



Empowered Excellence

The Corporation of the Township of King COVID-19 Innovation and Process Improvements

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1. INTRODUCTION

Unprecedented challenges presented by COVID-19 have impacted the Township of King, as all organizations and industries around the world. The pandemic prompted urgency to examine how the Township conducts its business and delivers its services. In the spirit of fostering a safe, healthy and resilient community, the Township of King has proven its ability to quickly pivot, adapt and be resourceful in its response to the pandemic to maintain business and service continuity. Most front line staff has reported to work locations every day since the beginning, demonstrating their commitment throughout the uncertainty. Those able to work remotely have also risen to the challenge, rearranging work spaces and family routines in their homes, often working more hours, using new technology to innovate and deliver equal or increased service levels.

In order to ensure business and service continuity during the 'new COVID-19 normal', and in a post COVID world, the Township is applying innovative thinking and adapting new solutions, while identifying opportunities to modify or reshape priorities, and develop new service delivery models to create an evolved working environment.

As a means of fostering continuous improvement and learning, the Township has documented organization wide innovations, process improvements, efficiencies, service enhancements, and operational changes that effectively respond to and mitigate the challenges presented by COVID-19. Considerable learning has been achieved in terms of what has enabled operations and business functions to continue, and progress in identifying modifications needed to deliver services through digital and virtual channels.

An important takeaway from such learning and adaptation is identifying the sustainability of change and embedding these new practices to establish new operational baselines for how King delivers services moving forward. Many of these changes may be carried over into the post-COVID world as a means of providing services at an enhanced level, of better value or at lower cost, or a combination of these.

The following provides a summary, by department, of **85 various innovations and process improvements** to date, since the onset of COVID-19. These innovations and improvements have proven benefits in efficiencies, effectiveness and capacity building for the future.

Types of changes include:

- **Organizational Enhancement** which includes implementing health and safety measures, initiatives to maintain positive employee morale, work enablement, and process efficiencies for cost effective resource allocation that continues to sustain all essential/vital public services and to sustain delivery of as many discretionary programs and services in modified formats that comply with public health directives
- **Service Delivery Enhancement**, which includes improvements and enhancements to existing services with beneficial changes that enable alternative service delivery methods, while still providing the best service levels possible
- **Service Delivery Innovation**, which includes new service offerings and programs, or reinvigorated ways of doing business.

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

Icon	Benefit and/or Impact Type	No. of Benefits and/or Impacts
	Process Improvement , which leverages technology, automation and process efficiencies to foster lean, cost-effective processes	45
	Financial Efficiency , which leads to cost savings, cost avoidance, better productivity and more value for the taxpayer dollar	9
	Productivity Gains , increasing organizational benefits by doing value-added work more efficiently	18
	Customer Satisfaction , which considers citizen quality of life and perception of Township service levels and delivery models	37
	Service Outcomes are enhanced, ensuring service delivery meets citizens expectations and are right sized for the community	17
	Partner Relationships , which leverages community partnerships and encouraging collaborations	7
	Safety , ensuring citizen and staff safety	27
	Employee Morale , which aims to enhance attitudes, satisfaction and overall outlook of employees	4

Portfolio Overview:

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2. DETAILED INNOVATIONS AND PROCESS IMPROVEMENTS

2.1 ADMINISTRATION

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
OFFICE OF THE CAO			
Recovery Planning Working Group	➤ Organizational Enhancement	 Safety  Customer Satisfaction  Service Outcomes	<p>The Township of King Forward ThinkKING Recovery Group was developed in conjunction with the Senior Leadership Team, to study, evaluate and take action in responding to the COVID-19 pandemic. Efforts include:</p> <ul style="list-style-type: none"> • Assessment of return to work plans and service options • Assessment of staff needs while also balancing operational considerations and community needs • Gauging opportunities to expand service levels in a way that is safe, contained and fiscally responsible. <p><u>Recovery Planning By the Numbers:</u></p> <ul style="list-style-type: none"> • (32) Internal Staff Redeployments • (12) Corporate-wide HR Communications • (12) COVID-19 Related Policies and Procedures Developed or Updated • (11) Operational Service Recovery Plans • (4) Re-Opening Plans • (9) Facility Audits Completed
Business Continuity Planning and Emergency Control Group	➤ Organizational Enhancement ➤ Service Delivery Enhancement	 Safety  Customer Satisfaction  Service Outcomes	<p>When the initial lockdowns were announced March to curb the spread of COVID-19, the Township promptly updated its Business Continuity Plan to enable critical, essential and important services to continue in a safe and efficient manner. Additionally, the Township's Emergency Control Group continues to meet on a regular basis to discuss ongoing changes from higher levels of government and formulate the best course of action to meet citizen needs and keep employees safe.</p>
Digital Strategic Plan	➤ Service Delivery Enhancement	 Process Improvement  Financial Efficiency	<p>The 2019-2022 Corporate Strategic Plan has been made available to the public in a virtual manner. The plan was advertised through various online and social media channels, and saved the costs of printing physical copies, supporting the movement towards paperless and “green” initiatives.</p>

