Minutes – Executive Policy Committee – December 4, 2024

REPORTS

Item No. 9 Annual Report on Continuous Improvement and Innovation

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council:

1. That this report be received as information.

DECISION MAKING HISTORY:

Moved by Councillor Lukes,

That the recommendation of the Winnipeg Public Service be concurred in and forwarded to Council.

Carried

David Grant submitted a communication in opposition to the matter.

COUNCIL DECISION:

On December 15, 2022, Council adopted the recommendation of the Executive Policy Committee, which included the following recommendation:

2. That future continuous improvement initiative reporting be done through the Annual Report on the Innovation and Technology Project Portfolio presented to the Executive Policy Committee.

STANDING COMMITTEE RECOMMENDATION:

On July 8, 2021, the Standing Policy Committee on Innovation and Economic Development directed the Winnipeg Public Service to provide an annual report in December of each year, containing a summary of innovative projects that have been brought through the Public Service, including which projects have been implemented and their benefits.

ADMINISTRATIVE REPORT

Title: Annual Report on Continuous Improvement and Innovation

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
D. Penner, M. Walczak	T. Gooch	T. Graham	S. Armbruster, Interim CAO

EXECUTIVE SUMMARY

Continuous Improvement and Innovation is a key strategy in the City's 2024-2027 Corporate Strategic Plan, and an ongoing performance expectation of the Public Service. Continuous improvement and innovation initiatives produce improved service quality, improved customer experience, reduced relative costs, reduced risk, increased resiliency, and increased agility for City services. This report highlights key continuous improvement and innovation initiatives that are contributing to these results. The report also provides high level information on the City's Continuous Improvement Plan and the Innovation and Technology Project Portfolio.

The City invests in continuous improvement and innovation initiatives through both operating and capital expenditures. The lead department for each City service is responsible for the continuous improvement of that service's enabling policies, design, and processes. Each department engages in operational continuous improvement to meet efficiency targets and ever-growing customer expectations of City services. Each department manages its continuous improvement methods independently from other departments.

City service and process innovation through the effective application of data and modern technologies is delivered through capital investments in the Innovation, Transformation and Technology Service. Lead Departments partner with Innovation and Technology to digitalize service delivery processes, modernize management systems, and implement innovative solutions for opportunities and problems. Process re-design activities are typically completed during the implementation of the capital projects and programs in this portfolio.

Key improvement and innovation initiatives described in the report include:

- **Abandoned Bulky Waste Process Improvements** - increase the frequency and serviced area of bulky waste collection across the city
- **Citizen Portal** - make it easier for customers to interact with the City online
- **Computer Assisted Mass Appraisal System Replacement Program** - replace the City’s legacy property appraisal system
- **Retro-Commissioning of City Buildings** - improve facility conditions and comfort of occupants, achieve environmental benefits, and achieve savings in energy usage

- **Right-of-Way Management System** - improve access to information for employees, service providers, residents, and elected officials, as well as reduce the number of 311 calls related to utility cuts and other permits
- **Transit Plus and On Request Booking and Scheduling** - replace legacy booking and scheduling systems for Transit Plus and On-Request service with a single modern customer-focused platform
- **Zoning By-law Review and Amendments** - modernize development regulations to reduce red tape in development processes and create greater flexibility in creating complete communities

The report also describes a 2024-2025 program to pilot artificial intelligence technologies in six areas.

RECOMMENDATIONS

That this report be received as information.

REASON FOR THE REPORT

This report addresses a series of Council and Committee directives to mature continuous improvement and innovation across the City of Winnipeg's services.

On July 18, 2019, Council directed the Chief Financial Officer and the City Auditor to consider various improvement tools and develop a comprehensive four-year continuous improvement review plan. The purpose was to identify efficiencies, control expenses, and improve processes and customer service throughout city departments.

On July 8, 2021, the Standing Policy Committee on Innovation and Economic Development mandated the Winnipeg Public Service to produce an annual report describing the portfolio of innovative projects produced by the Public Service, with details on the implemented projects and description of their respective benefits.

On December 14, 2021, the Public Service reported on projects operated under the Innovation Program to the Standing Policy Committee on Innovation and Economic Development.

On July 7, 2022, a status report was submitted to the Standing Policy Committee on Innovation and Economic Development, broadening the scope of innovation reporting to incorporate all Innovation and Technology projects, not only those run under the Innovation Program.

On December 15, 2022, Council received the first Continuous Improvement Review Plan and Progress Report as well as the second Annual Report on the Innovation and Technology Project Portfolio. Council adopted the recommendation of the Executive Policy Committee that continuous improvement initiative reporting will be combined with the Annual Report on the Innovation and Technology Project Portfolio.

On December 14, 2023, the Annual Report on the Innovation and Technology Portfolio including the Continuous Improvement initiatives was received as information by Council. The report was presented in a format that showcased selected continuous improvement initiatives supporting the Strategic Priorities Action Plan (SPAP) including forecasted benefits for these initiatives.

This report is presented with an updated title to better represent both Continuous Improvement and Innovation initiatives and highlights key initiatives for the 2024 annual report.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving this report as information.

HISTORY/DISCUSSION

Continuous Improvement and Innovation for the City of Winnipeg

Continuous improvement and innovation is a key strategy in the City's 2024-2027 Corporate Strategic Plan. Continuous improvement and innovation initiatives produce improved service quality, improved customer experience, reduced relative costs, reduced risk, increased resiliency, and increased agility for City services.

Continuous improvement is an ongoing performance expectation of the Public Service. The City invests in continuous improvement and innovation initiatives through both operating and capital expenditures. The lead department for each City service is responsible for the continuous improvement of that service's enabling policies, design, and processes. Each department engages in continuous improvement to meet efficiency targets and ever-growing customer expectations of City services. Each department manages its continuous improvement methods independently from other departments.

City service and process innovation through the effective application of data and modern technologies is delivered through capital investments in the Innovation, Transformation and Technology Service. Lead Departments partner with Innovation and Technology to digitalize service delivery processes, modernize management systems, and implement innovative solutions for opportunities and problems. Process re-design activities are typically completed during the implementation of the capital projects and programs in this portfolio.

Key improvement and innovation initiatives the Public Service highlights for 2024 follow.

Abandoned Bulky Waste Process Improvements

Recently-approved changes for abandoned/bulky waste pick up will double the amount of contract hours available for proactive sweeps in targeted areas. The changes will allow area sweeps to be conducted year-round instead of only during summer months to help reduce the amount of accumulated bulky waste over the winter which is exposed during the spring thaw.

Previous annual hourly expenditures for this activity during the spring correspond to significant increases in calls and requests for waste pick up.
The operational changes to improve abandoned waste collection include:

- Consolidation of responsibility for garbage and debris pick up into the Water and Waste Department
- Increased frequency of the bulky waste collection program from 1,000 hours to 2,000 hours in 2025
- Expanded boundaries for the bulky sweep program

- Provision to empty full recycling carts in the downtown area on an “as required” basis.
- Water and Waste will collaborate where possible within the Encampment Clean-up Pilot Project.

The Public Service will review the impact of these measures after one year of operation to capture the results during all four seasons.

Citizen Portal

The Citizen Portal project aggregates multiple online city services into a unified view. This “single pane of glass” will provide citizens, residents, and customers with seamless access to a variety of city services through one integrated platform. The Citizen portal will offer a consistent customer experience by consolidating portals and services. This will enhance transparency and consistency in communication across all city departments.

City departments and technology partners are working together to ensure the portal integrates smoothly with existing systems and services. Collaboration with customer service teams, particularly 311, will be crucial to align the portal’s functionalities with the needs of the residents.

The implementation of the Citizen Portal will enhance the way the department operates and delivers services. By providing a single source of truth and one password for all services, the portal will simplify customer interactions and improve process integration across teams. This will lead to faster service delivery and more efficient operations. The mobile capabilities will further elevate the customer experience, making city services more accessible and user-friendly.

The anticipated benefits of the Citizen Portal are both qualitative and quantitative. Qualitatively, it will improve the customer experience by providing consistent and transparent communication. Quantitatively, it is expected to reduce service delivery times and operational costs through better process integration and faster system interactions. The first release is planned for deployment in 2025, with benefits realization anticipated shortly thereafter as the portal becomes operational and integrated into daily use.

Computer Assisted Mass Appraisal (CAMA) System Replacement Program

This is a key initiative for the Assessment and Taxation Department aims to replace the City’s legacy property appraisal system with a new system. The legacy system will be unsupported in 2027 and the new solution is planned to be in service by the end of Q2 2026.

