2023–2026 Continuous Improvement Review Plan

Notes

Name:	Name of initiative.
Description:	Description of the improvement being examined or made.
Service(s) Impacted:	City services as presented in the Multiyear budget that the initiative affects Considers the end-to-end service across all contributing departments
Lead Department:	Name of the department leading the initiative.
Current Stage:	Stage as of September 30, 2022

Stages	
Selected for Review	The service area or process is anticipated to be reviewed based on stakeholder, customer, or employee feedback. End years for initiatives in this stage are marked as "N/A" because formal planning has not yet occurred.
Planning	Regular project planning is taking place (project charter, planning, budgeting, resourcing, scoping, problem definition, current state, baseline measurement, and preliminary analysis).
Testing	Measurements are being analyzed, root cause analyses (workout events, brainstorming), solutions/improvements chosen, pilots, prototyping, and analysis of preliminary implementation efforts.
Implementation	Full implementation of chosen solution/improvement, with measurement of effects and benefits realized as applicable.
Post-Implementation	Determination of improvement impact; follow up changes for unanticipated effects; measurement of benefits/success; use feedback to determine where future improvements can be made.
Completed	Completed (these are reported separately in the 2019-2022 Progress Report)

Start/End Years:	Relate to the timing of activities that determine and implement improvements Once implemented, improvements are assumed to continue indefinitely until the need for the next improvement initiative is determinec Initiatives that could extend beyond 2026 are noted as expecting to end in 2026 to match the timeframe of the Continuous Improvement Review Plan
Improvement Tools:	Activities taken to identify, articulate, and determine improvements to be made
Benefit Category:	Type of benefit targeted as defined by Counci

Find Efficiencies	Finding hidden capacity in operations, typically through reduced manual effort in processe:
Control Expenses	Decreasing the expense trajectory of activities over time
Improve Processes	Generate better performance in process outcomes or metrics
Improve Customer Service	Increase quality metrics or outcomes experienced by customers
Build Improvement Capabilities	Build foundational components that increase improvement practice maturity, typically through adoption of accepted management practices like ISO 9000 Quality Standards

Targeted Benefits:	Specific benefits intended to be achieved in the benefit category
Initiative Budget:	Associated budget the initiative is funded from. No unfunded initiatives are included in this plan
Reporting Timelines:	All initiatives in the plan will be reported on in the Public Service's annual continuous improvement report.

Initiative Name	Description	Service(s) Impacted	Lead Department	Current Stage	Start Year	Projected End Year	Improvement Tool(s)	Targeted Benefit Category	Targeted Benefits	Benefits Realized	Initiative Budget
Property Assessment System Evaluation	Partner with the province to evaluate opportunities in the assessment system for business model alignment, process standardization, and possible system deployments.	Assessment, Taxation and Corporate	Assessment & Taxation	Planning	2022	2023	Process Mapping; Jurisdiction Benchmarking; ISO 9001 Standard	Build Improvement Capabilities	General assessment of improvement opportunities for future implementation	To be realized after implementation	Funded through the Assessment Automation capital program
Core Service Architecture Development	Mapping the key business units, service processes, service capabilities, and information requirements for the department.	Assessment, Taxation and Corporate		Implementation	2022	2022	BIZBOK Architecture	Build Improvement Capabilities	Build capabilities for concurrent and future improvements	To be realized after implementation	Within existing operating resources
ISO Certification	Evaluation of management and operational practices to determine that the department is meeting ISO 9001 quality service delivery standards.	Assessment, Taxation and Corporate		Selected For Review	2023	N/A	ISO 9001 Standard	Build Improvement Capabilities	Test quality system capabilities for current and future improvements	To be realized after implementation	Within existing operating resources
ISO Certification	Evaluation of management and operational practices to determine that the department is meeting ISO 9001 quality service delivery standards.	Assessment, Taxation and Corporate		Selected For Review	2026	N/A	ISO 9001 Standard	Build Improvement Capabilities	Test quality system capabilities for current and future improvements	To be realized after implementation	Within existing operating resources
Portfolio rationalization	As part of the ongoing Strategic Facilities Master Plan a review of several building assets within the City's property portfolio is being undertaken.	Property Asset Management	Assets & Project Management	Planning	2020	2026	Operational Review	Control Expenses	Match asset base to service delivery needs Identify opportunities to reduce holding costs of assets	To be realized after implementation	Within existing operating resources
Information system consolidation & ABP (Automated Business Process)	A study of Municipal Accommodations' building operating and maintenance system products for opportunities to integrate these systems.	Property Asset Management		Planning	2021	2023	PDCA planning cycle; Process Mapping; Detailed Process Mapping	Find Efficiencies Control Expenses Build Improvement Capabilities	Less manual effort Reduce technology costs through system consolidation Improved reporting	To be realized after implementation	Within existing operating resources
Retro-commissioning	Retro-commissioning is a systematic method of identifying operational/maintenance improvements and costs savings in existing building systems. [Climate Action Plan - Key Direction 5.1]	Property Asset Management		Implementation	2017	2026	Industry asset management practices; Innovation Engineering	Control Expenses Improve Customer Service	Total projected cost savings/recoveries (over life of initiative) $2,016,000 Improved condition for facility attendees Climate/environmental benefits	~$202,000 (to mid 2022)	Funded through the Innovation Capital Fund (2017)
Administrative Reports Process Review and Digitization	Automation of workflow and approvals for Administrative Reports.	Chief Administrative Office	Chief Administrative Office	Planning	2021	2022	Current state analysis; Use case analysis; Data analysis; Process mapping	Find Efficiencies Build Improvement Capabilities	Reduce manual effort Increase visibility of reports in process	To be realized after implementation	Funded through the Digital Records and Workflow Capital Program (formerly Enterprise Content Management)
Winnipeg Indigenous Accord Program Database	The database involves web front-end partner application and annual reporting forms including capability to run queries, produce reports, and manage information from a growing number of Accord partners.	Indigenous Relations		Implementation	2021	2022	PDCA planning cycle	Find Efficiencies Improve Processes	Reduce manual time spent on data management Manage customer relationship data more efficiently Decrease cycle time on data entry	To be realized after implementation	Within existing operating resources
Digital Displays at Additional Standalone Arena Facilities	Displays allow the Department to share program and service messaging with the public in these facilities as well as increase advertising revenues. [Poverty Reduction Strategy - Action 6.3]	Recreation	Community Services	Planning	2022	2026	PDCA planning cycle	Improve Customer Service	Provide up to date department program and service information to arena customers	To be realized after implementation.	Within existing operating resources
CmS Customer Feedback Platform	Creation and implementation of a standardized, digital customer feedback platform for all public-facing program and service operations.	Recreation		Planning	2022	2026	PDCA planning cycle; Innovation Engineering	Build Improvement Capabilities	Create channel to receive customer feedback for future service improvements	To be realized after implementation.	Within existing operating resources (funded in part through the City's Innovation Program)
Exploring mobile printing for public libraries	Customers will be able to send print jobs from their devices to any printer in a WPL branch and retrieve.	Libraries		Planning	2022	2024	PDCA planning cycle; Innovation Engineering	Improve Customer Service	Reduces barriers Increase access to technology	To be realized after implementation.	Funded through the "Library Technology Upgrade and Replacement" and "Technology Advancement" capital programs (and in part through the City's Innovation Program)

