GOAL

Goal	Progress Update
Analyze and streamline Fleet division communication methods	**Progress:** Multiple Fleet emails have been consolidated into a single point of contact for Fleet Services. The change has streamlined communications with both internal and external clients and has reduced the number of emails being sent to multiple staff unnecessarily. *2026/05/07*
Clarify process for lease of equipment	**Progress:** Following internal consultation, a documented process has been established related to the City's leasing of equipment, roles and responsibilities clarified, and the process has been streamlined by aligning solicitation documents and agreements. *2026/03/13*
Clarify process for leasing of space/land by the City of St. John's	**Progress:** Staff completed this project in April 2025. A standardized form and process has been developed. *2025/06/13*

Goal	Progress Update
Collection of Accommodation Tax	**Progress:** All accommodation businesses within the City registered under the Tourism Establishment Act are required to collect a 4% accommodation tax (ACC Tax) on rooms sold and remit it to the City on a quarterly basis as per by-law 1410. Funds pay the debt obligations for the St. John's Convention Centre and support Destination St. John's. There was no confirmed process to notify businesses of this tax or to monitor compliance. As a result, taxes were not always collected from the customer or remitted as required. If businesses are not remitting as required, funding deficits for the debt payments are paid using City funds. City staff overseeing the accommodation tax process spend considerable time following up with businesses to ensure compliance with the by-law with no clear process on how to handle delinquent accounts. The original improvement goals of this project was to reduce the number of follow-ups required by staff by 50% and to increase the percentage of businesses that remit by the due date thereby increasing interest earned on deposits. The improvements recommended included: 1) Making information more accessible for businesses; 2) Creating an online bill payment option; 3) Enabling online electronic reporting; 4) Implementation of penalties and/or interest for non-compliance. Improvements number 1 and 2 were implemented - new information was added to the City's website and an online payment option was made available. The online reporting option was not implemented pending an upgrade to the Govern system which might offer a self-reporting module. The recommendation to introduce penalties/interest for late remittances was not implemented as the Covid-19 pandemic was severely impacting the tourism sector and many businesses were struggling. However, as the economy continues to rebound, serious consideration should be given to this measure. *2023/06/27*
Consolidate and standardize tracking of contract information in Roads division	**Progress:** Using CI tools such as visual management and mistake proofing, a new process and tool was implemented to manage winter contract information. This reduced time spent searching multiple files, minimize duplicate data entry and potential errors, and provided automatic budget updates and accurate budget tracking. *2025/06/03*

Goal	Progress Update
Create a visual management guide for water filter change process	**Progress:** The process to change a water filter at the wastewater plan required referencing multiple documents that were not centrally located. The documents included a considerable amount of unnecessary information that was time consuming to read, and also added potential for critical steps to be overlooked or not completed in the required order. This could potentially result in damage to the distillation unit or create a safety concern for workers. This CI project standardized the filter change process and created a clear and concise visual guide for staff that would be centrally located and easily accessible. Clear instructions shortened the time required to complete the filter change and also enabled staff to carry out the task with confidence and without hesitation. The implemented improvements reduced the overall time required to complete the process by 70% - process originally required 2 people @ 2.5hrs was now reduced to 1 person @1.5hrs. Also anticipate a positive impact on safety as caution notes and satefy tips are included in the process guide. *2022/09/16*
Create electronic forms for remote data collection for sewer pumping stations	**Progress:** Electronic forms have been created and crews are using them in the field using iPad minis. *2022/10/05*
Creation of electronic document log and other improvements for payroll processing in Planning, Engineering & Regulatory Services	**Progress:** When the capital works payroll process partially transitioned from paper records to electronic filing in early 2021, the records log was not transitioned and remained paper-based. Ticket posting, job log, and other information was recorded in hard copy and maintained in a binder. Electronic information is more secure, easier to retrieve and review. This CI project standardized the payroll process so all aspects could be recorded, stored, and documented electronically. In addition, a set of standard payroll processing work instructions was updated, As a result of these improvements, the time to complete the payroll process was reduced by 33% resulting in an annual savings of 26 hours of staff time. Transitioing to electonic records also saved approximately 1,800 sheets of paper annually. *2022/06/13*
Develop a tracking system for completion of asset inventory and building condition assessments	**Progress:** This item has been completed through the efforts of a yellowbelt project within the Facility Engineering Team. Staff now have a comprehensive list of all of buildings and a checklist of those buildings that have been completed along with their civic address and related information including pictures, as-builts etc. Implemented improvements resulted in a 55% reduction in the overall lead/process time and staff time savings of 132 hours per year. *2022/06/21*