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
SERVICEKING			
Citizen Correspondence and CRM Service Requests	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction  Service Outcomes	<p>Since the onset of the pandemic, the ServiceKING division has seen:</p> <ul style="list-style-type: none"> • 18% increase in incoming calls • 100% increases in incoming ServiceKING emails • 200% increase in case creation. <p>The ServiceKING division has worked to the customer service standards of a (2) day acknowledgement/resp  onse time with follow up period provided (as applicable) continues to be met despite major increases in citizen correspondence.</p>
ServiceKING Counter Service Transformation	➤ Service Delivery Innovation	 Process Improvement  Service Outcomes	<p>The Township website saw enhancements that expanded existing online service and payment features to allow citizens to submit service requests or pay their bills from the comfort of their own homes.</p>
Waste Tags, Blue and Green Bin Sales and Curbside Pickup	➤ Service Delivery Enhancement	 Customer Satisfaction  Service Outcomes	<p>With support from the King Township Public Library, the ServiceKING division was able to continue with the sale of both garbage tags, blue and green bins, and composters, via mailing tags to residents who made payment online, and also through the curbside pickup at Township Library branches.</p>
INFORMATION TECHNOLOGY (IT)			
Remote Work Capabilities	➤ Service Delivery Enhancement	 Process Improvement  Financial Efficiency	<p>In direct response to the restrictions imposed by COVID-19 and work from home orders where possible, the IT department quickly mobilized the organization to convert to remote work capabilities including:</p> <ul style="list-style-type: none"> • Virtual meeting solutions • Sufficient bandwidth • Mobile equipment and various software installations/maintenance • Security upgrades created the capacity for staff to maintain physical distancing protocols, health and safety. <p>IT 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 Township meetings.</p> 

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Training	➤ Operational Enhancement	Process Improvement Productivity Gains	<p>The IT department has successfully leveraged the use of the internal portal to post:</p> <ul style="list-style-type: none"> • IT training videos • Knowledge bases and guides <p>This has allowed staff to be fully functional while working remotely and may continue to deliver normal services from a virtual environment.</p>
Screening Tool	➤ Operational Enhancement	Safety	<p>In conjunction with the Corporate Services department, the IT division successfully rolled out a COVID-19 screening tool that is taken daily by all Township staff, and is required to be completed by any member of the public entering any Township facility. This screening tool allows the Township, if required, to conduct proper contact tracing and be proactive in its approach to curbing the spread of COVID-19.</p>

2.2 CORPORATE SERVICES

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
CLERK'S			
Virtual Council and Committee Meetings	➤ Service Delivery Enhancement	Process Improvement	<p>In response to the physical distancing restrictions imposed as a result of COVID-19, the Corporate Services department, in conjunction with the Information Technology department, implemented virtual meetings for Committee of the Whole, Council and Advisory Committees. Citizens can participate from the comfort of their homes, and accommodations have been made to support this function through:</p> <ul style="list-style-type: none"> • Webex Video Conferencing • Emailing comments for review • Tuning into live broadcasts. <p>Technology updates and adaptations have enabled virtual deputations, as well as remote Council voting.</p>
CivicWeb Meeting Portal	➤ Service Delivery Innovation	Customer Satisfaction	<p>In an effort to improve accessibility and promote transparency, on December, 7th, 2020 the Township launched its new</p>

INNOVATION/ IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
		 Service Outcomes  Process Improvement	online CivicWeb meeting portal to better connect the Township to public meeting agenda, minutes, by-laws and other materials for Township Council and Committees.
In-Person Marriage Licensing and Commissioner of Oath Appointments	➤ Service Delivery Enhancement	 Customer Satisfaction  Service Outcomes	While the King Township Municipal Center remains closed to the public, the issuance of marriage licensing and commissioner of oath services was paused as individuals are required to be physically present to provide identification and sign documents. In order to respond to ongoing requests for this service, the Clerk's division developed an innovative new process of electronically collecting applications and required documentation in advance, and launching a "by appointment only" system at the King Heritage and Cultural Centre starting in September, 2020.
Electronic Permit Issuance	➤ Service Delivery Enhancement	 Process Improvement  Productivity Gains	While the King Township Municipal Centre remains closed to the public, the Clerk's division developed a new process to electronically issue various permits including but not limited to: <ul style="list-style-type: none"> • Kennel/doggie daycare licenses • Permanent sign permits • Noise exemptions. These services would have normally been completed at citizen facing counters. As a result of this initiative, service levels have been able to continue uninterrupted.
Collaborative Document Platforms	➤ Organizational Enhancement	 Process Improvement  Productivity Gains	With remote work environments and virtual interactions increasing, the Clerk's division enhanced collaborative opportunities by accelerating the migration of Township documents and records into Laserfische Electronic Document Management System.
COMMUNICATIONS			
Increased Communications	➤ Operational Enhancement ➤ Service Level and Delivery Enhancement	 Safety  Customer Satisfaction  Employee Morale	The Communications division continues to proactively provide communications to all stakeholders – Council, the media, citizens and staff – to update them on the latest news coming from the Township. Expanded channels include: <ul style="list-style-type: none"> • the King E-Bulletin  • CAO's Newsletter:  • New website (king.ca) home screen COVID-19 alerts notices.