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Exploring debit/credit card payment for public printers	Customers will be able to use debit/credit to pay for print/photocopy jobs instead of current cash-based system.	Libraries	Community Services	Planning	2022	2024	PDCA planning cycle; Innovation Engineering	Improve Customer Service	Reduces barriers Increase access to technology	To be realized after implementation.	Funded through the "Library Technology Upgrade and Replacement" and "Technology Advancement" capital programs (and in part through the City's Innovation Program)
People counting technology - Gate count	Implementing people counting software at all Department facilities eventually.	Libraries Recreation		Implementation	2022	2026	PDCA planning cycle; Innovation Engineering	Build Improvement Capabilities	Improved tracking, information gathering, and reporting	To be realized after implementation.	Within existing operating resources (funded in part through the City's Innovation Program)
AMANDA 7 system upgrade	Move by-law enforcement, licensing functions, and customer service functions into new system.	Community Liveability		Implementation	2021	2023	DMAIC planning cycle	Improve Customer Service Improve Processes Build Improvement Capabilities	Increased number of online self-services Reduced inspection processing times Enhanced analytics and reporting functionality	To be realized after implementation	Within existing operating resources
Exploring staff scheduling system	Explore staff scheduling system for Recreation and Library divisions	Recreation		Selected For Review	2023	N/A	DMAIC planning cycle	Improve Processes	Reduced or eliminated human error	To be realized after implementation.	Within existing operating resources
CMS Incident Reporting	Expand/Enhance the Library's online Incident Reporting System to the entire department to replace paper-based system.	Emergency Management		Selected For Review	2023	N/A	DMAIC planning cycle	Improve Processes Find Efficiencies	Decrease cycle times Unified system and reporting	To be realized after implementation.	Within existing operating resources
Joint Application Process – Transit and Recreation Subsidies	Continue to implement joint application process for the Recreation Fee Subsidy and WINNPass (low income transit pass) programs. [Poverty Reduction Strategy - Action 6.1]	Community Liveability		Selected For Review	2023	N/A	DMAIC planning cycle	Improve Customer Service Find Efficiencies	Reduce duplicate applications Reduce duplication of staff time processing	To be realized after implementation.	Within existing operating resources
AMANDA 7 Upgrade/Inspector APP	Pending a successful joint Pilot Test with PPD on this application, CmS-CBES would look at full deployment of applicable system functions.	Community Liveability		Selected For Review	2023	N/A	PDCA planning cycle	Improve Processes Find Efficiencies	Provide real-time access to field staff to AMANDA Improve inspection routing efficiencies.	To be realized after implementation	Within existing operating resources
MERX Implementation: Fully Adopted Electronic Bidding - BID EVALUATION	Bid evaluation process moved online to MERX service	Financial Management	Corporate Finance	Planning	2022	2023	Work Standardization; Industry Recommended Practice	Improve Processes Build Improvement Capabilities	Better compliance with Trade Agreements. Implement industry recommended practice.	To be realized after implementation	Within existing operating resources
MERX Implementation: Fully Adopted Electronic Bidding - CONTRACT MANAGEMENT	Bid contract management processes moved online to MERX service	Financial Management		Planning	2022	2024	Work Standardization; Industry Recommended Practice	Improve Processes Build Improvement Capabilities	Better compliance with Trade Agreements. Implement industry recommended practice.	To be realized after implementation	Within existing operating resources
PeopleSoft-BUYER WORKCENTRE & DASHBOARD-BENCHMARK REPORTING	Creation of a workcentre dashboard in PeopleSoft for frequently used information that is currently kept in different areas of the software.	Financial Management		Planning	2022	2023	Work Standardization; Industry Recommended Practice	Improve Processes Control Expenses Build Improvement Capabilities	Reduced cycle times Faster response to supplier questions Improved supplier relationships Faster information reporting More accurate forecasting Lower resource requirements Better visibility for transactions Better access control	To be realized after implementation	Within existing operating resources
Open Budget: REVENUE & EXPENDITURES OPERATING BUDGET (R&EOB)	Move information online from former periodic financial reports. Implementation is dependent on installing PeopleSoft Billing A/R.	Financial Management		Planning	2018	2026	Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Improve reporting accessibility and transparency	To be realized after implementation	Funded through the Innovation Capital Fund
Supplier Self-Service Portal	Implement Supplier Self Service Portal in PeopleSoft - supplier on demand ability to update address, change method of payment, submit invoices.	Financial Management		Planning	2022	2026	Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Increased internal control	To be realized after implementation	Within existing operating resources