The new solution is expected to offer improved functionality, and seamless integration with existing assessment and taxation systems. The desired outcome of this project is to maintain the accuracy of assessment, increase efficiency in production of assessments, and enhance customer service for Winnipeg residents.
The Assessment and Taxation Department expects the new system to be adaptable to evolving needs in the future. The primary objectives of this initiative would be to:

- Modernize and enhance the reliability of current technology platform
- Launch new product capabilities faster
- Enhance service efficiency by implementing standardized processes defined by the technology provider, enabling swift adoption of new capabilities, and enhancing overall infrastructure capacity
- Allow the Assessment and Taxation Department to focus on core business processes

Retro-Commissioning of City Buildings

Retro-commissioning is a systematic process performed in existing facilities to optimize the performance of building systems and equipment, based on the prevailing use of the building. Retro-commissioning significantly improves facility performance with respect to energy efficiency, occupant comfort, improved temperature control, better indoor air quality, etc. Payback of retro-commissioning ranges from one to two or more years, based on the systems under study. To facilitate the quantitative measurement of results, the Assets and Project Management Department is implementing smart meters, analytic software, and work management databases for precise capturing of reductions in energy use, building equipment system failures, and tenant complaints.

Collaboration among departments is key to the success of the retro-commissioning initiative. Specifically, in the process of developing a plan for retro-commissioning projects in any facility, Assets and Project Management needs to understand the intricacies of how facilities are currently used (given retro-commissioning utilizes a tailored approach to optimize the performance of buildings) according to present current “evolved” condition and use, as opposed to a building's original designed intent. Once retro-commissioning plans are approved by all stakeholders, the majority of projects are delivered by the Assets and Project Management Department. Members of the Department hold Certified Commissioning Professional certifications with the training to perform assessment, planning, and evaluation of results for retro-commissioning projects.

Retro-commissioning is a continuous process that will assess and optimize the performance of municipal buildings, prioritizing the most service critical and energy inefficient facilities. The implementation of projects is dependent on the availability of funding. Where funding is approved, complementary external funding from sources such as Efficiency Manitoba is secured.

Right-of-Way Management System

The management of activities within the City’s rights-of-way, including the coordination of streets cuts, falls mainly within the responsibility of the Public Works Department, under two main services – Roadway Construction and Maintenance, and Transportation Planning and Traffic Management.

Currently, existing in-house developed legacy software systems present significant challenges in effectively managing these activities, resulting in increased disruptions to residents and businesses. To address these challenges and improve operational efficiency, the City is investing in a new right-of-way management system. The proposed system will provide comprehensive capabilities for permit management, scheduling, data integration, communication and notification, compliance tracking, and performance monitoring. This will enable more streamlined processes, enhance decision-making through real-time data access and analytics, and enable strong coordination amongst various City departments and functional units, as well as external utilities and contractors. These improvements are critical in addressing the existing service gaps related to right-of-way management.

Key benefits of the new system include:

- Improved operational efficiency and cost savings through streamlined processes and optimized resource utilization

- Enhanced coordination and communication among stakeholders, leading to reduced disruptions and improved traffic flow
- Increased public satisfaction through transparent communication, timely notifications, and improved service delivery
- Enhanced data visibility and decision-making through comprehensive reporting and analytics

These benefits drive operational efficiency by extracting greater value from the existing investment in right-of-way management activities. The following quantitative benefits are conservative and achievable:

- Two-hour efficiency gain on permit processing time
- Two-hour efficiency gain on financial reporting
- One-hour efficiency gain on internal reporting
- 10% reduction in 311 service requests related to street cuts and related right-of-way activities

Procurement and implementation of the new right-of-way management system is planned to take place over the next three years and is expected to result in numerous tangible benefits for the City of Winnipeg, in addition to improved infrastructure integrity and enhanced public safety. By investing in this system, the City aims to strengthen its infrastructure management practices, optimize service delivery, and better meet the needs of its residents and businesses well into the future.

Transit Plus and On Request Booking and Scheduling System

In 2024, Winnipeg Transit introduced a new booking and scheduling system built on the Spare Labs platform, a cutting-edge, AI-capable system made in Canada to revolutionize how customers book and schedule On-Request Transit trips. Previously, Winnipeg Transit used separate and legacy systems for City Transit Plus and On-Request Transit, which lacked online self-service options.

The new system offers a range of benefits, including:

- Self-service features for our diverse riders including a user-friendly app, an easy-to-navigate website, and an automated phone system
- Since launching in July, City Transit Plus services have been on time more than 97% of the time
- Call wait-times have been reduced from an average of over 18 minutes to just 5 minutes and 24 seconds
- Real-time insights into daily operations and provides instant access to analytics, allowing Winnipeg Transit to continually improve its services and commitment to customer satisfaction.

Zoning By-law Review and Amendments

Four phases of Zoning By-law amendments will bring transformative change to city building in Winnipeg. Amendments include:

- Removing the requirement for a development permit, in certain cases, allowing customers to go straight to the building permit process.
- Implementing Infill Guidelines, to reduce parking requirements along Portage Avenue and Pembina Highway in mature communities, allow public washrooms downtown,

enable adaptive reuse of office buildings, and make the temporary patio permit process an ongoing tool
- Allowing multi-family residential 'as of right' development (i.e. without a public hearing) within our Regional and Community Mixed Use Centres and along our Regional and Urban Mixed-Use Corridors, and allowing four dwelling units per residential lot ‘as of right’ city-wide, and four units of up to four stories in height permitted ‘as of right’ within 800 meters on high frequency transit corridors; and
- Undertaking a full re-write of Winnipeg’s Zoning By-law.

The Zoning By-law amendments and re-write are being led by the Planning, Property and Development department, in collaboration with all City Departments, Council, the Province, professional consultants, and community members through open house engagement opportunities.

The rapid amendments and re-write of the Zoning By-law will set the foundation for transformative change in how our city is developed, aligning our by-law to Council’s guiding policy documents, OurWinnipeg and Complete Communities 2.0. The by-law amendments will speed up residential development and simplify permit processes, while enabling the City to qualify for significant federal grants under the Housing Accelerator Fund. These changes are crucial for addressing systemic challenges like housing affordability and economic development. Their measurable impact, including faster processing times and increased housing development, will unfold over the next several years, not immediately. The target for the City of Winnipeg is 14,000 new dwelling units approved over the next three years, and the creation of more livable development patterns of complete communities with better economic, environmental, and social returns on investment. These are essential for the city’s growth, resilience, and sustainability over the next decades.

Customer Service Innovation with Artificial Intelligence Pilot Program

This program pilots Artificial Intelligence technologies to improve customer service in six areas:
- Chat Agent
- Voice Agent
- Permit Automation
- Asset Condition Monitoring
- Voice Sentiment Analytics
- Invoice Processing Automation

Each pilot project tests the application of Artificial Intelligence solutions to produce improved customer service and often financial or efficiency benefits. The primary benefit of the program is organizational learning about an emerging general-purpose technology, with the expectation that some projects will prove to have a valuable return-on-investment for full operationalization and application to additional use cases, and some projects will not proceed beyond the pilot phase.

A program closure report is projected by the end of 2025.

Continuous Improvement Plan and Innovation and Technology Project Portfolio

A high-level four-year Continuous Improvement Plan is attached. The plan describes the continuous improvement initiatives each Department is managing, including:

- Strategic intent informed by the initiative.
- Initiative descriptions, impacted services, lead departments, and current stage.
- Both anticipated and realized benefits from the continuous improvement measures.

A high-level Innovation and Technology Project Portfolio is also attached. The portfolio describes open projects with the description and anticipated benefits as well as closed projects with the benefits realized.

Maturing Continuous Improvement and Innovation Capabilities

Innovation and technology project delivery methods are relatively consistent across City services, with high centralization of capital funding and project management for these formal projects. Increasing maturity in this area on an ongoing basis is supported by corporate asset, investment, and project management standards developed by the Assets and Project Management Department and delivered by the Innovation and Technology Department.

In contrast, continuous improvement methods are localized by Department with varying degrees of resourcing and maturity. In pursuit of the continuous improvement and innovation goals of the 2024-2027 Corporate Strategic Plan, the Public Service is establishing an inter-departmental continuous improvement and innovation network chaired by the Office of the Chief Administrative Officer. This network will increase standardization of continuous improvement practices across the organization and the maturity of process improvement capabilities over time.
Accelerated standardization and maturation of continuous improvement capabilities could be delivered by a dedicated process review function or program that would apply a standardized methodology to improve City services. A standalone program is initially estimated at a cost of $700,000 - $2 million per year, depending on the scope and scale of the program mandate. Such a program is not currently included in approved budgets. An expectation could be set that the program produces some multiple of its costs in measurable benefits or value.