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
New Website	<ul style="list-style-type: none"> ➤ Organizational Enhancement ➤ Service Delivery Enhancement 	<ul style="list-style-type: none"> Customer Satisfaction Service Outcomes Process Improvement 	In conjunction with the Information Technology division, the Township launched its new “king.ca” on January 2 nd , 2021. The website offers improved navigation, accessibility, payment features and is mobile friendly. Citizens can stay up to date on evolving COVID-19 information with online subscriptions.
SpeaKING Online Engagement Platform	<ul style="list-style-type: none"> ➤ Service Level & Delivery Enhancement 	<ul style="list-style-type: none"> Process Improvement Financial Efficiency Productivity Gains 	<p>SpeaKING, the Township’s online engagement platform which has proved to be critical in continuing public engagements relating to key Township initiatives. The platform has been leveraged for even more Township initiatives requiring public feedback given regular in person events have been suspended due to facility closures and physical distancing requirements.</p>
HUMAN RESOURCES			
Guidelines and Protocols	<ul style="list-style-type: none"> ➤ Organizational Enhancement ➤ Service Delivery Innovation 	<ul style="list-style-type: none"> Safety Employee Morale Customer Satisfaction Service Outcomes 	<p>As part of Recovery Working Group efforts, Human Resources has also rolled out (and continues to update) the Forward ThinkING – Guide to Business Recovery COVID-19. This guide constitutes a series of best practices that have been adopted by the Township in dealing with various health and safety, environmental and public health matters that enhance the health and well-being of Township employees and the community. This guide is a “living” document as it recognizes applicable public health guidance regarding COVID-19 evolves rapidly.</p>
Safety Measures & PPE	<ul style="list-style-type: none"> ➤ Organizational Enhancement ➤ Service Delivery Innovation 	<ul style="list-style-type: none"> Safety Employee Morale 	The Human Resources division continues to maintain a proactive approach to PPE and safety measures management. PPE remains in stock for the Township, in addition to posted signage, walkway guides and closed off areas of the KTMC as applicable for staff entering the building.
Redeployment Strategy	<ul style="list-style-type: none"> ➤ Organizational Enhancement ➤ Service 	<ul style="list-style-type: none"> Service Outcomes 	Since the onset of the pandemic the Recovery Working Group developed the Township’s Staff Redeployment Strategy to successfully facilitate the

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
	Delivery Enhancement	Customer Satisfaction	redeployment of several employees. These redeployments have allowed the Township to retain its employees and avoid layoffs where possible to assist with service levels and demands from the hiring freeze.
E-Learning Resources	➤ Service Delivery Innovations	Process Improvement Financial Efficiency Employee Morale	The Human Resources division has enhanced its offering of a variety of free e-learning opportunities and platforms for staff, focusing on transformational topics including but not limited to: <ul style="list-style-type: none"> • Continuous improvement • Process improvement innovation • Business planning • Project management
Virtual Recruitment	➤ Service Delivery Enhancement	Process Improvement	In response to physical distancing rules, the Human Resources division has implemented electronic recruitment and hiring software allowing the organization to continue hiring for critical positions and maintain the regular interview process in a virtual manner.

