

Summary of Lean Process Improvements in Progress

Project Title	Objectives
Business Services	
Revenue Escalations	Improve communication to reduce queries and escalations, increase first call resolution by 10% and reduce escalations and staff touch time for escalations by 10%.
Use of Developer Contributions Reserve (DCRF) Funds	Develop processes that ensure projects related to Developer Contributions use DCRF as a funding source without defaulting to other funding sources unless directed by Finance. This will result in a process that fully identifies how developer contributions are to be used for capital projects and reduce Staff time required to reconcile the DCRF.
Citizen Contact Form - Email Management Solution	Introduce an online form for the intake of citizen requests that reduces and/or eliminates email traffic by triaging inquiries and enhancing citizen self-service, using links to related website information.
Revenue Acceptance - Electronic Funds Transfer	Improve AR turnover ratio (speed of collections) and reduce staff effort by 30%.
Security Deposit Receipt and Release	Standardize the process of security deposit receipt and release across all city divisions. Reduce total touch time by 30% and error rate by 20%. Reduce the batching to improve the customer service.
Year End Financial Reporting Preparation	Reduce touch time of producing accurate and complete Financial Statements by 30%. Reduce lead time for the completion of all year-end adjusting entries by the Departments from approx. 21 calendar days to 14 following the close of Period 12 each year.
POA Fines - Tax Roll (on hold)	Reduce the lead time associated with processing these refund payments by 5 business days in turn reducing the number of inquiries from costumers, 311 Citizen Contact Centre and court staff by 10%.
Short Term Accommodation Process	Decrease number of employees waiting for an accommodation by 20%. Define and document the corporate wide STA process for when an employee isn't able to be accommodated within their own job or immediate area.
Media Request Intake Process	Create and document a standard procedure for notifying accurate stakeholders. Reduce staff effort in logging of media requests from current 20 minutes/request by 20%.
Capital Budget Guidebook	Create a Capital Budget and WIP Guidebook to reduce errors and re-work.
Small Improvement Approval Process	Improve the quality of small improvement submissions at first pass yield by 30% and in doing so reduce lean staff touch time by 30%. This will be achieved by increasing submitter and

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	approver skills through focussed training.
City Manager's Office	
Performance Measures – Corporate Implementation Process	Reduce lead time by 25% between the “Introductory to Performance Measures Training” and the Divisional Director signed approval of measures and automated tool.
Legal Realty Services File Management	Reduce external Legal costs related to Realty files by improving file tracking mechanisms and the visibility and shared access of Realty files between Realty Services and Legal Services.
Contract Review for Routine Issues Process	Reduce the exchange of amendments between the business unit and Legal Services by 50%. Reduce processing time of the contract to 2 weeks.
Benefit Verification (Money Belt) Program Management Process Improvement	Increase on-time validation to 80% verified within service level (15 business days). Clearly define Roles and Responsibilities and review and update the process of future review for projects that require revisiting benefits at a future date
White Belt Virtual Training Program	Provide virtual training that will meet service level agreement in terms of volume by the end of 2020. Meet 85% of planned vs actual attendance to training target from September to December 2020
Culture	
Culture Part Time Payroll Collections and Entry	Reduce duplication of data including communication methods between part-time and full-time staff. Reduce history corrections and errors by 50%. Improve the shared access of Culture Programs payroll files to eliminate duplicated effort for time reporter when entering bi-weekly hours. Reduce the time it takes to complete biweekly payroll entries by 10%
Culture Programs Leader Support	This project will look to reduce the time spent in searching for information as well as increase employee satisfaction by 10% (satisfaction survey). It will also aim to reduce the number of communication attempts with absent supervisor by 50%.
Facilities and Property Management	
Small Projects Scope Package	Standardize the current process to reduce staff touch time and increase customer satisfaction.
Pool Make up Water Process	Review the current process of how make-up water is managed to ensure a compliant yet conservative “future state” for the operation. The key project objectives are to increase compliance with the minimum fresh water requirement by 75% and reduce the excess water above the minimum requirement to below 50%.
Utility Bills Validation	The key objectives of the project are to reduce the Lead time to validate a bill without an error from 10 minutes to less than 3

