**Initiative Progress to Date (2019–2022)**
Notes

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| 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.<br>Considers the end-to-end service across all contributing departments. |
| Lead Department: | Name of the department leading the initiative. |
| Current Stage: | All initiatives in this progress report have been compled between January 1, 2019 and September 30, 2022 |
| End Year: | Year the change initiative was completed. |
| Improvement Tools: | Activities taken to identify, articulate, and determine improvements to be made. |
| Benefit Category: | Type of benefit targeted as defined by Council |

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| Find Efficiencies | Finding hidden capacity in operations, typically through reduced manual effort in processes |
| 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 |

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| Targeted Benefits: | Specific benefits intended to be achieved in the benefit category. |
| Initiative Budget: | Associated budget the initiative was funded from. |

| Initiative Name | Description | Service(s) Impacted | Lead Department | Current Stage | End Year | Improvement Tool(s) | Targeted Benefit Category | Targeted Benefits | Benefits Realized | Initiative Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| ISO Certification | Evaluation of management and operational practices to determine that the department is meeting ISO 9001 quality | Assessment, Taxation and Corporate | Assessment & Taxation | Completed | 2020 | ISO 9001 Standard | Build Improvement Capabilities | Test quality system capabilities for current and future improvements | Compliance with quality service delivery standards confirmed | Within existing operating resources |
| Operations Branch reorganization | Reorganization of the Building Operations Branch. | Property Asset Management | | Completed | 2019 | Process Mapping, Work Standardization | Control Expenses | Reduced resource and staffing needs | ~$110,000/year in reduced FTEs<br>~$550,000 cumulative to date | Within existing operating resources |
| Online FIPPA (Freedom of Information and Protection of Privacy Act) Request Form | Create an online channel for FIPPA application submission in addition to physical channel. | City Clerk's | City Clerk's Department | Completed | 2022 | Informal Value Stream Analysis;<br>Layout Planning | Find Efficiencies | Reduce manual processing time | Approximately 500 hours of manual processing time saved per year | Within existing operating resources |
| | | | | | | | Improve Processes | Reduce routing times to other departments | Requests automatically routed to Police and Fire Services | |
| Department service restructuring | Restructuring of the former Aquatics Services and Community Development & Recreation Services Divisions to create the Recreation Services Division and Community Development Division. | Recreation | Community Services | Completed | 2019 | PDCA planning cycle | Improve Processes | Improve synergies and operational efficiencies within the recreation and aquatics service areas, and better align service planning, development, and coordination to the needs of the community | Improve synergies and operational efficiencies within the recreation and aquatics service areas, and better align service planning, development, and coordination to the needs of the community | Within existing operating resources |
| Combined Fall / Winter Leisure Guide | Launch of the first combined Fall / Winter Leisure Guide (temporarily shifted back to separate Fall / Winter Guides due to Covid). | Recreation | | Completed | 2019 | PDCA planning cycle | Find Efficiencies | Streamline Guide production processes | Streamline Guide production processes | Within existing operating resources |
| | | | | | | | Improve Customer Service | Provide opportunities for customers to plan for future recreation sessions | Provide opportunities for customers to plan for future recreation sessions | |
| ActiveNET Customer User Interface (CUI) upgrade | The department upgraded the ActiveNET CUI that will make registering for Leisure Guide programs through smart phones more user-friendly. | Recreation | | Completed | 2022 | PDCA planning cycle | Improve Customer Service | Improve customer CUI experience | improve customer CUI experience | Within existing operating resources |
| Online library memberships application | Launch of online Library membership application in addition to the current in-person application process. | Libraries | | Completed | 2020 | PDCA planning cycle | Improve Customer Service | Reduce barriers | Improved customer service | Within existing operating resources |
| Library Public Wi-Fi Expansion | Expansion of public WiFi to 24/7 at all libraries to allow access when the library is closed.<br><br>[Poverty Reduction Strategy - Action 6.16] | Libraries | | Completed | 2021 | PDCA planning cycle | Improve Customer Service | Reduce barriers<br>Increase digital equity | Reduces barriers<br>Increase digital equity | Within existing operating resources |