2.3 PUBLIC WORKS

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
CAPITAL ENGINEERING			
Electronic Permitting Process	➤ Service Delivery Enhancement	Process Improvement	Enhanced operations across the department to allow e-signatures, electronic agreement circulation and approvals.
Virtual Public Information Centers (PIC)	➤ Service Delivery Enhancement	Process Improvement Productivity Gains Financial Efficiency	The Public Works department was able to pivot in its PIC delivery mode, which transitioned to a virtual setting. Citizens and stakeholders have had the opportunity to participate in PICs remotely. With this change, the division is able to hold (1) PIC and record the meeting for viewers who missed the event, and allowed them to be held during regular business hours.
DEVELOPMENT ENGINEERING			
Electronic Permitting Process and Drawing	➤ Service Delivery Enhancement	Process Improvement	Enhanced operations across the department to allow e-signatures, electronic agreement circulation and approvals. The division has also

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Reviews			transitioned to electronic drawing reviews which increases safety for staff given less contact with physical material, and creates a more efficient process for drawing submissions.
Virtual Public Information Centers	➤ Service Delivery Innovation	 Process Improvement  Productivity Gains  Financial Efficiency	The Public Works department was able to pivot in its PIC delivery mode, which transitioned to a virtual setting. Citizens and stakeholders have had the opportunity to participate in PICs remotely. With this change, the division is able to hold (1) PIC and record the meeting for viewers who missed the event, and allowed them to be held during regular business hours.
Waste Management	➤ Service Delivery Enhancement	 Customer Satisfaction	<p>At the onset of the pandemic, the Township and its N6 Waste Contractor permitted an additional (2) bags to be placed at curbside during the initial lockdowns. Normal service levels have since resumed, however this change relieved stress of residents who were in lockdown and accumulated more waste than normal.</p> 
ENVIRONMENTAL OPERATIONS			
Safety and Physical Distancing Protocols	➤ Organizational Enhancement	 Safety	<p>In order to continue to deliver services that our citizens rely on, the Township took measures to protect worker safety and well-being. Operational adjustments included:</p> <ul style="list-style-type: none"> • Virtual working arrangements and meetings • Implementation of staggered and rotating shifts • Conducting onsite assessments to identify proper equipment and PPE required for staff to perform their job duties safely • Development of standard operating procedures around vehicle sharing and usage • Development of protocols for staff who must enter homes in cases of emergency
Improved Triaging	➤ Service Delivery Enhancement ➤ Organizational Enhancement	 Service Outcomes  Customer Satisfaction	Water and wastewater introduced a new triage system to better identify customer needs upfront that would help mitigate the risks of staff entering residences and increasing chance of unnecessary exposure and transmission.

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Safe Drinking Water	➤ Organizational Enhancement	 Safety  Service Outcomes  Partner Relationship	<p>To maintain its regulatory compliance, the Water and Wastewater team within the Environmental Services division developed a number of contingencies to be able to continue collecting drinking water samples throughout the Township. Further, the Township, in partnership with neighboring municipalities and York Region, will allow the Township to leverage critical backup supports when required.</p> 
Maintain Licenses and Credentials	➤ Organizational Enhancement	 Process Improvement  Productivity Gains	<p>The Environmental division 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 has been able to keep up with these requirements during this time through expanded virtual training spaces.</p>
TRANSPORTATION OPERATIONS			
Safety and Physical Distancing Protocols	➤ Organizational Enhancement	 Safety	<p>In order to continue to deliver services that our citizens rely on, the Township took measures to protect worker safety and well-being. Operational adjustments included:</p>  <ul style="list-style-type: none"> • Virtual working arrangements and meetings • Conducting onsite assessments to identify equipment and PPE availability required for staff to perform their job duties safely • Development of standard operating procedures around vehicle sharing and usage and litter pickup. • Temporary additional mobile office space has been added at the yard to split up staff and provide more spacing between them while on the day shift.
Essential Service Continuity	➤ Organizational Enhancement	 Safety  Customer Satisfaction	<p>To maintain its regulatory compliance, the transportation team developed a number of contingencies (i.e. Water/Wastewater staff have their DZ License and experience/training operating a snow plow) to be able to continue road maintenance (including snow clearing, resolving hazards etc.) throughout the Township. Further, the</p>

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
			Township, in partnership with neighboring municipalities and York Region, will allow the Township to leverage critical backup supports when required. This change is expected to be embedded in regular operations moving forward.
Road and Sidewalk Cleaning	➤ Service Delivery Enhancement	Safety	As rural road cleaning and debris pickup re-commenced, the division is ensuring public safety by inspecting all sidewalks/roads are safe for vehicular pedestrian use, given the increased use due to people maintaining distance when passing each other on the sidewalk.

2.4 FINANCE

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
REVENUE AND TAXATION			
Tax Payment Extensions	➤ Service Delivery Enhancements	Customer Satisfaction	To assist residents with the challenges presented by COVID-19, the Township waived late fee/penalties from March until the end of June 2020.
Utility Billing Intervals	➤ Service Delivery Enhancement	Customer Satisfaction	<p>The Township provided extra time between mailing utility bills and the due dates.</p> <ul style="list-style-type: none"> For example, typically the Q1 bills are mailed in mid-April and due around May 15, but the Township shifted the due date until May 29 to allow residents extra time to make payments or contact the Township if required. <p>The Township also allowed to spread payments over (3) months with no interest.</p>
Online Payments	➤ Service Delivery Enhancement	Process Improvement Customer Satisfaction	While the KTMC remains closed, the Finance department supports departments organization-wide, to accelerate virtual payment methods and accounts payable processes to continue providing services to residents and from vendors, while moving away from traditional cash transactions.
Tax and Water Online Credit Card Payments	➤ Service Delivery Enhancement	Process Improvement Customer Satisfaction	In late 2020, the Township began accepting tax and water billings online via credit card to make it easier for citizens to make payments from the comfort of their homes, given the closure of the KTMC and inability to make in-person payments.