Goal	Progress Update
Develop safe operating procedure for engine operator pre-shift checks	**Progress:** Daily brake and pump check Standard Operating Procedures put in place. Integrated check list posted in each apparatus and digital copy added to truck log. Brake and pump checks performed before start of shift and documentation retained and reviewed weekly. Prior to improvement, there was a 10% completion rate and following the improvement there was 100% completion rate of daily mechanical checks within two weeks of implementation. Identified and corrected minor air-leak and pump-engagement issues early. Estimating about a 20% reduction in unscheduled maintenance events. Increased operator confidence and accountability. *2025/10/29*
Develop standard workflows/checklists for processes in the Infrastructure Division of Public Works	**Progress:** Reviewed flow chart with OHS Division and made some minor edits concerning form responsibilities. Folder with all information needed to respond to an accident/incident is created and accessible to Division management. Staff now have a streamlined accident/incident procedure they can use. *2024/10/18*
Dewatering of water and sewer excavations	**Progress:** Project finalized in January 2025. New equipment in place. *2025/01/31*
Implement standardized job indexing in Surveying Division	**Progress:** Through process review and implementation of a new process using visual management and ArcMap software, process time was reduced by 71%. *2025/02/06*
Implement standardized naming convention for cheque requisitions	**Progress:** A standardized naming convention for Accounts Payable documents has streamlined processing and ensures consistency in the information recorded. The new process has reduced rework and reduced inquiries from clients regarding payments by over 98%. *2026/03/13*
Implement workflow tracking in HR	**Progress:** Staff have implemented a tracking system where work tasks and estimated “due dates” can be entered and tracked. Tracking ongoing projects and requests to the HR Service Center has helped reduce turnaround times as it provides a “quick reference” for staff and allows staff to reprioritize tasks based on due dates more easily. Overall it has streamlined work, increased organization, and enabled more effective task prioritization. *2021/07/13*

Goal	Progress Update
Improve Adaptive Equipment Lending Program process of retrieving, receiving, and maintenance of equipment	**Progress:** The adaptive equipment lending program CI project was completed between January-July 2025. Utilizing several Lean methods (i.e., SIPOC, Gemba walk, swim lane, current state process mapping, future state process mapping), the project team was able to identify a number of process changes that would result in reduced staff time and travel time required to fulfill an equipment loan request, as well as improved equipment maintenance. All changes will be implemented by September and quarterly check-in meetings have been scheduled to monitor progress. *2025/07/23*
Improve building permit process to reduce wait time for applicants	**Progress:** There were two projects completed in 2019: 1) Reducing lead time for setting of grades in the permit process - the average turnaround time for setting grades is now 3.2 working days overall, compared to an average of 7 days prior to the project which is a 54% improvement. 2) Reducing processing time for permits of new home construction, renovations and extensions by expediting the process of plan reviews - the project reduced the average working days by 14% from 7.7 working days for the building inspectors to generate their plan review letter after it is passed on to them from the grades inspector compared to approximately 9 days prior to the project. These two projects have improved overall turnaround time in the plans review process by 34% *2020/04/17*

Goal	Progress Update
Improve components of the estimating process in the Crack and Seal Program	**Progress:** The goal of this project was to improve the estimating process in the Crack Seal Program so that the estimated quantities were within 20% of the actual constructed quantities and to also improve on estimating quantities in other programs. This would improve both the quality and quantity of work completed to seal pavement cracks. The current state of the process was mapped and staff used CI tools to identify improvements to test and implement including: • measuring cracks after rainfall when they were more visible • while it is not possible to measure every crack for estimating purposes by foot, staff walked a few sites with a measuring wheel to double check the estimated quantity • clarifying which types of cracks need to be measured for estimates; some types of asphalt cracking do not benefit from crack seal • measuring the cracks during construction ahead of the crack seal crew • prioritizing streets to ensure they do not get left At the end of the project in 2021, estimated quantities were significantly improved and were in line with the actual construction quantities which resulted in approximately 99% improvement in the estimating process. Approximately 128 streets were completed compared to approximately 93 streets the previous year. Based on this, the project was a major success. *2022/03/09*
Improve internal communication of water quality information	**Progress:** Training materials completed and information session for staff held on May 2, 2022. A pre and post session survey was completed by all attendees to help assess effectiveness. The overall benefit of the session was rated as 4.7 on a scale of 1-5, (5 being very beneficial). The overall level of awareness for all topics covered in the information session increased post session. For example, attendees comfort level with water quality and services provided by the laboratory showed a 62% increase. In addition, there has been improved communication and response time to substandard distribution system results and their remediation. Laboratory Services have been notified that action was taken after receiving unsatisfactory field results in a timely manner. Laboratory staff were then able to re-test and received a satisfactory result. *2022/06/30*