FINANCIAL IMPACT

Financial Impact Statement **Date:** October 23, 2024

Project Name:

Annual Report on Continuous Improvement & Innovation

COMMENTS:

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

Randy Bernard

Randy Bernard, CPA, CMA
Manager of Finance & Administration (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with all departments except Winnipeg Police Services.

OURWINNIPEG POLICY ALIGNMENT

Leadership and Good Governance Objectives:

- Establish and implement priority actions through evidence-informed decision-making processes.
- Achieve community-responsive service delivery through an aligned, integrated, collaborative and results-oriented organizational culture.

Leadership and Good Governance Policies:

- **1.1 Organizational Alignment**
  All City policy implementation and enforcement tools must be aligned with the localized United Nations Sustainable Development Goals framework, consisting of Leadership and Good Governance; Environmental Resilience; Economic Prosperity, Good Health and Well-Being; Social Equity; and City Building contained in this Plan.
- **1.3 Integrated Service Planning and Outcomes**
  Advance operational plans that align with this Plan's sustainability goals through responsive, innovative and integrated government leadership.
- **1.4 Integrated Knowledge and Resources**
  Coordinate inter-departmental systems, projects and resources, making the best use of internal and external expertise to better understand service needs, find the most appropriate solutions, optimize resources, and maximize community outcomes.
- **1.5 Evidence-Informed Decisions**
  Invest in data and technology in order to support objective, evidence-informed decision-making; support open government and open data principles for collection and sharing; help coordinate records and information management; and improve process efficiency, results-based service delivery and accountability.
- **1.9 Responsive Change Management**
  Monitor and evaluate municipal investment and divestment, activities, risk of action or inaction, and outcomes for effectiveness, through a relevant set of sustainability goal indicators, benchmarks and targets, and analysis of local and global community trends.
- **1.18 Responsive, Representative and Resilient Workforce**
  Provide responsive municipal service delivery, through an accountable, informed, qualified, competent, creative, healthy and productive workforce that is representative of the community it serves including the use of equitable, anti-oppression recruitment, training, and retention processes.

Economic Prosperity Objective:

- **Advance strategic opportunities through a focus on innovation.**
  Grow the economy by providing opportunity for innovative technologies and industries, including those that can address significant and long-standing municipal issues through creative solutions and demonstrated leadership.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

- 1.3 Implement Low Carbon and Energy Efficient City Facilities and Buildings.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

- 1.2 Equity Assessment Tools
- 1.2.1 Develop an equity Assessment Tool
- 1.2.2 Services gap analysis
- 1.5 Integrating Lived Experience Perspectives into Decision Making
- 1.5.2 Help with a review of the Citizen Satisfaction Survey
- 5.1 Address gaps in transportation infrastructure and services in areas of higher poverty
- 5.1.1 Help with analysis on snow Clearing if needed.
- 5.1.5 Develop an equitable and data-driven approach to project initiation and issue resolution for street maintenance and road renewals, to ensure that areas of the highest need are prioritized and less based on response to resident complaints.
- 6.4 Accessible Programs and Applications
- 6.4.2 A/B test for Accessible Forms and Applications (co-lead)

SUBMITTED BY

Department: Innovation and Technology
Divisions: Architecture and Risk
Asset and Investment Management
Prepared by: M. Giles
S. Clarke
Date: October 23, 2024
File No: N/A

Attachments:
Attachment A: Innovation and Technology Project Portfolio
Attachment B: 2025-2027 Continuous Improvement Plan and Progress Report

Attachment A: Innovation and Technology Project Portfolio

IT Programs and Projects Open As Of October 2024:

Service	Name	Description	Benefits	Benefits Expected
Assessment, Taxation, and Corporate	Computer Assisted Mass Appraisal (CAMA) System Replacement Program	This program is a series of projects that will replace the current assessment system ADVIS used by the City by implementing a new Computer Aided Mass Appraisal (CAMA) solution.	1. Improve customer experience by 50% in response rate and provisioning of more reporting tools to explain assessments.	2027-05 to 2028-05
Contact Center - 311	Citizen Portal Program	This program is a series of projects that will provide a single web portal that will enable customers to access information and services in a more efficient and streamlined manner.	1. 10% relative reduction in call volume through an improved self-service interface and improved self-service customer experience in the Citizen Portal	2025-12 to 2026-12
Council Services	DMIS Replacement Project	This project involves custom developing a new Decision-Making Process Information System (DMIS) and migrating all existing DMIS data onto the new solution.	1. Reduce overall DMIS search response time by 50% (existing search result is over 20 sec). 2. Better Customer Experience	2026-01 to 2026-12
Development Approvals, Building Permits and Inspections	Digital Permitting Program	This program is a series of projects that will upgrade the AMANDA system as well as implement the digitalization of the permits online and enhancements to various applications.	1. 50% reduction in permit intake processing times. 2. 80% improvement of customer satisfaction with permit submitters.	2025-04 to 2026-04
Fire and Rescue Response	Computer Aided Dispatch Project	This project installs and configures a new Computer Aided Dispatch System for the Winnipeg Fire Paramedic Service, as well as related ancillary systems such as fire incident reporting, data warehousing, PowerBI, Scheduling and Roster, and Fire Prevention solutions.	1. Next Generation 911 (NG911) regulatory compliance. 2. Automation of station dispatch announcements reducing dispatcher workload	1. NextGen 911 compliance achieved. 2. Station dispatch announcements now automated which is reducing dispatcher workload
Fleet Management Agency	Fleet Software Application Project	This project will upgrade the application that manages the City fleet of service vehicles used by the Winnipeg Fleet Management Agency.	1. Reduce vehicle downtime by 10% 2. Provide ad hoc fleet reports 20% quicker than the previous system	2025-12
Innovation, Transformation and Technology	Learning Management System Project	This project will deliver a new learning management system that will support the scheduling, reporting and delivery of employee training at the City.	1. Achieve a 20% increase in the completion rates of mandatory and elective training for all City employees using the new system. 2. Limit liability to the City through the tracking and reporting of employee learning system licenses.	2024-11 to 2025-11
Innovation, Transformation and Technology	Geographic Information Systems (GIS) Renewal Program	This program will consist of a series of projects run in parallel that will procure a new GIS platform and then migrate City Depts to the new GIS	1. Enhanced Data-driven decision making 2. Improved operational efficiency service delivery 3. Enhance employee engagement and productivity	2026-09 to 2027-09
Innovation, Transformation and Technology	Digital Records and Workflow Program	This program is a series of projects aimed at digitizing business processes across multiple City departments	1. Improve visibility of workflows through the transition of selected paper-based processes to digital processes 2. Save time needed to process documents from manual processes to online forms,	2026-12 to 2027-12

			automated business rules, and structured data repositories	
Innovation, Transformation and Technology	Server Storage Evergreen Program	A series of projects that will establish a production ready cloud infrastructure to host a minimum of 34% of City applications	1. $772,000 efficiencies in maintenance and support costs. 2. Reduce the risk of unexpected network outages due to equipment failures or cybersecurity incidents 3. Risk reduction and increased agility (responsiveness to change).	2026-12 to 2033-12
Innovation, Transformation and Technology	Data Centre Sustainment Program	A series of projects that will result in the modernization of data centre services	1. $1.1 million efficiencies in accommodations costs for data centres. 2. $414,000 efficiencies* in maintenance and support costs for data centres. 3. Risk reduction in service availability, security, business continuity, and increased agility.	2027-01 to 2033-12
Libraries	Library Technology Upgrade and Replacement Program	A program to support Library evergreening/replacement of hardware, people counters, machine hardware, smart lockers for library, feasibility studies etc.	1. Achieve a 10% increase in public mobile printing and debit/credit card payment transactions. 2. Reduce barriers and increase access to technology. 3. Improve tracking, information gathering, and reporting. 4. Reduce manual processing time to prepare facilities attendance and printing payment reports.	2026-12
Public Transit	Booking and Scheduling System: Transit Plus and OnRequest Transit	This project will replace existing booking and scheduling systems for Transit Plus and On-Request service with a single, unified, cloud-based platform.	1. Increase passenger trips per service hour from 1.4 to 2.11. 2. Increase on-time performance from 89% to 95%.	2024-09 to 2025-09
Public Transit	Radios and Intelligent Transportation Systems Replacement	This project will see the replacement of existing bus radio hardware, equipment, and Intelligent Transportation Systems. Bolstering safety measures, expanding signal coverage, and improving sound quality to facilitate seamless communication between operators and the control center by strategically replacing outdated radios and Intelligent Transportation Systems (ITS) on 640 buses, ensuring a modernized and reliable infrastructure for enhanced transit management and passenger safety by Dec 2027	1. Improved coverage of radio signal for Transit fleet - target 99.99% coverage availability 2. Improved quality and clarity of voice communications 3. Increased number of simultaneous voice communications 4. Replace obsolete legacy system Enhance operator safety 5. Improve system capabilities 6. Leverage in-house software expertise and design	2027-12
Recreation	Technology Advancement Program	A program to support the evergreening of CMS hardware, network infrastructures, visual displays for recreation sites, arena, charging stations, feasibility studies etc.	1. Increase program and service customer feedback response rates from 5% of customer base to 25% 2. Provide up to date department program and service information to arena customers. 3. Make programming and service decisions using people count input. Increase in the delivery of new program information beyond what is published in the Leisure Guide.	2026-12