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Outsource Water Billing Printing Service	➤ Organizational Enhancement	Process Improvement Financial Efficiency Productivity Gains	In Q3, the Township outsourced its printing of water billings to a third party. This was a cost and process efficiency for the Township and allowed staff time to be allocated towards continuing to serve and assist citizens throughout the pandemic.
FINANCIAL PLANNING AND REPORTING			
E-Signatures (Internal)	➤ Organizational Enhancement	Productivity Gains	Updated process requiring physical signatures for paper/cheque requisitions to electronic signatures.
PURCHASING			
E-Signatures	➤ Organizational Enhancement	Process Improvement	Organizationally, the introduction of e-signatures has proven to be effective in expediting approval processes across various levels. Procurement quickly implemented this function while maintaining compliance with appropriate regulatory bodies and helping to enhance operations through anticipated productivity gains and cost savings.
Paperless Procurement	➤ Service Delivery Innovation ➤ Organizational Enhancement	Process Improvement Productivity Gains	To further enhance organizational operations, the Procurement Services has expedited its transition to paperless procurement, which will help eliminate redundancies, while ensuring the maintenance of health and safety associated with physical distancing.

2.5 FIRE AND EMERGENCY SERVICES

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
EMERGENCY MANAGEMENT			
Emergency Response	➤ Service Delivery Enhancement ➤ Service Delivery Innovation ➤ Organizational Enhancement	Safety	In response to the challenges presented by COVID-19 and as the lead for emergency response, the King Fire and Emergency services has worked with its municipal partners/network to ensure the Township maintains the most up to date and accurate information relating to COVID-19 and provide benchmarks of developments within other local governments.
Health Assessments	➤ Service Delivery Innovation	Safety	King Fire and Emergency Services implemented a central assessment point for all staff and visitors of Fire Halls. Self-screening evaluations, temperature

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
	➤ Organizational Enhancement		check and contact tracking are all enabled to prevent the spread of infection.
PPE Tracking	➤ Organizational Enhancement	Process Improvement	As provincially directed, KFES was required to create a centralized inventory county system of PPE (masks, shields, gloves, gowns etc.) availability.
Equipment Safety	➤ Organizational Enhancement	Safety	To maintain staff safety, KFES proactively secured resources to undertake onsite deep cleaning of various fire fleet and equipment.
Inspections and Investigations	➤ Service Delivery Enhancement	Safety	The FES inspectors continued to work closely with businesses and the community, as well as residents, by ensuring that regular inspections scheduled were maintained. <ul style="list-style-type: none"> Well over 550 inspections and investigations were completed in 2020 while still maintaining and respecting provincial regulations under the declared emergency.
FIRE PREVENTION AND EDUCATION			
Smoke Alarms	➤ Service Delivery Innovation	Safety Customer Satisfaction	Despite the Smoke Alarm door-to-door program being temporarily suspended as a result of COVID-19, FES inspectors were still able to maintain customer service levels by addressing smoke and carbon monoxide issues for residents on a 1:1 basis
Wellness Checks	➤ Service Delivery Enhancement	Safety Partner Relationship	Fire inspectors were engaged in several wellness checks involving collaboration of York Regional Police and social workers. This was an identified need to continue with these checks to foster good the mental health and wellbeing of residents.
TRAINING			
Training and Accreditations	➤ Organizational Enhancement	Process Improvement	Due to restrictions during COVID-19 pandemic, the traditional station training nights to cover maintenance training were a non-option. The transition was made to crew based training to reduce the number of staff in contact with one another. Due to the positive feedback from staff, this training delivery model has now become our new standard.
ADMINISTRATION			
Response Protocols	➤ Organizational Enhancement	Process Improvement	Fire Administration team were required to develop a multitude of COVID-19 response protocols which were designed to protect both the safety of our first responders as well as our

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
			administrative staff along with the public at large while still maintaining a high level of essential services. Response protocols were analyzed, redesigned and structured in such a way to be fluid as information about the COVID-19 pandemic was found to be ever changing.
Burn Permits	➤ Service Delivery Enhancement	 Process Improvement  Customer Satisfaction	With our Fire Department Headquarters being closed to the public due to the pandemic, the need to address permits and payments for open air burning was restructured in order to meet both the needs and demands of the public. A process was developed to meet these needs while still ensuring the requirements and integrity of our municipal bylaw remained intact

