralized Site
32. Bid and Tenders Central Repository
33. Enhanced Communications
34. Virtual Workshops
35. Online Portal
36. Electronic Permitting Process
37. Electronic Development Applications
38. Virtual PAC Meetings
39. Electronic Circulation
40. Virtual Meetings Heritage Vaughan
41. Virtual Applicant Consultation
42. Heritage Easements Agreements
43. Archeological Clearances
44. Virtual Design Review Panel Meetings
45. Capital Project Studies Management
46. Capital Projects RFP, Proposal Evaluation and Procurement Meetings
47. Contract Administration
48. Off-Leash Dog Area Engagement
49. Staff education and Professional Development
50. Improved Triaging
51. Water Trailers
52. Solid Waste Collection
53. Online Payment Offerings
54. Commitment to Safe Drinking Water
55. Paperless Forestry Inspection Work Orders
56. Safety and Communications Protocols for School Crossing Guard Program
57. Virtual Summer Reading Club, Teen Summer Challenge and Virtual Science Fair

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58. Virtual Adult Programming
59. Digital Databases
60. eBooks and eAudiobook Collections
61. Digital Library Cards
62. Digital "Ask-Us" Service
63. Virtual Storytime and STEAM (Science Technology Engineering, Arts and Math) programming
64. Replacement of staff desktop computers with laptops

Note: All above noted changes/initiatives have been embedded into ongoing operations and will continue post-COVID.

Initiatives undertaken temporarily in response to COVID-19; will return to normal operations post-COVID:

1. Curbside Marriage Licensing
2. Burial Permits
3. Community Services Data and Information Repository
4. Business License Deferrals
5. Parks Education and Compliance for Physical Distancing
6. Operation Guardian
7. Open for Business
8. Outdoor Patio Policies and Regulations
9. Fitness Equipment Loaner Program
10. Recreation Fees
11. Onsite Staff Health Assessments
12. Contact Tracking
13. Property Tax Payment Extensions
14. Elderly Home-Owners Tax Assistance
15. Staff Redeployment Strategies
16. Accelerating Facility Equipment Upgrades
17. Rent Relief Program (TBD)
18. Solid Waste Collection Double-Up Days
19. Water/Wastewater Rate Freeze
20. Stormwater Charge Deferral
21. Street Sweeping – Joe Johnson Equipment Donation
22. Increased Road Cleaning – Rural Road Debris
23. Increased Road Cleaning – Road Islands
24. Centralized COVID-related Team Repository
25. Enhanced COVID-related Communication
26. Library Curbside Pickup