| ShiftLock (2022 Library Hours Reselection Canvass) | Digitization of staff scheduling processes. | Libraries | | Completed | 2022 | DMAIC planning cycle | Improve Processes | Reduce errors in data entry | Reduce errors in data entry | Within existing operating resources |
| | | | | | | | Find Efficiencies | Reduce manual efforts for in-person meetings and data entry | Reduce manual efforts for in-person meetings and data entry | |
| Online Bike Auction | A Covid related change that converted the auction to an online platform was well received and will now likely be a permanent change. | Neighbourhood Revitalization | | Completed | 2021 | PDCA planning cycle | Improve Customer Service | Greater accessibility to service | Greater accessibility to service | Within existing operating resources |
| | | | | | | | Find Efficiencies | Broader audience with better controls in place for dealing with customer complains as it relates to online auction activities. | Number of complaints have reduced since the move to online auction activities. | |
| | | | | | | | Control Expenses | Cost savings to the division related to the annual bike auction. | Savings related to facility rentals, significant staffing overtime savings related to the live auction operations, table/chair rentals, bike storage during the auction, and other administrative cost associated with planning the onsite event. | |
| MERX Implementation: Fully Adopted Electronic Bidding | Bid submission process moved online to MERX service | Financial Management | Corporate Finance | Completed | 2021 | Work Standardization;<br>Industry Recommended Practice | Improve Processes | Better compliance with Trade Agreements<br>Elimination of risk of accepting late bids<br>Reduced posting duration | Better compliance with Trade Agreements<br>Elimination of risk of accepting late bids<br>Reduced posting duration | Within existing operating resources |
| | | | | | | | Improve Customer Service | Simplified bid submission | Simplified bid submission | |
| Multi-year Operating and Capital Budgets - 4 Year Model 2020-2023 | Creation of a four-year budget for the City of Winnipeg. | Financial Management | | Completed | 2020 | Work Standardization;<br>Industry Recommended Practice | Improve Processes | More stable plan for service delivery and infrastructure investment | More stable plan for service delivery and infrastructure investment | Within existing operating resources |
| | | | | | | | Build Improvement Capabilities | Implement industry recommended practice<br>Enable better decision making | Implement industry recommended practice<br>Enable better decision making | |
| Open Capital Dashboard - Project Explorer | Move information online from former periodic capital project reports | Financial Management | | Completed | 2019 | Work Standardization;<br>Industry Recommended Practice;<br>Innovation Engineering | Build Improvement Capabilities | Implement industry recommended practice<br>Improve reporting accessibility and transparency | Implement industry recommended practice<br>Improve reporting accessibility and transparency<br>Received Government Finance Officers' Association award for best practice adoption | Funded through the Innovation Capital Fund |

| Initiative Name | Description | Service(s) Impacted | Lead Department | Current Stage | End Year | Improvement Tool(s) | Targeted Benefit Category | Targeted Benefits | Benefits Realized | Initiative Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| One City, One Process: Return to Work Process Standardization | Part of the One City, One Process initiative. This project created consistent case management processes and an Early Return To Work intervention program, in consultation with City departments and employee unions. | Human Resource Services | Human Resource Services | Completed | 2022 | Voice of Customer, Work Standardization, Safety Performance Metrics (LTI Severity) | Build Improvement Capabilities | Standardized Process | Processes have been standardized | Within existing operating resources |
| One City, One Process: Employee Health Case Management Standardization | Part of the One City, One Process initiative. This project created consistent employee health case management processes in consultation with City departments and employee unions. | Human Resource Services | | Completed | 2022 | Voice of Customer, Work Standardization, Safety Performance Metrics (LTI Severity) | Build Improvement Capabilities | Standardized Process | Processes have been standardized | Within existing operating resources |