2.6 KING TOWNSHIP PUBLIC LIBRARY

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
ADMINISTRATIVE AND BRANCH SERVICES			
Curbside Pickup	➤ Service Delivery Innovation	 Process Improvement  Customer Satisfaction  Safety	<p>KTPL introduced curbside pickup offerings in response to facility closures and physical distancing restrictions, allowing patrons to borrow any item currently on the shelf at the pickup location of their choice. To compensate for the inability to browse the shelves, a TakeFive program was developed, offering patrons genre specific pre-selected sets of 5 books. Additionally, the KTPL worked closely with ServiceKING to administer curbside bag tag and blue/green bin sales and curbside pickup. Patrons were able to pay on site using the new KTPL handheld credit/debit machine.</p> 
Virtual Board Meetings	➤ Organizational Enhancement	 Process Improvement  Productivity Gains	In response to the physical distancing restrictions imposed as a result of COVID-19, KTPL implemented virtual board meetings for members and viewers.
Centralized Phone and Email System	➤ Service Delivery Enhancement	 Customer Satisfaction	As a result of COVID-19 and the closure of KTPL branches, the team transitioned to a centralized phone and email system

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
		 Service Outcomes	for all incoming inquiries from the public. This has streamlined the process for citizens trying to contact the library using a centralized phone and email point.
COMMUNITY OUTREACH AND MARKETING			
Virtual Programming	➤ Service Delivery Innovation	 Process Improvement Customer Satisfaction	IKTPL took steps to support the community by moving current programming online, as well as developing new programs in a virtual environment to support the community especially during Lockdown. <ul style="list-style-type: none"> The KTPL leveraged Beanstack to enable online reading challenges. The KTPL team also increased training for both staff and the public on the use of virtual program platforms.
Increased Communications	➤ Service Delivery Enhancement	 Process Improvement Customer Satisfaction	Given the evolving nature of COVID-19, the KTPL team ramped up the frequency of outward communications. <ul style="list-style-type: none"> Website updates increased to (4)/week Social media posts increased to (2)/week Email blasts and E-Newsletter circulations increased to bi-weekly intervals Additional ads in the local newspaper Various communication channels (e.g. social media platforms), have also been leveraged to promote Library material and events (replacing physical in-branch displays), to keep the community engaged and updated on KTPL initiatives.
3D Printing for PPE Support	➤ Service Delivery Innovation	 Partner Relationship	In response to the need for higher stock of PPE, the KTPL worked with community partners to create face shields using the Library's state of the art 3D printers to support production.
CONTENT AND INFORMATION TECHNOLOGY			
Expanded Digital Collection	➤ Service Delivery Enhancement	 Process Improvement Customer Satisfaction Service Outcomes	KTPL increased its digital collection licenses so that patrons could still access and borrow material given the closure of branches. For example, the Library suspended its physical newspaper subscriptions and pivoted to PressReader , a digital newspaper platform that can be accessed on mobile devices such as laptops and smart phones.

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Parking Lot WiFi	➤ Service Delivery Enhancement	Customer Satisfaction	As KTPL closed in response to the pandemic, the Library continued to extend its WiFi reach to branch parking lots to allow patrons to access the network from their cars which has proven critical where residents do not have home internet or have weak connectivity.
Laptop Loans	➤ Service Delivery Enhancement	Customer Satisfaction	As more and more work, events and initiatives transition to virtual platforms and outlets, having access to a computer is becoming more critical. In response, KTPL began offering temporary laptop loans to library card holders to allow even more of the community to stay connected and access virtual service offerings, updates, events and more!

2.7 COMMUNITY SERVICES

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
FACILITIES			
Facility Audits, Re-Opening and Operational Service Recovery Plans	➤ Organizational Enhancement	Safety Customer Satisfaction	In response to the roll out of the Forward ThinKING Guide, the Recovery Group has been working to assess the current state of Township facilities through ongoing Facility Audits, which aim to confirm that all health and safety measures are noted and in-place. Additionally, the Recovery Group continues to review and assess Re-Opening and Operational Service Recovery planning as facilities re-open and service levels increase. 
Accelerating State of Good Repair Works	➤ Process Improvement	Process Improvement	Where allowable within the legislative framework, the Facilities division is leveraging unoccupied facilities and building 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 prevent future closures that would normally impact community usage and program availability.