			4. Increase in number of citizens with whom the department shares important program and service registration information, weblinks, etc. 5. Reduce manual processing time to prepare facilities attendance reports.	
Solid Waste Collection	Collection Tracking System (Collection Mgt System - Phase 3)	This project will deliver an integrated solid waste collections management information system for the Water and Waste department that will improve on the delivery, billing and payment processing, contract management, customer service inquiries, and compliance reporting capabilities.	1. Business process efficiency in terms of billing customers and paying the vendor 2. Improve data quality	2025-04 to 2025-07
Wastewater	Business Intelligence and Analytics	This initiative will implement a modern business intelligence and analytics platform and practice to gather insights regarding services offered and make better fact-based decisions to realize synergies, minimize costs, and deliver greater value for customers.	1. Safety Analytics HR • Safety incidents result in financial losses, which can be reduced. • There should be a reduction in number and frequency of injuries and other incidents, to create a safer workplace. • Financial, legal, and reputational liabilities need to be reduced. • Reduce work hours used in sourcing and organizing the data in a meaningful way for reports • Improve safety in the workplace by implementing proactive actions suggested by predictive analytics. 2. Water Meter Life Cycle Analytics • Water meters lose accuracy over time, however, not all meters degrade at the same pace (i.e., other factors must be considered) • Be able to determine the optimum time to exchange a meter (i.e., weighing replacement cost against unmetered revenue) 3. Accounts and Billing Analytics • Reduce Non-Revenue Water (NRW) by identifying specific meter issues for review (e.g., significant change in consumption implying theft or change of occupancy) • Degrading meter accuracy contributes to NRW	2025-03
Wastewater	Payment Gateway Solution	Procure an online payment solution to offer Water and Waste department customers bill payment options through a variety of payment channels.	1. Payment collection improvement 2. Provide WWD customers with additional channels to pay their bills easily and securely	2025-12
Wastewater	Commercial Accounts Tracking System	This project will deliver a solution to enable the Industrial Waste Services Branch of the Water and Waste department to more effectively administer business functions including licensing and inspection, enforcement, customer management, and reporting.	1. Reduce time spent on manual processes including licence processing and hauled wastewater disposal monitoring, streamlining field monitoring processes, and automating report generation and invoicing (Industrial Waste Services Branch) 2. Reduce time spent on manually entering backflow test results, sending calibration reminders and backflow tester licencing (Compliance Reporting Branch)	2025-04 to 2026-04

Wastewater	Digital Customer Solutions	Expansion of WWD's digital channel capabilities that provide business functions that include but are not limited to customer management, billing management, departmental support services, environmental and public safety management, and information technology.	1. Reduce postage and mailing costs. 2. Increase likelihood of receiving payment prior to late payment fees being assessed for customers receiving reminder notifications before bill due date 3. Increase in electronic payments by 1,000 payments each year	1. As indicated in the CI report below there has been an estimated savings of $954,068 since Nov 2021 2025-12
Water	Digital Enablement for Plant and Field Employees	This project will leverage the Mobile Operations Management platform used in the Water and Waste department to expand operational capabilities and provide timely operational information to the public and 311.	1. Improved customer service and experience. 2. Increased efficiency to sequential job tasks 3. Improved accuracy and quality of information. 4. Improved accessibility to information.	2025-04 to 2026-04
Water	Geographical Information System Enhancements	This project will deliver enhancements to the Geographical Information System used by the Water and Waste department to meet increasing needs of system users and applications dependent on data from the system.	1. 98% reduction in data retrieval time (from 3,120 hours per year to 62 hours per year) 2. Elimination of extensive searches across diverse data sources	2025-06
Water	Laboratory Information Management System (LIMS) Replacement	The program supports the investment in LIMS as a Program and the ongoing requirements to maintain operations and meet regulatory requirements and changes. Over the next 2 – 3 years the focus is on improving the capabilities in reporting including what and where samples are performed and the accuracy level. New and changes to Instrumentation will require ongoing modifications or creation of interfaces.	1. Reduction in at least 50% of time for entering field results as no longer requiring double entry (savings of 150 hrs/year) and generating the eCOC (savings of 130 hrs/year) 2. Reduce time to print the batch, perform data entry, scan and file the paper form by 90% 3. Reduce time to gather compliance report data by 88% (change from a manual process to an automated process).	1. Benefits have been realized 2. 2025-12 3. 2025-12
Water	Application and Data Integration	This project will integrate the data sources of various applications used by the Water and Waste department.	1. Reduction of 50% in the time that it takes to generate the energy performance scorecard (Baseline: 4-6 weeks to create 161 reports. Goal: reduce to 2-3 weeks to create 161 reports)	2024-12
Water	IT Cybersecurity Review	This project will carry out a cybersecurity assessment of SCADA system for the Water and Waste department.	1. Identification of security gaps, development of recommendations which will result in an action plan.	1. To be realized upon implementation of recommendations from the study

IT Projects Closed Between October 1, 2023 and October 1, 2024

Service	Name	Description	Benefits	Benefits Realization	Benefits Realized
Innovation, Transformation and Technology	Office365 Citywide	This project will migrate City of Winnipeg staff from legacy communication, collaboration, and file-sharing services to cloud-based Office 365	1. This project enables the continued use of MS Office tools such as Word, Excel, Outlook, PowerPoint, SharePoint by the City past December 31, 2024	2025-01 to 2025-12	
Innovation, Transformation and Technology	Unified Communications	This project will replace approximately 1900 Flexity phone sets in use at the City with a version of Microsoft Teams that will be configured to make phone calls.	1. Annual operational savings of $120,000 reduction in telephone system and subscription costs. 2. Improved resiliency from a modern network design. 3. Added mobile workforce capabilities.	2024-05 to 2026-05	1. Improved resiliency from a modern network design 2. Added mobile device capabilities where 986 prefix calls can be received on mobile devices
Water	Automated Remittance Processing	This project will automate the back-office cheque processing for the Water and Waste department to address the risks of manual cheque processing and reduce processing effort and time.	Reducing the total remittance processing time estimated from 3,640 hours per year to approximately 1,365 hours per year (62.5% reduction)	2024-09 to 2025-09	

Attachment B: 2025–2027 Continuous Improvement Plan and Progress Report

Background and Context

Continuous improvement initiatives are managed separately across the Public Service by individual departments. Departments collaborate with each other on initiatives when appropriate.

In accordance with the 2024-2027 Corporate Strategic Plan, the Public Service is in the process of establishing a continuous improvement and innovation network across all City departments that report to the CAO. The aim of the network is to standardize continuous improvement practices across the organization, and to increase the maturity of process improvement capabilities (focusing on customer service-oriented design and definition of services and service levels).

Updates from the Previous Plan

Enhancements to this report include:

Expansion in scope of initiatives reported from only those related to the Strategic Priorities Action Plan to all City strategy-based initiatives.

This report is aligned with the City of Winnipeg's strategic goals, drawing from objectives in OurWinnipeg 2045, Strategic Priorities Action Plan, the City's 2024–2027 Corporate Strategic Plan, and other public strategy documents.

Plan Structure

The plan provides details on:

- Strategic intent informed by the initiative.
- Initiative descriptions, impacted services, lead departments, and current stage.
- Both anticipated and realized benefits from the continuous improvement measures.

The following pages provide the breakdown and high-level details for the continuous improvement initiatives planned and in progress by the Public Service to implement the priorities of the City's strategic planning documents.