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PeopleSoft Accounts Payable: Paperless Invoice Approval Workflow	The digitization of manual payment workflow processes through PeopleSoft.	Financial Management	Corporate Finance	Implementation	2020	2023	Detailed Process Mapping; Swimlane Diagram; Work Standardization; Lean; Industry Recommended Practice; Innovation Engineering	Improve Processes	Reduced cycle times Faster response to supplier questions Improved supplier relationships Faster information reporting More accurate forecasting	Reduced cycle times Faster information reporting More accurate forecasting	Funded through the Innovation Strategy capital program and the Innovation Capital Fund
								Find Efficiencies	1 FTE for redeployment due to time savings	Elimination of paper invoice copies sent to departments (FTE redeployment not realized until full implementation)	
								Build Improvement Capabilities	Better visibility for transactions Better access control	Better visibility on specific transactions Better access control	
PeopleSoft Purchase Order Paperless Approval Workflow - PO Form	Digitization of manual purchase order workflow processes through PeopleSoft.	Financial Management		Implementation	2019	2022	Work Standardization; Industry Recommended Practice	Improve Processes	Reduced cycle times Faster response to supplier questions Improved supplier relationships Faster information reporting More accurate forecasting	To be realized after implementation	Within existing operating resources
								Control Expenses	Lower resource requirements		
PeopleSoft-EPM-Positional Budgeting - Year Over Year VARIANCE TEMPLATE	Create new PEOPLESOFT VARIANCE Template Page using the existing EXCEL VARIANCE Template as the basis for design.	Financial Management		Implementation	2019	2022	Work Standardization; Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Enable better decision making	To be realized after implementation	Within existing operating resources
PeopleSoft Billing & Accounts Receivable Implementation	Implement software functionality for matching receivables from and payables to a specific party.	Financial Management		Post-Implementation	2019	2022	Work Standardization; Industry Recommended Practice	Find Efficiencies	Time savings from reduced manual work (estimated as equivalent to $102,400 annually)	To be realized after implementation	Funded through the PeopleSoft Enhancements capital program
								Control Expenses	Lower receivable write-off expenses from inability to collect (estimated at $26,400 annually)		
PeopleSoft PROJECT: Multi-line Work Order	Enhance existing functionality for inclusion of multi-line costs and encumbrances for Work Orders	Financial Management		Selected For Review	2023	N/A	Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Better visibility into costs and encumbrances for departments Increased internal control	To be realized after implementation	Within existing operating resources
PeopleSoft PROJECT: Holdback Tracking	Enhance existing functionality for inclusion of detailed costs and encumbrances for Holdbacks	Financial Management		Selected For Review	2023	N/A	Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Better visibility into costs and encumbrances for departments Increased internal control	To be realized after implementation	Within existing operating resources
PeopleSoft DEBT: Cash Management Module	Implement PeopleSoft Debt Cash Management Module	Financial Management		Selected For Review	2025	N/A	Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Increased internal control	To be realized after implementation	Within existing operating resources
PeopleSoft TREASURY: Cash Management Module	Implement PeopleSoft Treasury Cash Management Module	Financial Management		Selected For Review	2025	N/A	Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended practice Increased internal control	To be realized after implementation	Within existing operating resources
311 Self Service Forms	Create online 311 self-service forms for service requests to automate workflow.	311 Contact Centre	Customer Service & Communications	Implementation	2021	2024	Current state analysis; Process mapping	Find Efficiencies	Reduce manual efforts processing service requests	To be realized after implementation	Within existing operating resources
								Improve Processes	Improve completeness of data collected Improve consistency of data collected		
								Improve Customer Service	Additional service request channel that allows immediate submission for requests		
Web Content Management	Upgrade Winnipeg.ca website to a content management system and optimize web content development and approval. [Red Tape Reduction Initiative]	Customer Service & Communications	Customer Service & Communications Innovation & Technology	Implementation	2019	2026	Voice of Customer; Detailed Process Mapping; Swimlane Diagrams; Key Performance Indicator Definition; Pareto Analysis; Layout Planning	Find Efficiencies	Reduce manual efforts processing website changes	To be realized after implementation	Within existing operating resources
								Improve Processes	Decrease cycle time for web content changes		
								Improve Customer Service	Improve website user experience		
LMS (Moodle):	Moodle will provide departments with an online employee development tool that can be used to manage training requirements for any position. This tool will fill gaps that currently exist within the PeopleSoft Enterprise Learning System.	Human Resource Services	Human Resource Services	Planning	2021	2023	Work Standardization; Voice of Customer	Improve Customer Service	Improve versatility of training options and record keeping	Benefits to be realized after implementation	Within existing operating resources
Employee Engagement Survey	Establish an employee engagement survey to develop baseline metrics for employee engagement across the Public Service. This initiative is part of the 2021-2023 Corporate Strategic Plan.	Human Resource Services		Planning	2021	2023	Industry best practice	Build Improvement Capabilities	Establishes a tool that provides insight to CAO on employee satisfaction and future priorities.	Benefits to be realized after implementation	Within existing operating resources
HR Job Classification Process Digitalization	Digitization of workflow, approvals, and document management for job compensation and classification processes.	Human Resource Services		Planning	2022	2022	Current state analysis; Process mapping; Data analysis	Improve Processes	Shortened cycle time for job classification. More robust data to ensure equitable decisions.	To be realized after implementation	Funded through the Digital Records and Workflow Capital Program (formerly Enterprise Content Management)