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Increased and Enhanced Cleaning and Disinfecting	➤ Organizational Enhancement	Safety	The Facilities division is implementing ongoing measures to break the chain of infection by undertaking significant cleaning and disinfecting practices of Township facilities and vehicles that exceed the provincial requirements.
Facility Reintegration Strategies	➤ Organizational Enhancement	Safety	To prepare Township facilities for the safe return of staff, continued efforts have been made to promote a touch less environment and foster proper physical distancing etiquette when travelling through facilities.
PARKS AND FORESTRY			
Safety and Physical Distancing Protocols	➤ Organizational Enhancement	Safety	In order to continue to deliver services that our citizens rely on, the Township took measures to protect worker safety and well-being. Operational adjustments included: <ul style="list-style-type: none"> • Virtual working arrangements and meetings • Implementation of staggered and rotating shifts • Conducting onsite assessments to identify proper equipment and PPE required for staff to perform their job duties safely • Development of standard operating procedures around vehicle sharing and usage
RECREATION AND CULTURE <i>(including Environmental Stewardship and Climate Change & Community Engagement)</i>			
Virtual Programming and Events	➤ Service Delivery Innovation	Customer Satisfaction Safety	With the intermittent closure of all community and recreation centers, and challenges associated in-person programming including from time to time full cancellations, the Recreation and Culture division launched several online initiatives to keep the community involved and active. Initiatives included: <div style="display: flex; align-items: center; justify-content: center;">  </div> <ul style="list-style-type: none"> • Virtual activity and fitness programs • Physically Distanced Events (i.e. Ghost Hunt, Drive-In Movie) • King @ Home online initiatives for games, activities, and fitness learning resources.
Digital KHCC Collection	➤ Organizational Enhancement	Process Improvement	Although the digitizing of the King Heritage and Cultural Centre Collection was planned prior to the onset of

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
		 Customer Satisfaction	COVID-19, the pandemic has allowed for the expedition of this process, allowing citizens to access collections and experience the museum in a virtual manner. With the collection being digitized, moving forward there are more options for the public to engage and access materials/resources from the KHCC.
Holiday Events and Activities	➤ Service Delivery Innovation	 Customer Satisfaction  Safety  Partner Relationship	The Recreation and Culture department successfully implemented a number of alternative holiday events (including virtual initiatives) that would bring the holiday spirit to citizens, while still ensuring safety of the community under regional and provincial guidelines. Initiatives included (not limited to): <ul style="list-style-type: none"> • “Santa’s Christmas Cruise” in which the Santa Parade travelled various routes within the Township and allowed residents to enjoy from the comfort of their driveways. • Halloween and Christmas Self-Guided Scavenger Hunts where participants could search for clues across the municipality with a chance to win a prize!  • “Happy Holiday’s King” video which was shared across social media platforms wishing the community a happy holiday season. • In conjunction with Schomberg Village Association, coordinated and promoted the Christmas Tree Lighting Drive Thru.
Camp in a Box	➤ Service Delivery Innovation	 Customer Satisfaction	The Recreation and Culture department launched the Camp in a Box initiative in response to the cancellation of in person summer camps as a result of the physical distancing requirements during COVID-19. Boxes themes (and tool kits) included: <ul style="list-style-type: none"> • Arts and Crafts • Nature • Travel • Science • Surprises 
Outdoor Activities	➤ Service Delivery Enhancement	 Customer Satisfaction	 With the reduced capacity and/or closure of

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
			indoor (and some outdoor) facilities/amenities during COVID-19, the Township continued to offer various outdoor, and physically distanced activities to keep the community active, including: <ul style="list-style-type: none"> • Outdoor Skating (Early 2021) • Snow Shoeing at Cold Creek • Outdoor Heritage Art Program at the KHCC
Trisan Centre and Nobleton Arena	➤ Service Delivery Enhancement	Customer Satisfaction	In response to the pandemic, the division has allowed user groups to continue to use ice pads in a safe and controlled manner (completion of facility audits, active screening, on-site staff facilitation of users etc.). As of December 2020, in response to the province-wide lockdown, area bookings and usage have been re-suspended.
Virtual Public Information Centers	➤ Service Delivery Enhancement	Process Improvement Productivity Gains Financial Efficiency	The Community Services department was able to pivot in its PIC delivery mode, which transitioned to a virtual setting. Citizens and stakeholders have had the opportunity to participate in PICs remotely. With this change, the division is able to hold (1) PIC and record the meeting for viewers who missed the event, and allowed them to be held during regular business hours.

2.8 GROWTH MANAGEMENT

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
BUILDING			
Electronic Plans Review and Markup	➤ Process Improvement	Process Improvement Productivity Gains Safety	The Building Division team has pivoted from receiving paper submissions, review of documents and issuance of hardcopy building permits to a robust fully electronic submission and issuance model. This process was modified to comply with health and safety requirements associated with physical distancing. The team has integrated a new PDF based electronic review and mark-up tool (Bluebeam). This tool and new process also allows for collaborative evaluation and review of drawings virtually from anywhere with the support of the central file repository, Laserfiche.