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	minutes while identifying and correcting all errors identified in the validation process.
Accessibility Compliance Reporting	Reduce the number of touch points and handoffs by 30% between Accessibility Planning & Compliance, Staff Accessibility Resource Team (StART) members, and other staff . Increase the number of logged accessibility achievements by 30% received by Accessibility Planning & Compliance to be included in the Annual Accessibility Report. Improve communication and reduce the number of errors in received achievements from StART .
Security Services Equipment Acquisition	Conduct a 5S in the Security Services uniform and equipment storage space. Establish a process for ordering uniform and equipment form the vendor with minimal waste of inventory and waiting time.
Encroachment Application Process	Simplify the method to create a user-pull system for accessing application packages in order to reduce waiting time (30%) and the opportunity for error (30%).
Lost wallet/purse Lean Improvement	Reduce the amount of time spent collecting found property on buses in service by 40% and therefore spending more time in value added services to assist members of the public and bus drivers.
Fire and Emergency Services	
Fire Inspection Process– From Assignment to Arrival	Expand fire prevention inspector capacity, reduce duplication in effort and improve the customer experience. Reduce the no access granted inspections by 50% by the end of this project.
Stores Inventory Control	Improve visual management of inventory levels by 20%. Improve product identification by 25 %. Reduce transportation & excessive motion while picking store orders by 30% .More accurate Inventory counts at the Stores for the SKU's available in Stores by 50% except Personal Protective equipment for this phase
Review Plan for Work Area Resilience Process	Reduce the amount of time required for Fire Prevention & Life Safety and their stakeholders to establish the WAR site and improve the WAR implementation process while ensuring FPLS MAD and RCOs are adhered to.
Information Technology	
IT Contract Management & Renewal	Improve and standardize the process for storing and retrieving IT Contracts documentation.
Library Public Network Helpdesk Calls	Create a better workflow within IT to support IT Library PublicNet hardware in order to manage increasing demand with limited resources.

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C Plan Cataloguing Management Process	Decrease the process lead time by 25% by reducing the amount of rework stemming from multiple tracking systems and defects when assigning C numbers. Modernize the assignment, storage and tracking systems being used.
Intake process for work requests and projects	Decrease in IT staff effort/ touch time by 20% Record 100% of requests that are received and meet the IT WR criteria 100% of Parking Lot status inventory are validated annually Improve the quality of the IT WR logging by 20%
Computer equipment handling and distribution process	In light of the Covid-19 Pandemic define a process to handle equipment at the Tech Hub to protect the health and safety of the public and employees.
Role Based IT User Access Process	Standardize of user-access based on business role and responsibilities, decrease request form error rate by 40% and improve end-to-end process time (lead time) by 30%.
Land Development Services	
Zoning By-law Crafting & Approval	Reduce the effort required to produce draft zoning by-laws by 20%.
PDC Reports Production	Review the current process for preparing information reports to improve the efficiency and consistency of reports.
Development Charges Process Review	End-to-end review of the process, including other City departments and external stakeholders, to ensure the City meets legislative requirements. Modernize the current process through the use of technology.
Development Application Fee Refund Process	Reduce the number of sign-offs and time elapsed to approve a required refund for development applications. Reduce the wait time by 20% for applicants requiring a refund.
COA Commenting Procedures	Reduce process time to comment on applications by 30% and achieve better consistency in meeting target dates.
Legislative Services	
Local Planning Appeal Tribunal Appeals	Review the current LUPA process to improve the quality of information disseminated, and to reduce the effort required for coordination and adherence to legislative requirements.
Implementing online screenings under the Administrative Penalty System	Create a process to conduct on-line screenings for early resolutions as per the Administrative Penalty System.
Library	
Library Technology Acquisitions	Develop a process that delivers required technology solutions and minimizes lead time, incorrect/lost requests, and increases the percentage of recommendations approved by the Library Leadership Team.

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Library Scheduling Practices	Decrease the amount of time a scheduler spends trying to fill shifts by 30-40% and create consistency and transparency with scheduling practices and documentation.
Open Window Hub Inventory Management	Reduce the number of orders being placed to different suppliers by 50%. Ensure that proper planning and forecasting is completed for programs, events and workshops. Create standard inventory control system for supplies to reduce overstocking of unnecessary items and allowing funds to be allocated to necessary items.
Parks, Forestry & Environment	
Facility Waste Equipment Standardisation	Standardize the process for facility staff to remove waste and minimize future incremental costs by designing an improved equipment placement plan and a sustainable strategy for non-compliant waste equipment.
Substantial Completion Memorandum	Reduce the excessive processing time by 20%, reduce the excessive quality checks time by 20%; and to standardize the data submission process to reduce error rate by 20%.
PF&E Marketing Support Intake	Decrease total lead times by 50%. Decrease staff touch times. Reducing waiting and backlogs
Recreation	
Approval of Special Event Requirements	Reduce the overall effort (touch time) required by Event Organizers and Sauga Celebrates staff to obtain approval for outdoor special events by 20%.
Recreation Collection of Statistics	Develop and implement a consistent way to collect statistics for participation in Fitness, Aquatic and Community programs in recreation facilities.
Active Assist – Fee Assistance Program	Increase productivity and processing time to 3 business days per application and reduce the revisions by a minimum 30% while decreasing the duplication in applications 100% by summer 2020.
Program Withdrawal Exception Tracking, Monitoring and Reporting	Identify and establish consistent process and expectations for all Program Supervisors and Line of Business Managers who are responsible for recreational & culture programs and memberships, and implement this for the tracking and monitoring of Spring 2020 programs.
Aquatic Hiring	Review and revise the Aquatic Hiring process by reducing the lead time and applicant wait time by 30% each. Better utilize SuccessFactors as a tool to reduce hand-off and re-work.
Recreation Emergency Procedures	Decrease the lead time and staff effort required to plan and organize the Emergency Training annually by 50%. Reduce the number of multiple training sessions that staff need