| One City, Once Process: Recruitment & Job Evaluation | Part of the One City, One Process initiative. This project created consistent Recruitment and Job Evaluation processes. | Human Resource Services | | Completed | 2019 | Voice of Customer; Work Standardization; Industry recommended practice | Improve Processes | Consistent processing time | From 2019 to 2022:<br>Stabilized processing times<br>Maintained close service level in recruitment (66 days/700 hires vs. 71 days/600 hires)<br>Improved processing times in job rating (104 days/118 ratings vs. 87 days/123 ratings)<br>*KPIs impacted by COVID related activities in 2020 | Within existing operating resources |
| | | | | | | | Control Expenses | Not identified at start of initiative | Reduction of 3 FTEs in related work areas (2019 to 2022)<br>while maintaining service levels above | |
| | | | | | | | Build Improvement Capabilities | Standardize processes | Processes have been standardized | |
| Technology Acquisition Process Review | Examine acquisition processes for opportunities to shorten the lead times for acquisitions. | Innovation, Transformation and Technology | Innovation & Technology | Completed | 2022 | Process mapping (swim lane);<br>Root Cause Analysis<br>(5 Whys; Fishbone Diagram; Multi-voting);<br>Process Streamlining | Improve Processes | Eliminate unnecessary activities | Eliminated multiple layers of review for cloud-based acquisitions (lead time reduced by min. of 2 weeks per review) | Within existing operating resources |
| Digital Processing of Residential Building Applications | Launched digital processing of residential building permits. Involved full internal downstream process redesign, including reengineering of scanning procedures. | Development Approvals, Building Permits and Inspections | Planning, Property & Development<br><br>(see the Department's process improvement website at https://www.winnipeg.ca/ppd/BuildingAndRenovating/ProcessImprovement/default.stm) | Completed | 2019 | PDCA planning process; Process/system mapping; FMEA Risk Analysis; process metrics | Improve Customer Service | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | Within existing operating resources |
| | | | | | | | Improve Processes | Improved processing times<br>More consistent operations | Improved processing times<br>More consistent operations | |
| Permits Direct Line | Replaced manual triaging of incoming calls with Permits Direct Line. Permits Direct Line directs customer inquiries to dedicated staff members in various disciplines. | Development Approvals, Building Permits and Inspections | | Completed | 2019 | PDCA planning process; Process/system mapping; FMEA Risk Analysis; process metrics | Find Efficiencies | Eliminate manual call triage by staff | Eliminate manual call triage by staff | Within existing operating resources |
| | | | | | | | Improve Customer Service | Minimize call redirection for customer<br>Ensure timely response to calls | Minimize call redirection for customer<br>Ensure timely response to calls | |
| | | | | | | | Build Improvement Capabilities | Quantify call volumes and nature of calls for ongoing process improvement | Quantify call volumes and nature of calls for ongoing process improvement | |
| Interim Commercial Inspections Strategy | Launched the Interim Commercial Inspections Strategy. This strategy prioritized major projects for commercial inspections. | Development Approvals, Building Permits and Inspections | | Completed | 2019 | PDCA planning process; FMEA Risk Analysis; process metrics | Improve Customer Service | Clear customer communications | Clear customer communications | Within existing operating resources |
| | | | | | | | Build Improvement Capabilities | Staff resource allocation<br>Consistent operational activities<br>Ability to continue to adjust strategy as required | Staff resource allocation<br>Consistent operational activities<br>Ability to continue to adjust strategy as required | |
| Digital Processing of Occupancy Requests | Expanded Permits Online to include Occupancy Permits. | Development Approvals, Building Permits and Inspections | | Completed | 2019 | PDCA planning process; FMEA Risk Analysis | Find Efficiencies | Internal process efficiencies | Internal process efficiencies | Within existing operating resources |
| | | | | | | | Improve Customer Service | Clearer guidance and communications to customers | Clearer guidance and communications to customers | |
| Zoning & permits Office Operational Improvement | Permit intake triage system for general residential permits for peak periods. | Development Approvals, Building Permits and Inspections | | Completed | 2019 | PDCA planning process; Root Cause Analysis; process metrics | Improve Processes | Reduced wait times | Reduced wait times | Within existing operating resources |
| | | | | | | | Improve Customer Service | Reduced wait times | Reduced wait times | |
| Zoning & permits Office Operational Improvement | Appointment program was established for customers requesting professional advice on zoning matters. | Development Approvals, Building Permits and Inspections | | Completed | 2019 | PDCA planning process; Root Cause Analysis | Improve Customer Service | Greater predictability for both customers and staff with respect to scheduling | Greater predictability for both customers and staff with respect to scheduling | Within existing operating resources |