Table 1 – 2025-2027 Continuous Improvement Plan and Progress Report
Table 2 – Strategic Plan Alignment of Initiatives (ordered alphabetically by strategy document name)
Table 3 – Strategic Plan Alignment of Initiatives (ordered alphabetically by initiative name)
Table 4 – Breakdown of how initiatives impact public services

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Retro-commissioning of Municipal Facilities	Retro-commissioning is a systematic method of identifying operational/maintenance improvements and costs savings in existing building systems.	Property Asset Management	Assets and Project Management	In Progress	2017	2027	Improve condition of facilities and comfort of occupants. Achieve environmental benefits. Achieve savings in energy usage (kW/h).	To be realized after completion. (Cost methodology revised from basing on manufacturer's data, to basing on actual data produced by software. Currently gathering measures for reporting.)
Portfolio rationalization	Strategic review of several municipal building assets property portfolio as part of the ongoing Strategic Facilities Master Plan	Property Asset Management		In Progress	2020	2026	Match asset base to service delivery needs. Reduce holding costs of assets through identification of strategic and operational efficiencies.	To be realized after completion
Upgrade of corporate portfolio planning software	Replacement or upgrade of obsolete software critical to Municipal Accommodation's ability to support portfolio management	Property Asset Management		In Progress	2023	2025	Improve customer service. Reduce portfolio planning costs through automation and use of technology	To be realized after completion
Implementation of energy initiatives (generated by energy audit recommendations)	Evaluation of energy efficiency and carbon reduction opportunities in high energy use and high carbon emissions facilities	Property Asset Management		In Progress	2023	2025	Reduction of carbon emissions (tonnes) and energy usage (kW/h). Reduction of future carbon taxes.	To be realized after completion

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Information system consolidation and ABP (Automated Business Process)	A study of Municipal Accommodations' building operating and maintenance system products for opportunities to integrate these systems.	Property Asset Management		To Be Initiated	2025	2028	Find efficiencies through automation. Reduce technology cost through systems' consolidation. Improve decision making through data consolidation.	To be realized after completion
CIGP Grant Management Digitization	Modernize grant management processes to transition from the outdated manual email-based approach to a more efficient and automated process. (This is separate from Grant Management in the IT Portfolio.)	Community Liveability Customer Service	Community Services	In Progress	2024	2025	Reduction in processing time for grant applications Improved customer service to applicants	To be realized after completion
Joint Application Process – Transit and Recreation Subsidies	Work toward a joint application process for the Recreation Fee Subsidy and WINNPass programs through information sharing between departments to improve customer service for applicants by requiring only one application for multiple services.	Recreation		In Progress	2023	2025	Improve customer service by reducing the time and effort customers spend filling out separate forms for separate services Provide dignity to those on low income to prove low income status only once	To be realized after completion

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
CmS Incident Reporting	Expand/Enhance the Library's online Incident Reporting System to the entire department (this will replace existing paper-based systems - allowing reports to be generated quickly and regularly)	Human Resource Services		In Progress	2024	2025	Reduce manual effort on data collection allowing for reporting	To be realized after completion
		Animal Services						
		Customer Service						
		Libraries					Improved reporting on incidents for analysis and decision-making to support safety improvements for staff and the public	
		Medical Response						
		Recreation						
Digital Safety Management System	Move from manual paper processing to automated processing of safety incident records.	All City Services	Human Resources	In Progress	2024	2025	Reduce manual record processing for re-investment in higher-value activities.	To be realized after completion
							Address injury trends faster.	
Return to work assessment (joint project with Safe Work Manitoba and WCB)	A joint project with Safe Work Manitoba and the WCB to improve Return to Work processes in the City's transit services.	Public Transit		In Progress	2024	2025	Identify opportunities to reduce loss days due to injuries.	To be realized after completion
							Identify solutions to improve the safe and timely return of injured workers to work.	

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Unified Communications Initiative	Streamline operations and reduce maintenance efforts by migrating to Microsoft Teams Voice-over-IP phones.	Innovation, Transformation and Technology	Innovation and Technology	In Progress	2022	2024	Achieve annual cost savings of $120,000 and avoid future capital replacement expenses by transitioning to MS Teams phones Reduce maintenance and support efforts by transitioning to a hardware-free solution	To be realized after completion
Cybersecurity Incident Monitoring and Response Improvement	Enhancements to existing incident response practices, including testing and rehearsals of new practices.	All City Services		In Progress	2023	2025	Improve response time to cybersecurity incidents by 10% Improve response consistency	To be realized after completion
IT Procurement Process Improvement	Enhance the IT procurement (RFP) methodology, to achieve efficiency through a reusable, consistent, clear and understandable process.	Innovation, Transformation and Technology		In Progress	2023	2024	10% reduction of time spent on procurement activities to be re-invested back into service delivery 20% increase in size of competition pools bidding on contracts	To be realized after completion
Incident and Service Request Management Process review	Review and modernize incident and service desk processes to enhance client service, enable collaborative IT team support, and streamline end-to-end customer service.	Innovation, Transformation and Technology		In Progress	2024	2027	Increase the number of services that follow a standard incident and service request management process Reduction in time to notify stakeholders for critical incidents	To be realized after completion
Housing Accelerator Fund Program - Initiative #1 Bucket 1: Zoning By-law amendments 'quick-fixes'	Amend the Winnipeg Zoning By-law to remove the requirement for a development permit, in certain cases, allowing customers to go straight to the building permit process.	City Planning Development Approvals, Building Permits and Inspections	Planning, Property and Development	Completed	2023	2024	Reduce red tape by eliminating the need to get a development permit before a building permit for 25 minor forms of development Allow faster permit application processing Qualify for the last half the HAF grant of $61 million	Approved by Council in March 2024. Benefits to be assessed more fully following implementation.

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Housing Accelerator Fund Program - Initiative #1 Bucket 2: Zoning By-law 'Rapid Amendments' Infill Guidelines	Amend zoning to implement Infill Guidelines, reduce parking requirements along Portage and Pembina in mature communities, allow public washrooms downtown, enable adaptive reuse of office buildings, make the temporary patio permit process an ongoing tool.	City Planning		Completed	2023	2024	Accommodate new development without a public hearing in order to allow for quicker residential development in specific areas Qualify for the last half the HAF grant of $61 million	Approved by Council in June 2024. Benefits to be assessed more fully following implementation.
Housing Accelerator Fund Program - Initiative #1 Bucket 3.1: Zoning By-law 'Rapid Amendments' Malls and Corridors	Amend the Winnipeg Zoning By-law to allow for 'as of right' residential development within existing commercial malls and along transportation corridors.	City Planning		In Progress	2024	2024	Accommodate new development without a public hearing in order to allow for a quicker residential development in specific areas Provide faster approval process for housing developments on mall sites and some commercial corridors Increase mixed market and affordable housing Qualify for the last half the HAF grant of $61 million	To be realized after completion
Housing Accelerator Fund Program - Initiative #1 Bucket 3.2: Zoning By-law 'Rapid Amendments' 4's and 4's	Amend the Winnipeg Zoning By-law to allow for 'as of right' residential development within residentially zoned lots for up to four dwellings per lot and up to four storeys for fourplexes within 800 m of frequent transit corridors.	City Planning		In Progress	2024	2025	The new zoning rules will accommodate new development without a public hearing in order to allow for a quicker small scale residential development in specific areas The new zoning rules will accommodate new development without a public hearing up to four storeys in height within 800 metres of our frequent transit routes Qualify for the last half the HAF grant, or $61 million	To be realized after completion

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Housing Accelerator Fund Program - Initiative #1 Bucket 4: Zoning By-law Full Replacement	Full review and replacement of the Winnipeg Zoning By-law, per 2023 Clarion Report.	City Planning	Planning, Property and Development	To Be Initiated	2025	2027	Replace the 18 year old outdated regulatory zoning by-law with a current form based zoning by-law that reflects today's development trends and market pressures Reduce outdated, onerous regulatory processes, making development easier and faster Reduce time consuming bureaucratic processes, such as variances, conditional uses and public hearings by having contemporary market based standards Add a higher level of certainty in development rights removing the often arbitrary review and public hearing decision making processes Qualify for the last half the HAF grant of $61 million	To be realized after completion
Greenspace and Natural Corridors Plan Bylaw and Biodiversity Policy	New city wide plan, bylaw and policy to address protection, restoration and management of greenspaces, natural corridors and biodiversity rooted in Indigenous traditional knowledge of land, community and ecology.	City Planning Parks and Urban Forestry Community Liveability		In Progress	2024	2027	The City's first comprehensive plan to address public and private greenspaces, natural corridors, and biodiversity in Winnipeg This plan and policy will provide a roadmap for how Winnipeg can align with the Montreal Pledge, committing Winnipeg to 15 concrete actions to protect biodiversity Greenspaces and natural corridors contribute to environmental	To be realized after completion