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	to attend on an annual basis. Standardize deliverables to staff by centralizing of content management. Training content to be 95% consistent between facilities, allowing variation only for physical layouts.
Community Group Registry Program (CGRP) Application Review	Make the process more efficient, reducing staff time (30%) and customer wait time (30%).
Regulatory Services	
Animal Awareness and Responsibility Campaign (AARC)	Increase the rate of Notice of Contraventions through AARC by 50% and identify data tracking and performance measures resulting from AARC.
Enforcement Division Council Communications Protocol	Increase the consistency of monitoring and tracking of Council requests by reducing the effort required to complete each request by 30% and decreasing the time required for year-end reporting by 75%.
Mobile Licensing Service Request Review	Improve accuracy, organizational structure and naming convention of Infor service requests for Mobile Licensing and reduce efforts to track review and report on monthly statistics
Lottery Reporting	Reduce the lead time to process a refund by 30% and reduce the amount of storage space required for filing by 30%.
Roads	
Major Boulevard Roadway Works-Development Applications	Allow Works Maintenance to allocate resources to City maintenance-related issues by having development-related major boulevard/roadway works secured through an applicable development agreement through a Road Occupancy Permit - General.
Hurontario LRT Corridor Utility Coordination	Create a shorter Public Utility Coordination Committee (PUCC) review process that puts the responsibility for coordination on the PUCC member proposing the works, and allows surety to the proponent to continue work while the utility conflict is being resolved.
Access Modification Permit Process	Review the current Access Modification Permit process to improve the quality of information dissemination and reduce staff effort required for managing requests.
Bids Pricing Data Collection	Reduce the amount of search time by 20 % . Improve accurate and up to date pricing on any item by 20%. Decrease number of steps in the manual entry by 20 % . Access to more data to make more confident estimates.
Traffic Recoverable	Review and streamline the current traffic recoverable process to improve efficiency and timeliness of the process.
Road Occupancy Permit (ROP) Form	Review and revise the current Road Occupancy Permit form.

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Review	
Recycle Unwanted Copies	Improve staff touch time when searching documents by 20%. Reduce rework time when staff is searching for the correct file by 20% . Reduce the extra weight amount on the physical shelves by 20%. Reduce the number of files/boxes transferred to storage or/and destruction by 20%. Reduce wasted cost spent on file folders, records title labels, and index stickers by 20%.
Environmental Assessment Handover Process	Develop a handover process for efficient and smooth transfer to operations.
Transit	
Transit Bus Air Dryer Failure Prevention	Reduce the lost service delay and unplanned mechanical delay/cost due to air dryer failure, by identifying and eliminating the root cause of these failures.
Allocation of Open Work for Bus Service	Reduce overtime payment to cover open work by increasing the current spareboard utilization rate by 5%. Reduce non-valued waste within process by 25%. Create a visual display – dashboard and visual management tools – sharepoint file, application list on previous cancellations and coverage. Improve the quality of decision making process of resource utilization. Improve environmental foot print by 10%
Reliefs Using In-Service Buses Process	Reduce the number of buses used for relief events overall by 20%, and reduce the amount of defect waste (e.g., taking keys home by accident, leaving keys in the car) by 30%.
Bus Shelter Reporting Process	Reduce waiting time between the time service requests are reported and responded to by 30% . Reduce the number of service requests sent to Infrastructure Management after 3 p.m. regarding the immediate maintenance and/or repair of shelters by 100%
5S of Control Room	Increase productivity of the Control Room, by eliminating the time searching for information through optimization of flow.
Air Replacement Filter Cycle	Conduct an extensive product review of the air filters currently available for a transit bus application to determine quality assurance and effectiveness. This will include physical condition assessments and manufacturer's specifications.