| Commercial Inspections Customer Survey | Launched commercial inspections customer survey to support continuous improvement activities. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | Voice of the Customer | Improve Customer Service | Verification that changes being made are positive from a customer experience | Verification that changes being made are positive from a customer experience | Within existing operating resources |
| | | | | | | | Build Improvement Capabilities | Feedback from customer to assist with further improvement | Feedback from customer to assist with further improvement | |
| Digital Processing of Development Permits | Launched digital processing of residential & commercial development permits that are applied for independently from building permits. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | Process/system mapping; FMEA Risk Analysis; PDCA planning process | Improve Processes | Improved processing times<br>More consistent operations | Improved processing times<br>More consistent operations | Within existing operating resources |
| | | | | | | | Improve Customer Service | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | |

| Initiative Name | Description | Service(s) Impacted | Lead Department | Current Stage | End Year | Improvement Tool(s) | Targeted Benefit Category | Targeted Benefits | Benefits Realized | Initiative Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| Online services for Inspections requests | Launched online commercial building and trade permit inspections. | Development Approvals, Building Permits and Inspections | Planning, Property & Development<br><br>(see the Department's process improvement website at https://www.winnipeg.ca/ppd/BuildingAndRenovating/ProcessImprovement/default.stm) | Completed | 2020 | Process/system mapping; FMEA Risk Analysis; PDCA planning process; Process metrics | Improve Processes | Improved processing times<br>More consistent operations | Improved processing times<br>More consistent operations | Within existing operating resources |
| | | | | | | | Improve Customer Service | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | |
| | | | | | | | Build Improvement Capabilities | Data to support ongoing improvements | Data to support ongoing improvements | |
| Temporary Patio Program | Launched the Temporary Patio program in response to the Province of Manitoba's Restoring Safe Services plan. The program offers an expedited process to allow for restaurants and licensed manufacturers with tasting rooms (breweries, micro distilleries, etc.) to establish temporary patio spaces. https://www.winnipeg.ca/ppd/permits/Commercial/TemporaryPatio.stm | Development Approvals, Building Permits and Inspections | | Completed | 2020 | PDCA planning process; FMEA Risk Analysis; process metrics | Improve Customer Service | Contribution to recovery (COVID-19) for restaurants/community; consistent operations | Contribution to recovery (COVID-19) for restaurants/community; consistent operations | Within existing operating resources |
| Communications - Temporary Overnight Shelters | Information Bulletin describing Guidelines for Buildings Used for Temporary Overnight Shelters. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | Root cause analysis | Improve Customer Service | Clearer communications and assistance to providers of temporary overnight shelters | Clearer communications and assistance to providers of temporary overnight shelters | Within existing operating resources |
| Virtual Inspections | Launched the Alternate Video Inspections program to provide service during COVID-19. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | PDCA planning process; process metrics | Improve Customer Service | Business continuity during COVID; improved process efficiencies; increased customer service | Business continuity during COVID; improved process efficiencies; increased customer service | Within existing operating resources |
| Permits Online: Accessory Structure Applications | Added accessory structure permit applications to Permits Online services. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | PDCA planning cycle; Process/system mapping; FMEA Risk Analysis; Process metrics | Improve Processes | Improved processing times<br>More consistent operations | Improved processing times<br>More consistent operations | Within existing operating resources |
| | | | | | | | Improve Customer Service | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | |
| Permits Online Customer Survey | As part of enhanced Permits Online service, customers are provided with an opportunity to provide feedback on their application experience. Permits Online videos also educate customers. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | Voice of the Customer | Improve Customer Service | Verification that changes being made are positive from a customer experience | Verification that changes being made are positive from a customer experience | Within existing operating resources |
