

Date: January 3, 2025

To: **Mayor and Council**

Name and title: Walter Babicz, City Manager

Subject: Continuous Improvement Program Update

Attachment(s): Continuous Improvement Roadmap Presentation

#### Recommendation(s):

That Council RECEIVES FOR INFORMATION the report dated January 3, 2025, from the City Manager titled “*Continuous Improvement Program Update*”.

**Purpose:**  
For Council’s information.

#### Strategic Priorities:

The Continuous Improvement Program supports the City Government and Infrastructure priority of continuously improving processes and practices to support effective and efficient service delivery.

#### Background:

In the late fall of 2020, the City dedicated resources toward the development of a Continuous Improvement (CI) Program. Led by a Manager, Continuous Improvement, efforts were made - including the training of staff in CI tools like Lean Six Sigma, to develop and integrate CI concepts into the workplace. After a vacancy of 18 months in the role of CI Manager, the position was successfully filled in September 2024 and a new three-year CI roadmap has been developed for the City. This report outlines the achievements made in 2024 through CI and how demonstrating these achievements will lead into the growth of the Program.

This report will be presented to Council by Anurag Gupta (AG), our Manager of Continuous Improvement & Innovation.

#### Discussion:

- The attached presentation outlines the initiatives that have improved the City’s service delivery to the equivalent of \$1,027,789.60 without increasing the budget and \$96,500 in cost avoidances.

- Taking our Aquatics services requests online (as compared to doing them manually) has allowed us to save approximately one week of staff time, allowing more time to focus on daily operations and other service demands.
- The improvements made to the Leisure Access Program (LAP) through CART have had a direct positive impact on our community:
  - (a) Reduced customer application wait times from 2 months to a 24-hour turnaround
  - (b) Increased accessibility for low-income residents
  - (c) Improved partnerships with community support agencies
  - (d) Increased LAP usage
- Additionally, the attachment outlines how these initiatives have helped to:
  - (a) Reduce traffic disruptions to the citizens
  - (b) Increase employee safety
  - (c) Reduce disruption of water services to residents and to businesses
  - (d) Build our in-house technological competency
- One of the most important intangible contributions of these initiatives is the enthusiasm and recognition for CI that has taken root within the teams at the ground level. This enthusiasm and recognition can and will be built upon in 2025 to further the CI culture in the organization and further foster employee-driven innovation.

#### Summary and Conclusion:

This report provides Council with information about the strategy to grow and develop the Continuous Improvement Program and presents 2024 data measuring the value of a sample of initiatives divisions have already implemented.

#### Respectfully submitted:

Walter Babicz, City Manager

Prepared By: Anurag Gupta (AG), Manager, Continuous Improvement & Innovation

Meeting date: 2025/01/13