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
		Land Drainage and Flood Control					sustainability, social equity, economic prosperity, and the health and well-being of the city and its people	
		Transportation Planning and Traffic Management					Deliver on the Winnipeg Indigenous Accord in a way that was previously not occurring by co-developing a by-law with regional Indigenous nations and Indigenous groups	
		Indigenous Relations						
CentrePlan 2050	A municipal development and investment playbook.	City Planning		In Progress	2022	2024	Improved access to public spaces, greenspaces, amenities, and more downtown residents	Increase downtown development; Partnerships forged and strengthened; Other benefits to be realized after implementation.
							Increase in residential development applications in the downtown, to support achieving Housing Accelerator Fund targets in order to qualify for the last quarter of the grant of $30.5 million	
Right-of-way Management System	Process review with aim to identify opportunities to improve efficiency and effectiveness of the processes and tools used to issue and manage departmental permits, including approach, service, cut, crossing, move, use of street and parks crossing bookings.	Roadway Construction and Maintenance	Public Works	In Progress	2022	2026	Improved access to information for employees, service providers, residents and elected officials	To be realized after completion
		Parks and Natural Areas					Overall reduction in number of 311 service calls related to street cuts	
		Active Transportation						
		Transportation Planning and Traffic Management						

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Neighbourhood Action Teams	Develop neighbourhood action team framework including roles, responsibilities, priority areas, and reporting structure, and deploy into the community as needed	Roadway Construction and Maintenance	Public Works	In Progress	2023	2025 (pilot)	Enhanced customer satisfaction with transportation, urban forestry and parks services delivery, measured by a 10% percent reduction in 311 service requests related to these services.	To be realized after completion
		Parks and Natural Areas					Improved communication and coordination between service areas, residents and elected officials	
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	Active Transportation		In Progress	2020	2024	Improved ability to reliably measure performance against customer expectations.	To be realized after completion
		City Beautification						

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
		Fleet Management						
		Insect Control						
		Parking						
		Parks and Natural Areas					All service areas within the Public Works department have defined customer levels of service.	
		Roadway Construction and Maintenance						
		Roadway Snow Removal and Ice Control						
		Transportation Planning and Traffic Management						
		Urban Forestry						
		Vehicles for Hire						
Corporate Enforcement Strategy and Administrative Directive	A City-wide project to develop a Corporate Enforcement Strategy and Administrative Directive that will ensure a consistent enforcement approach is used by all City departments	All City services having a by-law enforcement component		In Progress	2022	2024	Defined corporate-level goals and objectives for bylaw enforcement	To be realized after completion
							Defined consistent and equitable bylaw enforcement practices	
							Established base level of expectation on how enforcement is to be monitored and measured, including % of MBEA penalty notices that go to adjudication for review.	
APWA Re-accreditation	Undertake re-accreditation process with American Public Works Association. The evaluation and best practice review process serves to provide a means of formally verifying and recognizing public works agencies	Active Transportation		In Progress	2024	2025	100% of City of Winnipeg Public Works practices under review achieve APWA recommended management practices.	To be realized after completion
		City Beautification						
		Fleet Management						

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
	for compliance with the recommended practices set forth in APWA's Public Works Management Practices Manual	Insect Control						
		Parking						
		Parks and Natural Areas					Established department-wide culture of continuous improvement	
		Roadway Construction and Maintenance						
		Roadway Snow Removal and Ice Control						
		Transportation Planning and Traffic Management						
		Urban Forestry						
		Vehicles for Hire						
Clerical and Administrative Review - Creation of Consolidated Finance Clerical Pool	Departmental consolidation of financial clerical support staff to improve the quality of Accounts Payable and Receivables being processed by administrative staff.	Active Transportation	Public Works	In Progress	2023	2025	Decrease in the length of time to process accounts payable invoices through equitable distribution of staff workloads.	To be realized after completion
		City Beautification						
		Fleet Management						
		Insect Control					Increase collaboration and training opportunities for clerical staff undertaking financial processes.	
		Parks and Natural Areas						
		Roadway Construction and Maintenance						
		Roadway Snow Removal and Ice Control						
		Transportation Planning and Traffic Management						
		Urban Forestry						

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
BUSwatch sign repair and securement	In-house repair and securement of BUSwatch digital signs on the Southwest Transitway, instead of costly replacement	Public Transit	Transit	Completed	2024	2024	Saving in parts and labour	YTD realized savings of $228,059
							Reduced downtime	Not measurable
Improved transmission product design	Improved design of transmission component used in Transit buses, improving lifespan and reducing fluid leaks and corrosion.	Public Transit		Completed	2024	2024	Savings in parts and labour	YTD realized savings of $142,692
							Reduced risk	Not measurable
							Reduced environmental waste	Not measurable
Bus Operator Blitz	Streamlining of processes for hiring bus operators to ensure that a continuous stream of applicants is being onboarded.	Public Transit		In Progress	2024	2025	Increased number of bus operators hired per year (baseline 127 operators / year)	Bus operators hired YTD (as of Sept, 2024): 150
							Reduction in service not operated	To be realized after completion
Streamlining of Transit bus operator training	Streamlining of processes for training new bus operators to account for increased numbers and ensure operators are quickly ready.	Public Transit		In Progress	2024	2025	Increased number of bus operators trained (baseline 14 operators / 3 weeks)	Improved to 6 operators trained per week
							Reduction in service not operated	To be realized after completion
Bus inspection interval change	Adjustment of inspection program to more closely match industry and manufacturer requirements	Public Transit		In Progress	2024	2025	Savings of 2,750 labour hours / year	YTD realized savings of 220 labour hours (initiative is still in the implementation phase)
							Reduce inefficiencies	Not measurable
Abandoned Bulky Waste Process Improvement Initiative	Implement improved Bulky Waste collection across the city.	Solid Waste Collection	Water and Waste	In Progress	2024	2025	Increase bulky sweep program hours by 100% from 2023 to 2025	To be realized after completion
							Implement year-round bulky waste sweeps	

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
							Expand the boundaries of the bulky sweep program within the city	
							Achieve targeted benefits without increasing FTEs	
Digital Customer Program (ongoing): MyUtility Self-Service Portal - 2023 forms launch	Provide customers the online ability to view their bills, and to make, modify, and view the status of service requests.	Water		In Progress	2018	2023	Reduce postage mailing costs by about $385,000 per year.	Estimated minimum savings of $954,068 (since Nov 2021)
		Wastewater					Reduce 311 calls through 12,000 uses of self-service forms in 2023.	Estimated 33,146 forms submitted (with subsequent call reductions) (Jan 2022 - August 2024)
		Solid Waste Collection					Provide additional service channel to customers	Additional service channel provided
		Solid Waste Disposal						
		Recycling and Waste Diversion						
Industrial Waste Services Management System: Feature, invoice and reporting projects	Implement a solution to manage wastewater hauling processes and collect, track, and report wastewater hauling data	Solid Waste Collection		In Progress	2021	2024	Reduce time spent for manual processes by 3,600 hours annually to be reinvested in higher-value activities	To be realized after completion
							Better billing accuracy through more accurate waste collection measurement	To be realized after completion
Collections Management System Program (ongoing): Worklist Integration with 311	Implement a solution for solid waste collections management	Solid Waste Collection		In Progress	2023	2026	Reduce processing time by 60%	To be realized after completion
							Increase collection speed.	
Digital Enablement for plant and field employees (ongoing program):	Implement mobile technologies for field operations	Water		In Progress	2019	2024	Reduce manual effort on data collection for stores inventory orders by 7% for storekeepers and field staff	The system eliminated a manual process of entering the order into a system. This saves the staff approximately 58 minutes a day or 9% savings.

Table 1: 2025-2027 Continuous Improvement Plan and Progress Report

Initiative Name	Description	Service(s) Impacted	Lead Department	Stage	Start Year	End Year	Targeted Benefits	Benefits Realized
Stores Management Project							Reduce time to process stores inventory orders by 15%	Reduced order wait time, less errors corrections and returns have saved 100 minutes per day or 15% of staff time.
Digital Enablement for plant and field employees (ongoing program): Standard Work Order Project	Implement mobile technologies for field operations	Water	Water and Waste	In Progress	2019	2024	Providing 50% more information on the progress of the customer request	The customer receives through 311 a step-by-step progress of the work. Prior they got a message stating a work order was created. They received far more information.
							Reduce wait time by 15% in between sequential jobs for multiple crews	Crews now schedule other crews through the system. Removing the manual process has saved an hour in the day.
Digital Enablement for plant and field employees (ongoing program): Routing Work Order Project	Implement mobile technologies for field operations	Water		In Progress	2019	2024	Increase accuracy and recording of information related to routine preventative maintenance by 25%	To be realized after completion
							Reduce the time interval from inspection of damaged infrastructure to start of the repair by 10%	To be realized after completion

Table 2: Strategic Plan Alignment (alphabetical by strategy document name)