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HR Information System Support Improvements	Review opportunities to improve data management in PeopleSoft HR	Human Resource Services	Human Resource Services	Planning	2022	2022	Root cause analysis; Process mapping; Pareto Analysis; Work Standardization	Improve Processes Find Efficiencies	Reduce turnaround time for requests Reduce number of information handoffs Reduce rework and errors Reduce manual efforts	To be realized after implementation	Within existing operating resources
WCB processing and claims reporting	Replacement of WCB claims information system	Human Resource Services		Planning	2022	2023	Current state analysis; Process mapping; Data analysis	Find Efficiencies Build Improvement Capabilities	Reduce manual efforts Improve data integrity Improve reporting	To be realized after implementation	Within existing operating resources
Reasonable Accommodation and Accessibility Training	Reasonable Accommodation and Return-to-Work Early Intervention courses developed.	Human Resource Services		Implementation	2022	2022	Voice of Customer; Industry recommended Practice	Improve Processes Build Improvement Capabilities	Improve compliance with legislated requirements Create and deliver training to employees	Benefits to be realized after implementation New training sessions created	Within existing operating resources
Online Learning	Move training courses to an accessible online format.	Human Resource Services		Implementation	2020	2023	Voice of Customer	Improve Customer Service	Increase accessibility of training courses	46 online courses added since March 2020 (276% increase from prior)	Within existing operating resources
Safe Work Certified	Implement industry recommended practices through SAFE Work Certification. This initiative is part of the 2021-2023 Corporate Strategic Plan.	Human Resource Services		Implementation	2021	2023	Descriptive Statistics; Work Standardization; Industry Recommended Practice	Build Improvement Capabilities	Implement industry recommended safe working practices	6 departments implemented to July 2022 One implementation in progress	Within existing operating resources
Equity Diversity & Inclusion (EDI) Targeted Employment Program	Work with departments to create targeted employment programs that increase workforce representation. [Poverty Reduction Strategy - Actions 3.1 through 3.6 inclusive]	Human Resource Services		Implementation	2020	No end date	Workplace Observation; Descriptive Statistics; Layout planning	Build Improvement Capabilities	Increase Equity Diversity, & Inclusion in the workforce	16 fire training graduates in WFPS in September 2021 through EDI program 36 students hired by Community Services and Public Works through EDI youth program.	Within existing operating resources
User Access Management	Creation of online form for onboarding employees.	Human Resource Services		Implementation	2022	2022	Current state analysis; Process mapping; Data analysis	Improve Processes	Employees set up with all required access and equipment on Day 1 of employment. More efficient process with automated workflow.	To be realized after implementation	Within existing operating resources
Industrial Athlete Program	Create a physical conditioning program for employees to help them safely meet the physical demands of work and avoid injury. Part of the Corporate Strategic Plan 2021-2023 goals for reducing Organizational Lost Time Injury Rates and WCB Costs.	Human Resource Services		Post-Implementation	2020	2023	Voice of Customer, Safety Performance Metrics (LTI Frequency and Severity)	Build Improvement Capabilities	Reduction in Workplace Injuries and WCB Claims (supporting annual goals/targets of Corporate Strategic Plan)	Benefits to be realized after implementation	Within existing operating resources
Candidate Gateway Enhancements	Review for improvements to the online application process for City employment.	Human Resource Services		Selected For Review	2023	N/A	Current state analysis; Process mapping; Data analysis	Improve Customer Service	Improvement in rate of started vs completed applications	To be realized after implementation	Within existing operating resources
Service Desk Process Review and Application Modernization	Replacement of IT Service Desk application to reduce costs significantly, build in self-service, and improve efficiency	Innovation, Transformation and Technology	Innovation & Technology	Planning	2022	2022	Current state analysis Process mapping Voice of the customer	Find Efficiencies	Reduce costs Build in customer self-service Improve efficiency	To be realized after implementation	Funded through the Enterprise Computing Initiatives capital program
Network Security Process Improvement	Simplification of network security configuration and processes while maintaining overall security of systems.	Innovation, Transformation and Technology		Planning	2021	2023	Operational Review	Improve Processes Find Efficiencies Build Improvement Capabilities	Decrease process cycle times Reduce manual efforts in system design, delivery, and maintenance Provide better decision making information to accountable system stakeholders	To be realized after implementation	Within existing operating resources
Project Portfolio Resource Management	Cloud based collaboration tool for the formal management and reporting of departmental IT and Innovation projects, programs, and portfolios.	Innovation, Transformation and Technology		Implementation	2019	2022	Innovation Engineering	Find Efficiencies	Time savings in managing projects, programs, portfolios, and report generation.	To be realized after implementation	Funded through the Innovation Strategy capital program
Centralized Legal Service Request Intake	Integration of service request process into the Department's case management software. This initiative will reduce the number of applications used and automate some activities.	Legal Services	Legal Services Department	Planning	2021	2023	Work Observation; Process Mapping; Root Cause Analysis; Continuous Flow Analysis	Find Efficiencies Improve Processes	Reduce manual handling time	To be realized after implementation	Within existing operating resources
Contract Standardization (Templating)	Create standard templates and instructions for select, routine contracts for completion by the Department that do not require further individual legal review.	Legal Services		Implementation	2022	2023	Voice of the Customer; Bottleneck Analysis; Layout Planning; CMMI for Services	Improve Processes	Reduced turnaround	To be realized after implementation	Within existing operating resources
Core Service Architecture Development	Mapping the key business units, service processes, service capabilities, and information requirements for the department. This initiative also offers an opportunity to examine potential service flow barriers.	Legal Services		Selected For Review	2023	N/A	CMMI for Services; BIZBOK Architecture	Build Improvement Capabilities	Build capabilities for concurrent and future improvements	To be realized after implementation	Within existing operating resources
Amanda 7 Program: Permit digitization	Fully digitized permitting process within Permits Online allowing 24/7 permit submissions	Development Approvals, Building Permits and Inspections	Planning, Property & Development	Planning	2021	2025	PDCA planning process; process/system mapping; FMEA Risk Analysis; process metrics	Improve Processes Improve Customer Service	Improved processing times More consistent operations Greater flexibility for customers to submit digitally	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Permit application submission process improvement	Improve clarity on permit submission requirements for applicants	Development Approvals, Building Permits and Inspections		Planning	2021	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Processes	Reduce submission completion times Reduce processing times	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)

