

Document 6 – Continuous Improvements List

Department/Service Area	Continuous Improvement	Efficiency/Cost Avoidance
<p>Community and Social Services – Children’s Services</p>	<p>Children’s Services manages the Wage Enhancement Grant (WEG), which is a \$17M annual grant program that benefits staff in the licensed child care sector, helps retain registered early childhood educators, and supports access to stable, high-quality child care programs for children in Ottawa.</p> <p>In 2024, the WEG process improvement project enhanced the efficiency, security, and accuracy of data collection for funding requests received from our community. Automated tools were introduced to streamline processing, reducing the application processing time while also lowering the error rate.</p>	<p>The project eliminated redundancy in the reconciliation process and shifted the funding distribution from a quarterly to a monthly basis, improving cash flow and responsiveness to the community. This streamlined approach enhanced both internal staff productivity and external client satisfaction, supporting better operational efficiency and improved service coordination. It also allowed existing resources within our provincial allocation to develop and deliver on new provincial responsibilities associated with the implementation of the new National Child Care System.</p>
<p>Community and Social Services – Community Safety, Well-Being, Policy and Analytics</p>	<p>Automated case management tool which offers Employment and Social Services staff the ability to scan and better understand their case load and better manage their time and efforts.</p>	<p>Moving from Excel based solution yielded the following benefits:</p> <ul style="list-style-type: none"> • Collectively saves 40-80 hours daily for 150 caseworkers to duplicate actions already present in Social Assistance Management System (SAMS). • Accurate information about case activities • Up-to-date daily reports for all levels of the Service Area • Expanded reporting capabilities for caseworkers and managers • CMT is integrated into new staff orientation • 150 users daily making this dashboard ranked #1

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		<p>for usage within the City of Ottawa.</p> <p>The tool streamlines administrative efforts, providing staff with more time to complete high impact work which includes responding to client needs, helping clients with system navigation, assisting in identifying goals and developing a plan to achieve them.</p>
Community and Social Services – Community Safety, Well-Being, Policy and Analytics	<p>The Housing and Homelessness Service Area is responsible to deliver housing allowances and benefits to over 1300 clients. This entails the information to be duplicated from the central registry, into various excel sheets and corresponding word templates to produce letters of acceptance and renewal packages. We embarked on the development of a digital tool using Power Platforms tools provided by IT.</p>	<p>Initial testing of 225 clients inputted into the system has found that the automation of renewal letters and better controls and record keeping practices has yielded yield 60% of time saved per application. It will allow for visibility over entire program and performance measurement through the development of dashboards. Moreover, we are expecting that such benefits are growing in scale and would save more time to staff to serve more clients.</p>
Community and Social Services – Employment and Social Services	<p>Using the MS Booking App, Employment and Social Services (ESS) is automating the scheduling of appointments at first point of contact.</p>	<p>The current volume requires four full time employees to manage task related to scheduling residents for their first appointment with ESS staff. When the automated scheduling tool is implemented (Dec 2024-Jan 2025) these four resources will be redirected to responding to direct client services and resident’s requests for social assistance benefits.</p>
Emergency and Protective Services – Ottawa Fire Services (OFS)	<p>Repurposed Generator: Working with Facility Services, OFS repurposed a 60kW, 600V generator, still in good condition,</p>	<p>Repurposing the generator led to a cost avoidance of approximately \$200,000.</p>

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	<p>from a city facility that required higher-capacity power supply. This generator was installed at a fire station without backup power. This initiative optimized the use of existing resources, avoided the cost of a new generator, and ensured critical infrastructure support and resiliency for emergency response.</p>	
<p>Emergency and Protective Services - Ottawa Paramedic Service</p>	<p>Procurement of Stretchers: New 2025 Stryker (stretcher) procurement included bulk buying discounts and a timely purchase agreement (prior to cost increases).</p> <p>Also, through negotiations with Stryker, the service life of the Stryker components will begin when it is issued from inventory, not the shipping date from Stryker. This will ensure we can take advantage of the full-service life of the units.</p>	<p>This purchase resulted in over \$300k in savings through bulk buying discounts and a price increase avoidance.</p>
<p>Finance and Corporate Services – Financial Strategies, Planning and Client Services.</p>	<p>Implementation of New Budget Software: Improved Accessibility, reduced manual entries, streamline process inputs and outputs, reduced administrative task etc.</p>	<p>Avoidance of 2 – 3 full time employees through streamlined Business Processes.</p>
<p>Finance and Corporate Services - Fleet Services</p>	<p>Fleet Transformation: Moving to a proactive mindset, the Fleet Safety and Training team use data and analyze trends to drive training and programing needs to reduce risk to the City and improve municipal driver safety.</p>	<p>The City has seen a 30.3% decrease in the Commercial vehicle operator’ registration (CVOR) Overall Violation Rate (OVR) over the past 12 months.</p> <p>Initiatives that contributed to the improved OVR are:</p> <ul style="list-style-type: none"> • Embed full-time Assistant Driver Safety Trainers into specific Service Areas • Driver Mentorship Program