Strategic Plan Alignment	Initiative Name
Climate Action Plan	
Key Direction 1.3 - Implement Low Carbon and Energy Efficient City Facilities and Buildings.	Retro-commissioning of Municipal Facilities
	Implementation of energy initiatives
Corporate Strategic Plan (2024-2027)	
Goal 1.4 - Improve workplace safety, health and wellness.	Digital Safety Management System
	Return to work assessment
Goal 1.5 - Strengthen financial management and accountability.	Retro-commissioning of Municipal Facilities
	Portfolio rationalization
	Upgrade of corporate portfolio planning software
	Information system consolidation and ABP (Automated Business Process)
	BUSwatch sign repair and securement
	Improved transmission product design
	Bus inspection interval change
Goal 1.8 - Improve employee recruitment and retention.	Bus Operator Blitz
	Streamlining of Transit bus operator training
Direction 3 - Improve internal and external communication and engagement with elected officials, residents, employees and businesses.	Neighbourhood Action Teams
	Corporate Enforcement Strategy and Administrative Directive
Goal 3.4 - Improve communication with employees across departments (intradepartmental).	Clerical and Administrative Review - Creation of Consolidated Finance Clerical Pool
Goal 4.1 - Identify and define customer levels of service for existing City services.	Level of Service Development
	APWA Re-accreditation
Goal 4.3 - Maintain customer service satisfaction levels.	BUSwatch sign repair and securement
	Improved transmission product design
	Bus Operator Blitz
	Streamlining of Transit bus operator training
	Bus inspection interval change

Council's Strategic Priorities Action Plan (2023-2026)	
Action 1.1 - Accelerate completion of the downtown secondary plan (CentrePlan).	CentrePlan 2050
Action 1.5 - Increase the frequency of garbage collection for litterbins, bulky waste dumping on private property, and attend to mindful cleanup of litter in encampments, especially in the inner city.	Abandoned Bulky Waste Process Improvement Initiative
Action 2.6 - Review the process for land development decisions.	Housing Accelerator Fund Program - Initiative #1 Bucket 1: Zoning By-law amendments 'quick-fixes'
	Housing Accelerator Fund Program - Initiative #1 Bucket 2: Zoning By-law 'Rapid Amendments' Infill Guidelines
	Housing Accelerator Fund Program - Initiative #1 Bucket 3.1: Zoning By-law 'Rapid Amendments' Malls and Corridors
	Housing Accelerator Fund Program - Initiative #1 Bucket 3.2: Zoning By-law 'Rapid Amendments' 4's and 4's
	Housing Accelerator Fund Program - Initiative #1 Bucket 4: Zoning By-law Full Replacement
Action 2.9 - Improve coordination of utility cuts across departments and with external agencies.	Right-of-way Management System
Action 3.1 - Accelerate implementation of municipal responsibilities for United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation Commission Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice.	Greenspace and Natural Corridors Plan Bylaw and Biodiversity Policy
Action 3.7 - Restore the community incentive grant program.	CIGP Grant Management Digitization
Action 4.5 - Increased resiliency to climate change.	Greenspace and Natural Corridors Plan Bylaw and Biodiversity Policy
Action 5.1 - Improve communications, flow of information, and collaboration between the Public Service and Council.	Digital Customer Program: MyUtility Self-Service Portal - 2023 forms launch
	Industrial Waste Services Management System: Feature, invoice and reporting projects
	Digital Enablement for plant and field employees: Stores Management Project
	Digital Enablement for plant and field employees: Standard Work Order Project
	Digital Enablement for plant and field employees: Routing Work Order Project
	Unified Communications Initiative

	Cybersecurity Incident Monitoring and Response Improvement
	IT Procurement Process Improvement
	Incident and Service Request Management Process review
	Neighbourhood Action Teams
	Level of Service Development
	APWA Re-accreditation
Action 5.2 - Improve 311 service communications with the public.	Right-of-way Management System
	Digital Customer Program: MyUtility Self-Service Portal - 2023 forms launch
Action 5.3 - Create a coordinated, one-stop-shop process for by-law enforcement.	Corporate Enforcement Strategy and Administrative Directive
Action 5.4 - Consolidate departmental responsibilities for garbage collection to one City department.	Abandoned Bulky Waste Process Improvement Initiative
	Collections Management System Program: Worklist Integration with 311
Action 5.7 - Develop neighbourhood action team framework including roles, responsibilities, priority areas, and reporting structure, and deploy into the community as needed.	Neighbourhood Action Teams
OurWinnipeg 2045	
Policy 1.4 - Coordinate inter-departmental systems, projects and resources.	Implementation of energy initiatives
Policy 1.5 - Invest in data and technology in order to support objective, evidence-informed decision-making… and improve process efficiency…	Right-of-way Management System
	Upgrade of corporate portfolio planning software
	Information system consolidation and ABP (Automated Business Process)
Policy 1.7 - Identify and provide access to, a base level of municipal services to everyone, directly or facilitated through partnerships...	Joint Application Process – Transit and Recreation Subsidies
Policy 1.8 - Provide responsive municipal service delivery, through an accountable, informed, qualified, competent, creative, healthy, and productive workforce that is representative of the community it serves.	Neighbourhood Action Teams
Policy 1.9 - Monitor and evaluate municipal investment and divestment, activities, risk of action or inaction, and outcomes for effectiveness, through a relevant set of sustainability goal indicators, benchmarks and targets, and analysis of local and global community trends.	Level of Service Development
	APWA Re-accreditation

Policy 1.19 - Achieve best practice standards in equitable customer service and communications, enabling all community members to understand and navigate municipal service-delivery systems and decision-making processes, in the official language of their choice.	Neighbourhood Action Teams
Policy 1.20 - Provide ongoing employment, professional and leadership development opportunities, including for systemically disadvantaged groups, to ensure City service continuity.	Clerical and Administrative Review - Creation of Consolidated Finance Clerical Pool
Policy 2.12 - Reduce greenhouse gas emissions from existing and new buildings.	Implementation of energy initiatives
	Retro-commissioning of Municipal Facilities
Policy 2.16 - Waste Minimization	Improved transmission product design
Policy 4.6 - Facilitate a culture of safety and crime prevention… by building trusting relationships to enable collaborative action.	CmS Incident Reporting
Policy 4.8 - Enforce compliance with building codes and property standards, to ensure housing quality, safe building occupancy, and extended building lifecycles.	Retro-commissioning of Municipal Facilities
Policy 4.9 - Provide and promote the amenities… necessary to ensure accessible, safe and sanitary conditions in gathering spaces frequented by the public.	CmS Incident Reporting
Policy 4.11 - Prioritize equitable access to recreation and parks systems, services, and infrastructure…	CIGP Grant Management Digitization
Policy 5.1 - Provide municipal services… that promotes equitable access for all, with a focus on [noted vulnerable] members of the community.	Joint Application Process – Transit and Recreation Subsidies
Winnipeg Poverty Reduction Strategy: Implementation Plan (2021-2023)	
Goal 6.1 - Continue to implement joint application process for the Recreation Fee Subsidy and WINNPass (low income transit pass) programs.	Joint Application Process – Transit and Recreation Subsidies

Table 3: Strategic Plan Alignment (alphabetical by initiative name)

Initiative Name	Strategic Plan Alignment
APWA Re-accreditation	**CSP 2024-2027 4.1** - Identify and define customer levels of service for existing City services.
	OW 2045 1.9 - Monitor and evaluate municipal investment and divestment, activities, risk of action or inaction, and outcomes for effectiveness, through a relevant set of sustainability goal indicators, benchmarks and targets, and analysis of local and global community trends.
	SPAP 5.1 - Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
Bus inspection interval change	**CSP 2024-2027 1.5** - Strengthen financial management and accountability.
	CSP 2024-2027 4.3 - Maintain customer service satisfaction levels.
Bus Operator Blitz	**CSP 2024-2027 1.8** - Improve employee recruitment and retention.
	CSP 2024-2027 4.3 - Maintain customer service satisfaction levels.
BUSwatch sign repair and securement	**CSP 2024-2027 1.5** - Strengthen financial management and accountability.
	CSP 2024-2027 4.3 - Maintain customer service satisfaction levels.
CentrePlan 2050	**SPAP 1.1** - Accelerate completion of the downtown secondary plan (CentrePlan).
CIGP Grant Management Digitization	**OW 2045 4.11** - Prioritize equitable access to recreation and parks systems, services, and infrastructure…
	SPAP 3.7 - Restore the community incentive grant program.
Clerical and Administrative Review - Creation of Consolidated Finance Clerical Pool	**CSP 2024-2027 3.4** - Improve communication with employees across departments (intradepartmental).
	OW 2045 1.20 - Provide ongoing employment, professional and leadership development opportunities, including for systemically disadvantaged groups, to ensure City service continuity.
CmS Incident Reporting	**OW 2045 4.6** - Facilitate a culture of safety and crime prevention… by building trusting relationships to enable collaborative action.
	OW 2045 4.9 - Provide and promote the amenities… necessary to ensure accessible, safe and sanitary conditions in gathering spaces frequented by the public.
Collections Management System Program: Worklist Integration with 311	**SPAP 5.4** - Consolidate departmental responsibilities for garbage collection to one City department.
Corporate Enforcement Strategy and Administrative Directive	**CSP 2024-2027 Direction 3** - Improve communication with elected officials, residents, business, and employees across departments.
	SPAP 5.3 - Create a coordinated, one-stop-shop process for by-law enforcement.
Cybersecurity Incident Monitoring and Response Improvement	**SPAP 5.1 -** Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
	SPAP 5.1 - Improve communications, flow of information, and collaboration between the Public Service and Council.