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Amanda 7 Program: Permit status viewing	Permit status to be viewed in real time for all applications - residential, commercial, trades	Development Approvals, Building Permits and Inspections	Planning, Property & Development (see the Department's process improvement website at https://www.winnipeg.ca/ppd/BuildingAndRenovating/ProcessImprovement/default.stm)	Planning	2021	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Customer Service	Improve communication with customers	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Appointment scheduling improvement	Online appointment booking for all client groups and direct customer use	Development Approvals, Building Permits and Inspections		Planning	2021	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Customer Service	Greater flexibility for customers; process enhancements.	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Open data information availability	Expanded Open Data on permit and inspection activities	Development Approvals, Building Permits and Inspections		Planning	2021	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Customer Service	Enhanced public reporting	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Customer information management	Enhanced customer reporting and enhanced document management	Development Approvals, Building Permits and Inspections		Planning	2021	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Customer Service	Enhanced customer reporting and enhanced document management	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Customer Portal	Phased revamping of the Permits Online system to implement a customer friendly solution with transparency to the entire life cycle of the permit process	Development Approvals, Building Permits and Inspections		Planning	2021	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Customer Service	Reduction of complaints, reduced application submission and processing time	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Performance measurement	Adoption of an analytics module to create and customize dashboards for key performance indicators (KPI)	Development Approvals, Building Permits and Inspections		Implementation	2021	2023	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Build Improvement Capabilities	Enhanced reporting	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Amanda 7 Program: Planning and Development permits digitization	Expansion of digitalization within Urban Planning and Land Development	Development Approvals, Building Permits and Inspections		Selected For Review	To be determined	2025	PDCA planning process; Process/system mapping; FMEA Risk Analysis; Process metrics	Improve Processes Improve Customer Service	Improved processing times More consistent operations Greater flexibility for customers to submit digitally	To be realized after implementation	Included in Digital Permitting capital project ($4.181 million)
Clerical and Administrative Review	Process review with aim to identify opportunities to improve the quality of Timekeeping, Accounts Payable, Administrative Report processing and 311 requests being performed by administrative staff, as well as more effectively balancing the current workload among existing clerical staff.	City Beautification Insect Control Parks and Urban Forestry Roadway Construction and Maintenance Roadway Snow Removal and Ice Control Transportation Planning and Traffic Management	Public Works	Planning	2020	2023	Process Mapping; Detailed Process Mapping; IGOE Diagram; Voice of Customer (internal stakeholders)	Improve Processes Build Improvement Capabilities	Streamline processes Work standardization	To be realized after implementation	Within existing operating resources
Permit Process Review	Process review with aim to identify opportunities to improve efficiency and effectiveness of the processes and tools used to issue and manage permits within the department, including approach, service, cut crossing,	Parks and Urban Forestry Roadway Construction and Maintenance		Planning	2020	To be determined	Process Mapping; Detailed Process Mapping; IGOE Diagram; Voice of Customer (internal	Improve Processes Build Improvement Capabilities	End-to-end process knowledge shared with stakeholders. Input into new permit system selection.	To be realized after implementation	Within existing operating resources
Level of Service Development	Document current levels of service for all services within the department, including performance measures and associated costing. Objective is to develop Council-approved target levels of service.	City Beautification Insect Control Parks and Urban Forestry Roadway Construction and Maintenance Roadway Snow Removal and Ice Control Transportation Planning and Traffic Management		Planning	2020	2023	Quality Analysis; Key Performance Indicator Definition; Voice of Customer	Build Improvement Capabilities	Ability to reliably measure performance against customer expectations. Consistency of reporting on service-based costs. Improved ability to assess and report on anticipated impacts of proposed changes to budgets or service levels.	To be realized after implementation	Work being undertaken within existing operating resources. Re-submission to Provincial Municipal Services Delivery Improvement Program for financial support in 2022/2023.
Pavement Management System	Upgrade existing pavement management software.	Roadway Construction and Maintenance		Planning	2022	2024	Work Observation Process Mapping Voice of Customer (internal stakeholder)	Improve Processes Build Improvement Capabilities	Increase the accuracy and reliability of data to support decision-making for pavement renewals, helping to ensure the right treatment is selected at the right time.	To be realized after implementation	Funded through the Regional and Local Street Renewal capital program
Fleet Software Application	Fleet repair, maintenance, and parts inventory software application	Fleet Management		Planning	2021	2023	PDCA planning cycle	Improve Customer Service	Enhanced level of service	To be realized after implementation	Funded as the Fleet Software Application capital project (2021 - $1.709 million)
Electric Vehicles & Charging	Electric Vehicles Pilot Demonstration [Climate Action Plan - Key Direction 3.6]	Fleet Management		Testing	2020	2026	PDCA planning cycle; Innovation Engineering	Improve Processes	Reduce fossil fuel emissions	To be realized after implementation	Within existing operating resources (funded in part through the City's Innovation Program)