| | | | | | | | Build Improvement Capabilities | Feedback from customer to assist with further improvement | Feedback from customer to assist with further improvement | |
| Digital Processing of Commercial Building Applications | Launched digital processing of commercial building permits. | Development Approvals, Building Permits and Inspections | | Completed | 2020 | Process/system mapping; FMEA Risk Analysis; PDCA planning process; Process metrics | Improve Processes | Improved processing times<br>More consistent operations | Improved processing times<br>More consistent operations | Within existing operating resources |
| | | | | | | | Improve Customer Service | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | Greater flexibility for customers to submit digitally (enabling business continuity during COVID-19) | |
| Permits Direct Line (Phase 2) | Implemented an improved customer service phone system for housing inspections to offer automated call-back services and redirect functionality for general inquiries. | Development Approvals, Building Permits and Inspections | | Completed | 2021 | PDCA planning process; process/system mapping; FMEA Risk Analysis; process metrics | Improve Processes | Reduced wait times | Reduced wait times | Within existing operating resources |
| | | | | | | | Improve Customer Service | Reduced wait times | Reduced wait times | |
| Bulletins | Bulletins were issued to provide customers with more information about building code compliance. | Development Approvals, Building Permits and Inspections | | Completed | 2021 | Root Cause | Improve Customer Service | Improved communications on permitting requirements | Improved communications on permitting requirements | Within existing operating resources |
| Improvements to Home Based Business Approval process | Updated website to and create auto-reminders for home based business approvals (both Red Tape initiatives). | Development Approvals, Building Permits and Inspections | | Completed | 2021 | PDCA planning process | Improve Customer Service | Clearer communications and assistance to Home Based Business applicants | Clearer communications and assistance to Home Based Business applicants | Within existing operating resources |
| Occupy Only Single Inspector Pilot | Launched a single inspector program pilot (one call-out) with the commercial inspections team for Occupy Only permits where no building, mechanical, electrical, or plumbing alterations were proposed. | Development Approvals, Building Permits and Inspections | | Completed | 2021 | PDCA planning process; Root cause | Find Efficiencies | Reduced number of inspections/staff required | Reduced number of inspections/staff required | Within existing operating resources |
| Residential Mechanical Photo Submission Program | Allow licenced contractors to submit photos of their air conditioner, gas or electric furnace, or electric hot water tank installations, and required documentation, for inspection process. | Development Approvals, Building Permits and Inspections | | Completed | 2021 | PDCA planning process | Find Efficiencies | Staffing efficiencies | Staffing efficiencies | Within existing operating resources |
| | | | | | | | Improve Processes | Greater flexibility for service provision | Greater flexibility for service provision | |
| Personal Care Homes and Visitation Rooms | Expedited the process for the intake, review and inspections of personal care homes and visitation rooms. The commercial permits team worked with Shared Health and the City's fire prevention team on this solution. | Development Approvals, Building Permits and Inspections | | Completed | 2021 | PDCA planning process | Improve Processes | Improved processing times | Improved processing times | Within existing operating resources |
| Improvements to Variance C approval process | Specific types of Variance Approvals (referred to as 'C' Variances) became managed administratively. Additionally, QR codes were added to posters for Variances 'C's, allowing the public to view full details through an electronic device. | Development Approvals, Building Permits and Inspections | | Completed | 2021 | Root cause | Improve Processes | Reduced approval timeframes | Reduced approval timeframes | Within existing operating resources |

| Initiative Name | Description | Service(s) Impacted | Lead Department | Current Stage | End Year | Improvement Tool(s) | Targeted Benefit Category | Targeted Benefits | Benefits Realized | Initiative Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| Solar Photovoltaic Systems approval requirements review | Reduction of Winnipeg Electrical By-law requirements for solar photovoltaic systems to reduce red tape. | Development Approvals, Building Permits and Inspections | Planning, Property & Development<br><br>(see the Department's process improvement website at https://www.winnipeg.ca/ppd/BuildingAndRenovating/ProcessImprovement/default.stm) | Completed | 2022 | Root cause | Improve Processes | Reduce processing times | Reduce processing times | Within existing operating resources |