Table 3: Strategic Plan Alignment (alphabetical by initiative name)

Initiative Name	Strategic Plan Alignment
Digital Customer Program: MyUtility Self-Service Portal - 2023 forms launch	**SPAP 5.2 -** Improve 311 service communications with the public.
Digital Enablement for plant and field employees: Routing Work Order Project	**SPAP 5.1** - Improve communications, flow of information, and collaboration between the Public Service and Council.
Digital Enablement for plant and field employees: Standard Work Order Project	**SPAP 5.1** - Improve communications, flow of information, and collaboration between the Public Service and Council.
Digital Enablement for plant and field employees: Stores Management Project	**SPAP 5.1** - Improve communications, flow of information, and collaboration between the Public Service and Council.
Digital Safety Management System	**2024-2027 CSP 1.4** - Improve workplace safety, health and wellness.
Greenspace and Natural Corridors Plan Bylaw and Biodiversity Policy	**SPAP 3.1** - Accelerate implementation of municipal responsibilities for United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation Commission Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice.
	SPAP 4.5 - Increased resiliency to climate change.
Housing Accelerator Fund Program - Initiative #1 Bucket 1: Zoning By-law amendments 'quick-fixes'	**SPAP 2.6** - Review the process for land development decisions.
Housing Accelerator Fund Program - Initiative #1 Bucket 2: Zoning By-law 'Rapid Amendments' Infill Guidelines	**SPAP 2.6** - Review the process for land development decisions.
Housing Accelerator Fund Program - Initiative #1 Bucket 3.1: Zoning By-law 'Rapid Amendments' Malls and Corridors	**SPAP 2.6** - Review the process for land development decisions.
Housing Accelerator Fund Program - Initiative #1 Bucket 3.2: Zoning By-law 'Rapid Amendments' 4's and 4's	**SPAP 2.6** - Review the process for land development decisions.
Housing Accelerator Fund Program - Initiative #1 Bucket 4: Zoning By-law Full Replacement	**SPAP 2.6** - Review the process for land development decisions.
Implementation of energy initiatives	**CAP 1.3** - Implement Low Carbon and Energy Efficient City Facilities and Buildings.
	OW 2045 1.4 - Coordinate inter-departmental systems, projects and resources.
	OW 2045 2.12 - Reduce greenhouse gas emissions from existing and new buildings.
Improved transmission product design	**CSP 2024-2027 1.5** - Strengthen financial management and accountability.
	CSP 2024-2027 4.3 - Maintain customer service satisfaction levels.
	OW 2045 2.16 - Waste Minimization
Incident and Service Request Management Process review	**SPAP 5.1 -** Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
Industrial Waste Services Management System:	**SPAP 5.1** - Improve communications, flow of information, and collaboration between the Public Service and Council.

Table 3: Strategic Plan Alignment (alphabetical by initiative name)

Initiative Name	Strategic Plan Alignment
Feature, invoice and reporting projects	
Information system consolidation and ABP (Automated Business Process)	**CSP 2024-2027 1.5 -** Strengthen financial management and accountability.
	OW 2045 1.5 - Invest in data and technology in order to support objective, evidence-informed decision-making… and improve process efficiency…
IT Procurement Process Improvement	**SPAP 5.1 -** Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
Joint Application Process – Transit and Recreation Subsidies	**OW 2045 1.7** - Identify and provide access to, a base level of municipal services to everyone, directly or facilitated through partnerships...
	OW 2045 5.1 - Provide municipal services… that promotes equitable access for all, with a focus on [noted vulnerable] members of the community.
	PRS: Implementation Plan 6.1 - Continue to implement joint application process for the Recreation Fee Subsidy and WINNPass (low income transit pass) programs.
Level of Service Development	**CSP 2024-2027 4.1** - Identify and define customer levels of service for existing City services.
	OW 2045 1.9 - Monitor and evaluate municipal investment and divestment, activities, risk of action or inaction, and outcomes for effectiveness, through a relevant set of sustainability goal indicators, benchmarks and targets, and analysis of local and global community trends.
	SPAP 5.1 - Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
Neighbourhood Action Teams	**CSP 2024-2027 Direction 3** - Improve internal and external communication and engagement with elected officials, residents, employees and businesses.
	OW 2045 1.19 - Achieve best practice standards in equitable customer service and communications, enabling all community members to understand and navigate municipal service-delivery systems and decision-making processes, in the official language of their choice.
	OW 2045 1.8 - Provide responsive municipal service delivery, through an accountable, informed, qualified, competent, creative, healthy, and productive workforce that is representative of the community it serves.
	SPAP 5.1 - Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
	SPAP 5.7 - Develop neighbourhood action team framework including roles, responsibilities, priority areas, and reporting structure, and deploy into the community as needed.
Portfolio rationalization	**CSP 2024-2027 1.5** - Strengthen financial management and accountability.
Retro-commissioning of Municipal Facilities	**CAP 1.3** - Implement Low Carbon and Energy Efficient City Facilities and Buildings.
	CSP 2024-2027 1.5 - Strengthen financial management and accountability.
	OW 2045 2.12 - Reduce greenhouse gas emissions from existing… buildings.

Table 3: Strategic Plan Alignment (alphabetical by initiative name)

Initiative Name	Strategic Plan Alignment
	OW 2045 4.8 - Enforce compliance with building codes and property standards, to ensure housing quality, safe building occupancy, and extended building lifecycles.
Return to work assessment	**2024-2027 CSP 1.4** - Improve workplace safety, health and wellness.
Right-of-way Management System	**OW 2045 1.5** - Invest in data and technology in order to support objective, evidence-informed decision-making... help coordinate records and information management; and improve process efficiency and results-based service delivery.
	SPAP 2.9 - Improve coordination of utility cuts across departments and with external agencies.
	SPAP 5.2 - Improve 311 service communications with the public.
Streamlining of Transit bus operator training	**CSP 2024-2027 1.8** - Improve employee recruitment and retention.
	CSP 2024-2027 4.3 - Maintain customer service satisfaction levels.
Unified Communications Initiative	**SPAP 5.1 -** Improve communications, flow of information, relationships, and collaboration between the Public Service and Council.
Upgrade of corporate portfolio planning software	**CSP 2024-2027 1.5** - Strengthen financial management and accountability.
	OW 2045 1.5 - Invest in data and technology in order to support objective, evidence-informed decision-making… and improve process efficiency…

Table 4: Services Impacted by Initiatives

Total Initiatives	39
Service	**Number of Total Initiatives Impacting Specific Service**
311 Contact Centre	**3**
Active Transportation	**7**
Animal Services	**4**
Arts, Entertainment and Culture	**3**
Assessment, Taxation and Corporate	**3**
Audit	**3**
Cemeteries	**3**
Chief Administrative Office	**3**
City Beautification	**6**
City Clerk's	**3**
City Planning	**10**
Communications	**3**
Community Liveability	**5**
Crime Prevention	**3**
Customer Service and Communications	**5**
Development Approvals, Building Permits and Inspections	**3**
Economic Development	**3**
Emergency Management	**3**
Financial Management	**3**
Fire and Injury Prevention	**3**
Fire and Rescue Response	**3**
Fleet Management	**6**
Golf Services	**3**
Heritage Conservation	**3**
Human Resource Services	**4**
Indigenous Relations	**4**
Infrastructure Planning	**3**
Innovation, Transformation and Technology	**6**
Insect Control	**6**
Land Drainage and Flood Control	**3**
Legal Services	**3**
Libraries	**4**
Medical Response	**4**
Neighbourhood Revitalization	**3**
Parking	**3**
Parks and Natural Areas	**8**
Police Response	**3**
Property Asset Management	**8**
Public Transit	**9**
Recreation	**5**
Recycling and Waste Diversion	**4**
Roadway Construction and Maintenance	**8**
Roadway Snow Removal and Ice Control	**6**
Solid Waste Collection	**7**
Solid Waste Disposal	**4**
Traffic Safety and Enforcement	**3**
Transportation Planning and Traffic Management	**7**
Urban Forestry	**6**
Wastewater	**4**
Water	**7**