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Auto-vehicle Location Mowing Initiative	Improve the efficiency and effectiveness of mowing operations by leveraging existing AVL data to better track performance and optimize routing through enhanced decision-making capabilities.	Parks and Urban Forestry	Public Works	Testing	2019	2023	Detailed Process Mapping; PDCA Cycle; Voice of Customer (internal stakeholder); Innovation Engineering	Improve Customer Service	Overall reduction in 311 mowing complaints and improved response times. Increased efficiency of mowing operations through improved routing.	To be realized after implementation	Within existing operating resources (funded in part through the City's Innovation Program)
Vehicles for Hire Virtual Vehicle Inspection Forms	Virtual VFH inspection forms improve tracking, decrease staff time spend documenting inspections, and reduce printing costs.	Parking		Testing	2021	2026	Quality Analysis Work Observation	Improve Processes	More efficient vehicle inspections and better data collection and analysis, reduced errors and paper usage, and improved communication.	To be realized after implementation	Within existing operating resources
Insect Control Branch Field Inspection/Treatment Mobile App	Develop and implement web-based field application to input inspection and treatment records for mosquito larviciding program.	Insect Control		Testing	2020	2023	Detailed Process Mapping; Work Observation; Voice of Customer (internal stakeholder); Innovation Engineering	Improve Processes Build Improvement Capabilities	Real-time results accessible to everyone allowing for quicker decision making. Reduction in paper records. All data housed in one database.	To be realized after implementation	Within existing operating resources (funded in part through the City's Innovation Program)
Developer Agreement Review	Document the current flow of information in the department with respect to the development agreement processes with aim to streamline the internal communication processes.	Parks and Urban Forestry Roadway Construction and Maintenance Transportation Planning and Traffic Management		Implementation	2021	2022	Process Mapping; Detailed Process Mapping; IGOE Diagram; Voice of Customer (internal stakeholders)	Improve Processes Build Improvement Capabilities	End-to-end process knowledge shared with stakeholders Improve process management through: Cross-departmental discussions, potential updates to the Development Agreement Parameters & educating consultants on expectations (requirements), and guidance for development projects. Explore other pain points identified.	To be realized after implementation	Within existing operating resources
On-Street Paystation Asset Rationalization Plan	Relocating pay stations and reducing the total inventory cuts current operating and future capital costs while maintaining service continuity.	Parking		Implementation	2015	2026	Quality Analysis Voice of Customer	Control Expenses	Reduced overall pay station operating costs and future replacement costs.	Decreased annual pay station operating and maintenance costs. Lower asset replacement cost for pay station inventory ($4.7 million for existing vs. $14 million pre-2015).	Within existing operating resources
MBEA Automations: Automated Adjudication Packages	Automated adjudication packages compile relevant evidence for provincial adjudicators responsible for reviewing penalty notices.	Animal Services Community Liveability Development Approvals, Building Permits and Inspections Fire and Injury Prevention Fire and Rescue Response Parking Public Transit Roadway Snow Removal and Ice Control Traffic Safety and Enforcement		Implementation	2021	2026	Process Mapping; Work Observation; Innovation Engineering	Find Efficiencies	Eliminated labour-intensive task through automation, and reduced risk of human error.	240 hours of clerical staff time annually.	Within existing operating resources (funded in part through the City's Innovation Program)
Lane Closure application	Develop and implement a browser-based lane closure app to more effectively process requests, approvals, and correspondence related to lane closures in the city. Notifications are emails with the option of mobile push notifications. [Red Tape Reduction Initiative]	Roadway Construction and Maintenance		Post-Implementation	2021	2022	Detailed Process Mapping; PDCA Cycle; Voice of Customer; Innovation Engineering	Improve Customer Service	Increase efficiency of approving land closure applications, expand processing capabilities, and improve integration with other City processes.	Expanded the management of lane closures to include all streets. Reduced approval time from approximately 5 minutes to 15-30 seconds. Increase efficiency and reduce processing errors.	Within existing operating resources (funded in part through the City's Innovation Program)
Bridge Management System	New quantity based inspection and bridge management system to replacing existing 9-point inspection system.	Roadway Construction and Maintenance		Post-Implementation	2021	2023	Work Observation Process Mapping Voice of Customer (internal stakeholder)	Improve Processes Build Improvement Capabilities	Better decision-making through improved control of inventory data for bridge, culvert, underpass structure and other assets, improvement in inspections, appraisals, work to do, analytics, reports and document management.	To be realized after implementation	Funded through the Waterway Crossing & Grade Separations capital program
Summer Regional Street Sweeping Dashboard	Dashboard to monitor the weekly/daily progress of the regular street cleaning operation (after spring cleanup).	Roadway Construction and Maintenance		Post-Implementation	2021	2022	Work Observation Process Mapping Voice of Customer (internal stakeholder)	Improve Processes Improve Customer Service Build Improvement Capabilities	Enhance work planning capabilities through improved access to timely and reliable operational data.	Reduction in average number of days to complete sweeping cycle from 7 to 6.	Within existing operating resources
Expanded Use of Automated Licence Plate Recognition and Mail-Out Penalty Notices	Expanding the use of automated licence plate recognition technology and mail-out tickets to improve enforcement efficiency and officer safety.	Parking Roadway Snow Removal and Ice Control City Beautification		Post-Implementation	2021	2026	Process Metrics	Find Efficiencies Improve Processes	Decreased staff time per penalty notice issued Increased officer safety through increased automation	Decreased staff time per penalty notice issued Increased officer safety through increased automation	Funded through the Automated License Plate Recognition capital program

