Agenda – Standing Policy Committee on Innovation and Economic Development – May 11, 2022

REPORTS

Item No. 1 Innovation Program Update

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That this report be received as information.

ADMINISTRATIVE REPORT

Title: Innovation Program Update

Critical Path: Standing Policy Committee on Innovation and Economic Development

AUTHORIZATION

Author	Department Head	CFO	CAO
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EXECUTIVE SUMMARY

This report provides information on initiatives planned under the City's innovation program and the associated projected use of innovation capital funding through 2023.

The Public Service has evaluated the purposes and priorities of the innovation program, and determined that the program should focus on three priorities over this period:

1. Continuing to promote a culture of innovation with a central intake for staff ideas, supported by coaching and advice from professionally trained staff and partners to test and develop those ideas.
2. Developing a culture of innovation in public service delivery through targeted professional development.
3. Core innovation to improve the customer experience.

In support of these priorities, the approximate $1.5M remaining in innovation capital funds from prior years' capital budget approvals is projected to be invested as follows:

1. $200,000 in developing ideas submitted by staff through an ongoing open innovation intake.
2. $300,000 in targeted professional development programs on innovation, change management, process improvement, and customer-centred design.
3. $1,000,000 in one or more core innovation projects to improve the customer experience with customer portals, apps, forms, and digital identity.

The Public Service projects the majority of these funds will be spent on these priorities by the end of 2023, and plans to request continuation of the capital program funding in the 2024 – 2027 multi-year budget.

The current "Innovation Strategy Program" will be re-badged as the "Innovation Program", and the intake site relaunched to staff on the City's intranet.

RECOMMENDATIONS

1. That this report be received as information.

REASON FOR THE REPORT

This report is provided to inform the Standing Policy Committee on Innovation and Economic Development of the priorities for the City's innovation program with the associated projected allocation of resources from the innovation capital program.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving this report as information.

HISTORY/DISCUSSION

The City's current innovation program was established in 2018. A City-wide innovation training program was developed and a process for intaking innovation ideas from City staff was set up with many project ideas selected for their leap innovation potential. Leap innovation is typically a large part of most organizations' initial investment in innovation with activity focused on higher risk, higher reward ideas working with early adopters. This approach enabled the City to test these initiatives with low-cost pilot projects.

The program has completed over 25 projects since launching in 2018, has generated over $1.4 million in savings, and has helped to improve customer service and increase operational effectiveness. Innovation programming was a key contributor to the City of Winnipeg receiving international recognition as Intelligent Community of the Year for 2021. Having achieved global recognition as more than just a "smart city", innovation programming will now focus on further developing a culture of innovation, and ensuring service delivery is customer-centred and provides the high-quality customer experience citizens of Winnipeg expect of Council and administration.

Further developing a culture of innovation across the City enables benefits beyond the pilot projects typical of the program, increasing systemic and sustainable innovation in service delivery over the long term. Professional development in innovation methods will be augmented with organizational change management, process improvement, and customer-centred design training. This will broaden the skills available to effect innovative change.

Expanding the program to include core innovation opportunities as well as leap innovation opportunities is significant as they represent the majority of opportunities to improve services and supporting systems, where systems include people, processes, and technology. Applying innovation resources to these systems offers significant value for investment. Emphasis will be placed on improving the customer experience as a strategic priority, with potential project work identified in the areas of digital customer identity, customer portals, online forms, and apps.

In addition to the customer-experience focused project work, the updated innovation program will retain most aspects of the current innovation idea intake process to consider leap innovation ideas. This intake process will add prompts for staff on leap innovation themes such as crowdsourcing for service or facility improvements, artificial intelligence, and a greater use of the internet of things in the forms of sensors for smart sewers and autosteer streets, as examples.

There is approximately $1.5M remaining in innovation capital funds from prior years' capital budget approvals. This funding is projected to be invested before the end of 2023 as follows:

1. $200,000 in developing ideas submitted by staff through an ongoing open innovation intake.
2. $300,000 in targeted professional development programs on innovation, change management, process improvement, and customer-centred design.
3. $1,000,000 in one or more core innovation projects to improve the customer experience with customer portals, apps, forms, and digital identity.

Plans to request the continuation of the capital program funding beyond 2023 for the next multi-year budget of 2024-2027 will be developed in conjunction with the demand and successes experienced over the next year.

FINANCIAL IMPACT

Financial Impact Statement **Date:** March 15, 2022

Project Name:

Innovation Program Update

COMMENTS:

There are no financial implications in receiving this report as information.

"Electronically approved by J. Peters"

Jocelyn Peters, CPA, CGA
Manager of Finance & Administration (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with: N/A

OURWINNIPEG POLICY ALIGNMENT

01-1 City Building
01-2 Safety and Security
01-3 Prosperity
02-1 Sustainability

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

N/A

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

N/A

SUBMITTED BY

Department: Innovation and Technology
Division: Asset and Investment Management
Prepared by: S. Bidinosti
Date: March 15, 2022
File No: N/A