| Bulletins | Development and publication of the Helical, Augured and Screw Piles in Commercial Applications Bulletin, developed in conjunction with industry. | Development Approvals, Building Permits and Inspections | | Completed | 2022 | Root cause | Improve Customer Service | Clearer communications to minimize potential for incomplete applications | Clearer communications to minimize potential for incomplete applications | Within existing operating resources |
| Occupy Only Process Review | To realign requirements for occupancy permits with the Manitoba Building Code, the department eliminated Building Occupancy Permits for changes in tenant/occupant only. | Development Approvals, Building Permits and Inspections | | Completed | 2022 | Root cause | Improve Processes | Clearer communications and alignment with the Manitoba Building Code | Clearer communications and alignment with the Manitoba Building Code | Within existing operating resources |
| Real Estate Policy Framework | Revised real estate policies into four consolidated policies to deal with sales, acquisitions, leases, and the Land Operating Reserve Fund. | Property Asset Management | | Completed | 2021 | Policy analysis | Improve Processes<br>Improve Customer Service | Reduce transaction timelines<br>Reduce red tape | Reduce transaction timelines<br>Reduce red tape | Within existing operating resources |
| Mobile Parking Payment App Block Renumbering | Using unique block numbers enables the WPA to capture parking occupancy data that will improve pricing decisions and curbside management. | Parking | Public Works | Completed | 2021 | Bottleneck Analysis<br>Process Metrics | Improve Processes<br>Build Improvement Capabilities | Improved decision-making capabilities for on-street pricing and curbside management. | Improved decision-making capabilities for on-street pricing and curbside management. | Within existing operating resources |
| Vehicles for Hire Online Licence Applications and Renewals | Online VFH licence renewals reduce staff time spent addressing missing documentation and improve convenience for users. | Parking | | Completed | 2021 | Process Mapping | Improve Processes | Streamlined application and renewal process for customers, reduced number of people coming into the office for face-to-face service, and less administrative time for processing application. | Reduced clerical staff time required to process applications, reduced errors related to missing documentation, reduced printing costs and paper use. Improves customer convenience by offering 24/7 access to the licence renewal process. | Within existing operating resources |
| Fleet Accountability Report | WFMA is to report to SPC on innovation year over year statistics with regards to vehicle idling, damage costs, fuel costs by department and division. | Fleet Management | | Completed | 2022 | Work Observation | Build Improvement Capabilities | Increased transparency for decision making | Increased transparency | Within existing operating resources |
| Fleet Size Optimization | Review of data on vehicle utilization and maintenance costs and working with departments to determine how to meet their service needs while optimizing the size and cost of the fleet in 2020. | Fleet Management | | Completed | 2022 | Work Observation | Control Expenses | "Right sizing" the Fleet, financial savings | "Right sizing" the Fleet, financial savings | Within existing operating resources |
| Escalation Process for Damages | Implementation of a process whereby damages above a certain threshold are escalated to Divisional Manager level for approval with incident report prior to repair. | Fleet Management | | Completed | 2021 | Work Observation<br>Process Mapping | Improve Processes | Increased transparency, financial savings | Increased transparency, financial savings | Within existing operating resources |
| Heavy Fleet Procurement Idle Reduction Technology | Incorporate idle reduction technology in specifications of heavy fleet purchases.<br><br>[Climate Action Plan - Key Direction 1.4] | Fleet Management | Winnipeg Fire Paramedic Service | Completed | 2022 | PDCA planning cycle | Find Efficiencies<br>Control Expenses<br>Improve Processes | Less time for maintenance on each vehicle<br>Reduce engine wear<br>Reduce fuel consumption<br>Reduce carcinogens from exhaust<br>Reduce fossil fuel emissions | 2% reduction in idling time from 2020 to 2021 (including harsher winter conditions in 2021) | Funded through the Fleet Asset Acquisitions capital program |