Initiative Name	Description	Service(s) Impacted	Lead Department	Current Stage	Start Year	Projected End Year	Improvement Tool(s)	Targeted Benefit Category	Targeted Benefits	Benefits Realized	Initiative Budget
Intuitive Routing Software	Using intuitive routing software to improve enforcement efficiency and enable officers to provide better coverage throughout the city.	Parking Roadway Snow Removal and Ice Control City Beautification	Public Works	Post-Implementation	2019	2026	Process Metrics	Find Efficiencies	Increased efficiency of enforcement, allowing for better coverage across the city and decreased staff time per penalty notice issued.	Improved communication between enforcement staff across City departments.	Within existing operating resources
Remote Supervision of Enforcement Officers	Using video conferencing software to allow real-time consultation between parking enforcement officers and supervisors on complex cases.	Parking		Post-Implementation	2019	2026	Process Metrics; PDCA Planning Cycle; Innovation Engineering	Improve Processes	Reduced error rate for penalty notices and subsequent resources required for the screening and adjudication processes.	Reduction in penalty notice errors.	Within existing operating resources (funded in part through the City's Innovation Program)
MBEA Automations: Appeal Status Lookup	The appeal status lookup tool allows users to check the status of their appeal online.	Animal Services Community Liveability Development Approvals, Building Permits and Inspections Fire and Injury Prevention Fire and Rescue Response Parking Public Transit Roadway Snow Removal and Ice Control Traffic Safety and Enforcement		Post-Implementation	2021	2026	Process Mapping; Work Observation; Innovation Engineering	Improve Customer Service	Reduced number of 311 cases and emails received inquiring about the status of an appeal, allowing staff to focus on completing the appeals submitted.	910 hours of clerical staff time annually.	Within existing operating resources (funded in part through the City's Innovation Program)
MBEA Automations: Online Evidence Viewer	The online evidence viewer allows users to access evidence for their penalty notice screening remotely.	Animal Services Community Liveability Development Approvals, Building Permits and Inspections Fire and Injury Prevention Fire and Rescue Response Parking Public Transit Roadway Snow Removal and Ice Control Traffic Safety and Enforcement		Post-Implementation	2021	2026	Process Mapping; Work Observation; Innovation Engineering	Improve Processes	Reduced case load of screening requests received as penalty notice recipients are able to view evidence before deciding to appeal.	Reduced case load of Screening requests received by 10 percent.	Within existing operating resources (funded in part through the City's Innovation Program)
MBEA Automations: Appeal Automation Tool	The appeal automation tool automatically migrates data from screening request forms to a database.	Animal Services Community Liveability Development Approvals, Building Permits and Inspections Fire and Injury Prevention Fire and Rescue Response Parking Public Transit Roadway Snow Removal and Ice Control Traffic Safety and Enforcement		Post-Implementation	2021	2026	Process Mapping; Work Observation; Innovation Engineering	Improve Processes	Reduced outstanding case load of screening requests based on a decrease in the number of data steps required to complete each appeal submitted.	Elimination of approximately 50 percent of data entry steps required for each appeal completed by a screening officer.	Within existing operating resources (funded in part through the City's Innovation Program)
Centralized Gear Washing	Move gear maintenance and washing to a central location.	Fire and Injury Prevention Fire and Rescue Response Medical Response	Winnipeg Fire Paramedic Service	Implementation	2021	2023	PDCA planning cycle	Control Expenses Improve Processes	Reduce total quantity of gear inventory required now and in the future Reduce staff exposure to carcinogens Increase life of turnout gear Meet industry standards for gear handling	To be realized after implementation	Within existing operating resources
Use of Microsoft TEAMS in stations for training of crews on duty	Implement and expand the use of Microsoft TEAMS for training and other appropriate meetings. [Climate Action Plan Key - Direction 1.5]	Fire and Injury Prevention Fire and Rescue Response Medical Response		Post-Implementation	2020	2023	PDCA planning cycle	Find Efficiencies Control Expenses	Reduce travel time for meetings Reduce fuel costs of traveling to meetings	Reduced travel time for meetings Reduced fuel costs of traveling to meetings	Within existing operating resources

Initiative Name	Description	Service(s) Impacted	Lead Department	Current Stage	Start Year	Projected End Year	Improvement Tool(s)	Targeted Benefit Category	Targeted Benefits	Benefits Realized	Initiative Budget
Advanced Metering System	Implement a communications system and advanced water meters capable of remotely providing each customer's water consumption at regular (hourly/daily) intervals. [Climate Action Plan - Key Direction 1.5]	Water Wastewater Financial Management	Water & Waste	Planning	2022	TBD	Key Performance Indicator Definition, Continuous Flow Analysis	Find Efficiencies Improve Processes Improve Customer Service	Perform remote disconnect which saves time from in-house visits No truck rolls to obtain water meter readings Eliminate estimated billing Better data collection on: Tamper detection for possible theft Reverse flow detection alerts for potential contamination in the distribution system Eliminate estimated billing Detect and notify customers of potential leaks	To be realized after implementation	Funded through the Water Meter Renewals capital project (2020) and the Water Meter Renewals Reserve
NEWPCC Upgrades: Headworks Facilities	Upgrades to existing NEWPCC infrastructure to improve performance of processes in the biosolids facilities and nutrient removal facilities. [Climate Action Plan - Key Direction 5.2]	Water Wastewater		Planning	2018	2025	Quality Analysis, Continuous Flow Analysis, Work standardization	Control Expenses Improve Processes Improve Customer Service	Reduce energy costs Improve sewage process outputs Reduce nutrients flowing into waterways	To be realized upon implementation	Funded through the NEWPCC Upgrade: Power Supply and Headworks Facilities capital project (2021 - $473.380 million)
License Plate Recognition Software	Implement a License Plate Recognition System (LPRS) to capture and digitize vehicle plate numbers that enter service premises. The image can be used to authorize access to the premise and flag the plate number for any ticket violations.	Recycling and Waste Diversion Solid Waste Collection Solid Waste Disposal		Planning	2022	2024	Quality Analysis (finding elements critical to service quality)	Build Improvement Capabilities	Keep accurate records of vehicles and other particulars for vehicles that enter premises	To be realized after implementation	Funded through the Collections Management System capital project ($1.15 million)
Upgrades to Collections Management System	Upgrades to the Collections Management System (CMS).	Recycling and Waste Diversion Solid Waste Collection Solid Waste Disposal Financial Management		Planning	2022	2026	Process mapping, Swimlane diagrams, Bottleneck analysis, Work Standardization, Continuous Flow Analysis	Improve Customer Service	Provide timely recycling/garbage/yard waste collection and special services Provide timely and accurate customer billing and vendor invoicing Enhance asset (carts and bins) management and tracking to prevent loss and reduce cost	To be realized after implementation	Funded through the Collections Management System capital project ($1.15 million)
Industrial Waste Services Management System Replacement	Implement a solution to mange wastewater hauling processes and collect, track and report wastewater hauling data. [Climate Action Plan - Key Direction 1.6]	Solid Waste Collection Solid Waste Disposal		Planning	2021	2023	Process Mapping; Swimlane Diagram, Continuous Flow Analysis, Quality Analysis	Improve Processes Control Expenses Improve Customer Service	Reduce data errors Improve contaminant source data output Eliminate paper waste hauler load tickets Reduce customer complaints	To be realized upon implementation	Funded through the Wastewater Hauling System Replacement capital project (2017 - $1.5 million)
Digital Data Sampling in the Field	Develop a LIMS mobile component that can be used to collect data for field water testing and upload to LIMS desktop. [Climate Action Plan - Key Direction 1.6]	Water		Planning	2022	2023	Process Diagrams, Work Observations, Continuous Flow Analysis, Visual Workfloor Design	Control Expenses Improve Processes	Paperless entry of data Decrease data entry times Eliminate multiple points of entry Access to field water sampling data in a timely manner	To be realized upon implementation	Funded through the Laboratory Information Management System Upgrade and Enhancement capital project
Workflow and Document Management	Created an ongoing improvement program to manage documents and workflows, collaborate, and upload/store/retrieve documents using standard practices and processes. (e.g. Vacancy Management, Investment Planning)	Water Wastewater Land Drainage and Flood Control Recycling and Waste Diversion Solid Waste Collection Solid Waste Disposal		Implementation	2019	N/A	Process Maps, Swimlane Diagrams, Work Standardization, Continuous Flow Analysis	Find Efficiencies Improve Processes Build Improvement Capabilities	Reduce manual time handling documents Shorter cycle time for processes Implement better data handling technology	Reduced time for document searches and internal processes Increase process efficiency when reviewing business cases Implement better data handling technology	Funded through the Water and Waste Department Document Management System capital project (2022 - $1.850 million)
Digital Enablement for Plant and Field Employees	Implement mobile technologies for field operations.	Water Wastewater Land Drainage and Flood Control		Implementation	2019	2026	Work Observation, Quality Analysis, Work Standardization, Continuous Flow Analysis	Find Efficiencies Improve Processes Improve Customer Service Build Improvement Capabilities	Increase productivity by reducing manual effort Reduce time for service calls Reduce time to record and retrieve information Improve customer service and experience Improve accessibility to information Improve accuracy and quality of information Improve communication	Increase productivity by reducing manual effort Reduce time for service calls Reduce time to record and retrieve information Improve customer service and experience Improve accessibility to information Improve accuracy and quality of information Improve communication	Funded through the Digital Enablement for Plant and Field Employees capital program
Wastewater Overflow Prevention and Maintenance Program	Continued implementation of Wastewater Overflow Prevention to reduce the number of overflow events and reduce release of untreated wastewater due to equipment failure. [Climate Action Plan - Key Direction 6.4]	Wastewater		Implementation	2014	2026	Quality Analysis (finding elements critical to service quality)	Improve Customer Service	Reach 85% of CSO volume captured Minimize overflows Reduce basement flooding	Reach 85% of CSO volume captured Minimize overflows Reduce basement flooding	Funded through the Combined Sewer Overflow and Basement Flood Management Strategy capital program