INNOVATION/IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
Electronic Permitting Process	➤ Service Delivery Enhancement	Process Improvement Safety	Enhanced operations across the division to allow e-signatures and issuance of electronic building permits and property information requests.
BY-LAW			
Virtual Service Offerings	➤ Service Delivery Innovation	Process Improvement	The By-law division is maintaining service continuity by conducting scheduled disputes over the phone and mitigating as best as possible. Further, the division has implemented a rotation for officers to maintain a balance of both enforcement and administrative operations (i.e. orders, disputes, CRM cases etc.)
By-laws and Regulations for Businesses	➤ Service Delivery Innovation	Safety Customer Satisfaction	In conjunction with the Economic Development division, the Township successfully introduced regulations to allow for the creation of outdoor patios and the expansion of existing patios and ancillary eating establishments.
Increased Communications via New Vehicle Technology	➤ Operational Enhancement ➤ Service Delivery Enhancement	Process Improvement Productivity Gains	To date 1 of 2, of the by-law vehicles have been outfitted with complete technology and allowing the officers to doc the laptops in the vehicle, and work as if they were in the office. This technology included a Sierra MP70 WIFI Router as well as the Air link 6-1 Antenna . The units are cellular based and the an external antenna amplifies the signals to be stronger, without a delay in service, supporting advanced remote visibility and instant insight into the vehicle area network (VAN), field applications and assets, and the mobile workforce. A thermal printer and a laptop station/mounting lock in system and power source were also installed.
ECONOMIC DEVELOPMENT			
Economic Prosperity and Business Supports	➤ Service Delivery Innovation	Process Improvement Partner Relationship Customer Satisfaction	In response to the ongoing pandemic, the ECD division launched a COVID-19 Supports for Business website page geared at maintaining and enhancing economic prosperity by communicating with current and potential business audiences in a more dynamic and timely way. It

INNOVATION/ IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
			<p>provides information and resources for businesses and key sectors (i.e. Agriculture) in King. For business owners in King looking for support during the pandemic and economic crisis, it features a COVID-19 section with information about the measures and programs implemented by the Township to support the local economy in these challenging times.</p> 
Promoting “ShopKING”	➤ Service Delivery Innovation	 Service Outcomes  Customer Satisfaction  Partner Relationship	<p>The ECD division developed the Shop Local campaign across King, encouraging residents to do their part to support the local economy by shopping remotely with local businesses and restaurants. In partnership with King Weekly Sentinel and King Chamber of Commerce the convergence of a print, digital and business directory shop local campaign was successfully initiated.</p> 
Small Business Resiliency	➤ Service Delivery Enhancement	 Partner Relationship  Service Outcomes	<p>COVID-19 has highlighted the importance of having an online presence for businesses to sell/provide goods and services. To help support King’s small businesses, the Township has joined the ShopHERE powered by Google program, to help small businesses adapt their business model.. This program allows businesses to build an online store, launch it and receive ongoing supports for continuous improvement. Additionally, the Township has provided ongoing facilitation and guidance for businesses applying for the \$2500 Digital Main Street grant to expand businesses and improve their website presence.</p>
PLANNING			
Virtual Hearings and Meetings	➤ Organizational Enhancement	 Process Improvement	<p>The Planning division implemented virtual Committee of Adjustment and Pre-consultation meetings, and</p>

INNOVATION/ IMPROVEMENT	TYPE	IMPACT	DESCRIPTION
	➤ Service Delivery Innovation	 Productivity Gains  Financial Efficiency	statutory Public meetings, consisting of a range of stakeholders including applicants, Councilors, Township and Regional staff. Hosting meetings virtually enables greater efficiencies and assists in expediting the review of applications and enables broader public participation in the Planning process.
Separate Council Meetings for Planning Application statutory Public Meetings	➤ Service Delivery Enhancement	 Process Improvement  Productivity Gains	To streamline and allow for the most effective use of staff, Council and public time, the Planning division has implemented dedicated Council Meetings for Planning application statutory Public Meetings. Council and the public will have the opportunity to focus specifically on the planning applications and enable comprehensive public consultation.
Electronic Permitting Process	➤ Service Delivery Enhancement	 Process Improvement  Productivity Gains	Enhanced operations across the department to allow e-signatures, electronic agreement circulation and approvals. Enables process and time efficiencies.
Electronic/Paperless Development Applications	➤ Service Delivery Enhancement	 Process Improvement  Productivity Gains	To augment virtual meetings, the Planning division introduced the ability to accept electronic/paperless 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, and expedite the circulation of application materials.