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		<ul style="list-style-type: none"> • New standardized training materials including driver expectations, CVOR management and safe practices • Monthly Driver Safety Campaigns • Speeding Campaign Implementation of Driver Risk Assessments, both pre-hire and performance triggered
Finance and Corporate Services – Information Technology Services (ITS)	Improved training access on learn.ottawa.ca by modifying login methods for city trainees to login with email address rather than network ID and also perform self-serve password resets.	Reduced calls (43% in two months) to ITS by newly onboarded trainees reaching out to verify login information and request password resets.
Finance and Corporate Service - Human Resources	Developed eBooks for pre-beginner and beginner level language training. This is a service enhancement, improving accessibility of training materials and offering options that respond to different learning styles.	Reduced administrative effort associated with production and distribution of printed books and contributes to future savings if our vendor changes, as the materials are City owned.
Finance and Corporate Service - Human Resources	Integration of the staffing and onboarding functions. This included streamlined processes and improved service delivery to our clients.	Reduction of 1 full time employee through streamlined business processes.
Finance and Corporate Services – Payroll, Pensions and Benefits	Increased the usage of automation tool (Winshuttle) to meet the need to higher demand – Allowing us to reduce manual transactions and faster processing times.	Cost avoidance of 2-3 additional full time employees by using technology to fill gap.
Finance and Corporate Services – Payroll, Pensions and Benefits	Launched a new self-serve tile through Mobile Time and Pay for Membership and Professional fees - This new service streamlines the process by automating approval,	Cost avoidance of additional full-time employees through adding technology to improve business processes.

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	streamlines process, reduces manual entries, and increases the service time to payment.	
Finance and Corporate Services – Revenue Services	Tenant Authorization Automation. Less manual intervention, streamlined process, improved client experience, faster turn arounds.	Avoidance of 1.4 full time employees through streamlined processes
Finance and Corporate Services – Service Ottawa	Implementation of a new Customer Relations Management tool, SIRIS. It is cloud based and utilizes Microsoft Dynamics 365. It introduced new capabilities aimed at improving the agent and client experience, as well as the integrations with the Microsoft environment.	Improvements include the use of PVA, an AI tool, to support agents which will also support future innovative development. Redirects and reclassifications now retain their original SR number which facilitates tracking. Improved internal reporting tools and capabilities.
Infrastructure and Water Services	Lean Road Resurfacing Process Review - Staff from Infrastructure and Water Services, Planning Development and Building, and Public Works were trained to achieve Lean White Belt certification in advance.	Workshops identified opportunities for process improvement that are currently being tested.
Infrastructure and Water Services	Smart Sensing Technology for integrity evaluation- piloted remote sensing technology service on a bridge scheduled for renewal, as it awaits rehabilitation. As infrastructure ages, and renewal funding is allocated on a risk-basis.	Improvements include use of technology that could help staff by providing regular condition updates. It will also evaluate the usefulness in managing safety-critical assets.
PDBS - ROWHUD	Using drones to digitize our sidewalk and road salt piles in all of our Salt domes we are able to help PWD with the quantity estimate monitoring and ordering of materials	More nimble in our supply and demand of salt which is a more efficient use of financial resources
Recreation, Cultural and Facility Services - Community Recreation, Culture and Sport Services	Utilizing and promoting Last minute ice through the Last Minute Ice (LMI) booking system.	Increased utilization of last minute unused ice, resulting in increased revenue and providing

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		residents with easier and upto date access to last minute ice.
Office of the City Clerk – Council and Committee Services	Worked with Information Technology Services and Recreation Cultural and Facility Services on retrofits to Andrew S. Haydon Hall, including enhancements to the AV and translation system accommodate hybrid participation.	Cost avoidance – the ability to bring translators back on-site and reduce reliance on external AV services and associated costs.
Public Works – Solid Waste Services	Topsoil Trial Project	<p>In 2024, Solid Waste Services began producing topsoil from residential leaf and yard waste as part of a topsoil pilot project. Instead of a contractor providing topsoil for the onsite Stage 3B landfill capping project, the City is providing 18,500 cubic meters of its own topsoil.</p> <p>This has resulted in an estimated savings of \$1.2 million this year and up to \$5.5 million in future landfill projects.</p>
Public Works – Solid Waste Services	Sand Screening Project	<p>The Trail Waste Facility and adjoining City-owned properties are made up of a premium sand material. Solid Waste Services took advantage of this in 2024 by excavating and screening the sand so that it could be used for the current Stage 3B landfill capping project instead of the contractor providing the sand. The City is providing 55,000 cubic meters of sand for the landfill cap.</p> <p>This project has estimated savings of \$1.3 million this year.</p>
Public Works – Roads and Parking Services	Piloting vehicle-mounted license plate recognition (LPR) technology which will reduce the need for manual surveys to collect occupancy and turnover data.	If successful, this will reduce the requirement for the manual surveys which are often contracted out due to the number of resources required. In

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		2024, \$280K was spent on these contracted services.
Public Works – Operational Performance & Development Services	Roads MMS Mobility Project	In its last phase of implementation, the new automated work management process leverages technology (SAP Fiori). It empowers field staff by giving them the technology to stay in the field to complete their “paperwork”, while providing better, real-time data for analysis. The move to a mobile workforce improves service and reduces the cost of delivering those services. Therefore, we anticipate improved time management, workflow and management reporting, and consistent work management across Roads Services.