Initiative Name	Description	Service(s) Impacted	Lead Department	Current Stage	Start Year	Projected End Year	Improvement Tool(s)	Targeted Benefit Category	Targeted Benefits	Benefits Realized	Initiative Budget
Automated remittance processing	Re-engineer the processing of remittances.	Financial Management	Water & Waste	Implementation	2021	2023	Work Observations, Quality Analysis, Process Mapping	Find Efficiencies Control Expenses Improve Processes	Reduce manual effort to process cheques Decrease staffing/overhead costs Improve transactional accuracy and reliability by automating and standardizing the validation process	To be realized upon implementation	Funded through the Automated Remittance Processing capital project (2019 - $400,000)
Video submission streamlining	Streamlined submission of bus videos to MPI for claims investigations, moving from a manual process to a network-based solution	Public Transit	Winnipeg Transit	Planning	2022	2023	Bottleneck Analysis	Find Efficiencies Control Expenses	Reduction of manual effort for burning CDs, monitoring, delivery and pick up Reduced cost for CDs used	To be realized after implementation	Within existing operating resources
Predictive Maintenance	Computer-based predictive maintenance that monitors vehicle systems status information using machine learning and recommends preventative maintenance	Public Transit		Implementation	2022	2022	PDCA planning cycle	Find Efficiencies Control Expenses	Reduction in failure of vehicle systems and components Reduced repair and maintenance costs	To be realized upon implementation	Funded through the Transit Information Technology capital program
Bus refurbishing program revamp	The bus refurbishing program was realigned to perform the minimum amount of work required to maintain the 20 year life cycle of buses. (Stage 1 of 4 complete)	Public Transit		Implementation	2021	2026	Process Metrics, Work Observation, Layout Planning	Control Expenses Improve Processes	Reduced lifecycle costs for buses in the Transit fleet Increase throughput of buses refurbished	To be realized over full lifecycle of buses in the initiative. 54 buses completed in 2021 vs. 14 to 16 buses completed in years prior to initiative	Within existing operating resources
In-house written license testing	Partnership with Manitoba Public Insurance established to authorize Transit to conduct in-house Class 2 license written instructional test	Public Transit		Implementation	2022	2022	Bottleneck analysis	Improve Processes	Reduced waiting time for testing	To be realized after implementation	Within existing operating resources
Transit Plus Customer Guide	Released a Transit Plus Customer Guide on service policies. Fulfills recommendation of Ombudsman's report. [Climate Action Plan - Key Direction 2.2]	Public Transit		Implementation	2020	2022	Voice of Customer, Layout Planning.	Improve Customer Service Find Efficiencies	Improved clarity on the service policies Fewer no shows Less inquiries to the call centre	Improved clarity on the service policies Fewer no shows Less inquiries to the call centre	Within existing operating resources
Bus shelter servicing routing	A review of bus shelter servicing routing to ensure that servicers are working as efficiently as possible.	Public Transit		Post-Implementation	2022	2022	Process Metrics, Work Observation, Layout Planning	Find Efficiencies	Less travel time between work sites.	To be realized after implementation	Within existing operating resources
On-Demand Transit	Modernized app-based On-Request transit service to replace existing outdated DART service.	Public Transit		Post-Implementation	2021	2022	PDCA planning cycle; Innovation Engineering	Improve Customer Service Control Expenses	Improved capacity Reduced wait times Larger service areas	Improved capacity Reduced wait times Larger service areas Increased customer service with same resources	Funded through the City's Innovation Program