| Itron Mobile | Allows seamless upload and download of water meter reading data to mobile devices while performing water meter readings at service addresses across the City. | Water<br>Wastewater<br>Financial Management | Water & Waste | Completed | 2022 | Continuous Flow Analysis | Find Efficiencies<br>Improve Processes<br>Improve Customer Service<br>Build Improvement Capabilities | Route optimization to minimize travel between service locations<br>Reduce dispute resolution activities through water meter reading pictures<br>Near real-time water meter readings<br>Reduce errors through water meter reading pictures<br>Faster and more accurate information for customers<br>Data loss risk reduction<br>Improve data collection accuracy and reliability | Route optimization to minimize travel between service locations<br>Reduce dispute resolution activities through water meter reading pictures<br>Near real-time water meter readings<br>Reduce errors through water meter reading pictures<br>Faster and more accurate information for customers<br>Data loss risk reduction<br>Improve data collection accuracy and reliability | Within existing operating resources |
| Public Water Outlets: Rehabilitation | Upgrade Public Water Outlets and online billing system that allows customers to manage their accounts online and eliminates the need to mail physical invoices and to retrieve the coins weekly. | Water<br>Financial Management | | Completed | 2021 | Quality Analysis, Continuous Flow Analysis | Find Efficiencies<br>Improve Customer Service | Eliminate invoice preparation<br>Reduce collection efforts<br>Eliminate time collecting physical cash<br>Improve safety of site conditions<br>Increase convenience through online payment channel | Eliminate invoice preparation<br>Reduce collection efforts<br>Eliminate time collecting physical cash<br>Improve safety of site conditions<br>Increase convenience through online payment channel | Funded through the Public Water Outlets capital project (2019 - $1.225 million) |

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|---|---|---|---|---|---|---|---|---|---|---|
| Award Reports Email Approval, Digital Signing of Miscellaneous Agreements | Digitize methods for procurement award reports approval and signing. | Financial Management | Water & Waste | Completed | 2020 | Process mapping, Swimlane diagrams, Quality Analysis, Continuous Flow Analysis | Find Efficiencies | Increase approval and review efficiency | Increase approval and review efficiency | Within existing operating resources |
| | | | | | | | Control Expenses | Reduce paper waste | Reduce paper waste | |
| | | | | | | | Build Improvement Capabilities | Increase approval status awareness and monitoring<br>Increase document organization and traceability | Increase approval status awareness and monitoring<br>Increase document organization and traceability | |
| MyUtility: Self Service Forms | Move customer information and interaction modes online to MyUtility app. Add additional channel for customer service requests. | Recycling and Waste Diversion<br>Solid Waste Collection | | Completed | 2021 | Process metrics, Continuous Flow Analysis | Improve Customer Service | Provide an additional channel for reporting and service requests<br>Decrease call volume to 311 for related issues<br>Increase customer access to information | 6,256 MyUtility submissions since January 2022<br>Reduced 311 requests for related services | Funded through the Digital Customer Solutions capital program |
| CCB-iNovah Integration | Cash handling and inquiry IT systems enhancements. | Financial Management | | Completed | 2021 | Quality Analysis, Work Standardization, Continuous Flow Analysis, Bottleneck Analysis | Improve Processes | Improve payment processes turnaround time<br>Reduce unnecessary access to customer information which can lead to a privacy breach<br>Faster revenue turnover | Improve payment processes turnaround time<br>Reduce unnecessary access to customer information which can lead to a privacy breach<br>Faster revenue turnover | Funded through the Customer Billing and Work Management Systems Upgrades capital program |
| | | | | | | | Build Improvement Capabilities | Provide real-time and accurate account information | Provide real-time and accurate account information | |
| Water Treatment Filter Media Recovery Project | Develop a method to remove filter media. | Water | | Completed | 2022 | Quality Analysis (finding elements critical to service quality), Bottleneck analysis | Control Expenses | Save $3.4 million over the next 10 years | $150,000 from first removal | Funded through the Water Treatment Plant Asset Refurbishment and Replacement capital program |
| QR codes at bus stops | Paper timetables at bus stops were eliminated in 2020 and were replaced with QR codes at bus stops which offer the same information electronically | Public Transit | Winnipeg Transit | Completed | 2020 | Work Observation | Control Expenses | Reducing printing costs | Reducing printing costs | Within existing operating resources |
| | | | | | | | Find Efficiencies | Reduced manual time changing sign information | Reduced manual time changing sign information | |
| | | | | | | | Improve Customer Service | Reduced risk of outdated schedules at bus stops | Reduced risk of outdated schedules at bus stops | |
| Timeslip digitization | Paper timeslips that were used for reporting overtime were replaced by a digital process | Public Transit | | Completed | 2021 | Process Mapping, Work Observation, Work Standardization | Find Efficiencies | Reduction of manual effort for input of paper forms, mobile enablement of workforce, reduction of errors, improved audit capability | Reduction of manual effort for input of paper forms, mobile enablement of workforce, reduction of errors, improved audit capability | Part of the Transit Info Systems Program capital program |
| Transit Master Plan | WTMP proposes an entirely new transit route network, and numerous other associated policies and infrastructure projects. | Public Transit | | Completed | 2022 | Quality Analysis, Voice of Customer, Bottleneck Analysis, Relationship Testing, Variation Analyses, Layout Planning | Build Improvement Capabilities | TMP provides roadmap for multiple improvement initiatives | TMP provides roadmap for multiple improvement initiatives | Funded through the "Rapid Transit Master Plan and Prioritization Study" capital project (Sept. 27, 2017 - $3.2 million) |
| Running-time analysis | Regular ongoing analysis of actual transit run times (using GPS) to improve the accuracy of transit schedules.<br><br>[Climate Action Plan - Key Direction 3.1] | Public Transit | | Completed | 2020 | Quality Analysis, Variation Analyses, Layout Planning | Improve Customer Service | Schedules that more accurately reflect actual running times resulting in better on-time performance | Schedules are more realistic for drivers, and lateness is reduced | Within existing operating resources |
| Schedule Export Validations | A software tool was developed to automatically validate schedule exports from Transit's scheduling software. | Public Transit | | Completed | 2021 | Work Observation, Work Standardization | Find Efficiencies | Less time spent correcting export errors | Less time spent correcting export errors | Part of the Transit Info Systems Program capital program |
| | | | | | | | Improve Processes | Less errors in data exports | Less errors in data exports | |
| New scheduling system for Transit Plus | Replacing the Transit Plus priority system with first-come-first-served scheduling. Fulfills recommendation of Ombudsman's report.<br><br>[Climate Action Plan - Key Direction 3.1] | Public Transit | | Completed | 2021 | Voice of Customer, Key Performance Indicator Definition, Process Metrics, Quality Analysis, Layout Planning | Improve Customer Service | Better utilization of vehicle capacity created from cancellations | Better utilization of vehicle capacity created from cancellations | Funded through the Transit Information Technology capital program and existing operating resources |
| Transit Plus outbound notifications | Implemented automatic trip confirmations and pick-up reminders in place of requiring customers to call in for similar information previously. | Public Transit | | Completed | 2021 | Layout Planning | Improve Customer Service | Remove need for customers to call the system to confirm trips, reduce inbound call volumes | Reduced number of confirmation calls and vehicle status calls<br>Improved communication with customers<br>Freed phone line capacity for trip bookings | Within existing operating resources |

| Initiative Name | Description | Service(s) Impacted | Lead Department | Current Stage | End Year | Improvement Tool(s) | Targeted Benefit Category | Targeted Benefits | Benefits Realized | Initiative Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| WINNpass online portal | Implemented an online portal for WINNpass application submissions and application processing.<br><br>[Climate Action Plan - Key Direction 3.1] | Public Transit | Winnipeg Transit | Completed | 2020 | Process Mapping, Work Observation, Work Standardization | Improve Customer Service | Simplify application process for customers | Simplify application process for customers (approximately 80% of applications have moved to this format) | Funded through the Transit Information Technology capital program |
| | | | | | | | Find Efficiencies | Reduce manual efforts for application processing | Reduce manual efforts for application processing | |
| Winnipeg Transit app | Released a service information app to replace need for customers to look up information through Transit's website. | Public Transit | | Completed | 2022 | Voice of Customer, Layout Planning, | Improve Customer Service | Expanded channels and tools to access information through methods most used by customers | Expanded channels and tools to access information through methods most used by customers | Funded through the Transit Information Technology capital program |