Goal	Progress Update
Improve Operational processes at St. John's Regional Fire Department	**Progress:** The SJRFD Mechanical Service Work Order (MSWO) CI Project brought to light the wastage of time during the changeover of SJRFD front-line apparatus and respectively the equipment on these trucks with another replacement spare apparatus. The process was heavily reliant on availability of spare apparatus and equipment and of the process amongst Fire Suppression and Mechanical Division involved during the changeover. Two new engines were brought in to service and will replace some of the existing front-line engines that will go into service as spare engines for quick and effective changeover when required. Along with these trucks going into service, a new Policy and Operational Guideline (POG) was developed that addressed the effective changeover process starting with the spare apparatus being staged at certain locations. The new engines and the new Policy and Operational Guideline were implemented Q1 2022 with monitoring and evaluation following. Other recommendations outlined in the report include new diagnostic programming for mechanics use and new Vehicle Maintenance/Tracking software program. Staff have upgraded the WIFI in the Fire Stations and at the Mechanical Division which allowed mechanics to have more accessibility to Diagnostic Software while evaluating a truck on-site at any of the fire stations rather than having to wait for the Mechanical Division (Garage) to run their diagnostic programs. As a result of the implemented improvements, there was a 17% reduction in lead time time and an additional 17% increase in work capacity allowing the other mechanic to concentrate on other work rather than being involved in changeover process. *2022/06/17*
Improve parking permit application	**Progress:** The parking permit application for the downtown residential parking program and commercial permit areas was unclear and users often provided incorrect information, resulting in processing errors and delays in permit processing. The issue was highlighted due to new/rotation of staff and the move to online applications with COVID-19. Improvements to the application reduced the document from 3 pages to 1.5 and included: • Removing unnecessary permit application options • Re-ordering information to highlight the importance • Highlighting the required documentation section • Removing the requirement for multiple applications to allow applicants to add multiple vehicles per permit. • Updating and streamlining the Terms and Conditions Other improvements to the permit process included removing the review of permit applications by Parking Services and removing the requirement to re-submit applications for permit renewal, if all other information is the same. Overall, the improvements resulted in a 43% improvement in processing time, enhanced the customer experience, and saved 1,575 hours of staff time annually; time that can be reinvested in other work. *2023/01/18*

Goal	Progress Update
Improve process for development securities intake and tracking	**Progress:** Project has moved in to implementation phase. A detailed process which includes clearly defined roles, protocols and checks and balances are in place. The first check in has taken place and process is working. Further check ins will take 60 and 90 days following implementation to ensure process is working effectively. *2024/10/02*
Improve process for tax sales to increase efficiency	**Progress:** All processes have been developed and implemented. Staff will use this new process for Tax Sale 2022. *2021/10/07*
Improve process of information sharing between Inspection Services and Facilities Engineering related to City infrastructure projects.	**Progress:** These two teams came up with a standard method to keep project engineers up to date on the status of inspections requested by contractors for these city-lead projects. An average project could require up to 50 or more inspection requests and ensuring the project lead is aware and up to date on these requests and their status improves overall communication while enhancing project management overall. By making these changes, the process is improved by 98% and saves staff time going back and forth looking for information by 19.2 hours a year on average. *2026/01/12*
Improve the annual call for performers process	**Progress:** The Call for Performers is an annual intake program for the “Music @” Concert Series, Cruise ship Dockside Welcomes, and other City-hosted events and festivals (e.g., Canada Day, Festival of Music & Lights). A fillable PDF form was used in the process but could be problematic as it was not user-friendly, tended to experience compatibility issues, and resulted in a high volume of emails. Once completed forms were received, a considerable amount of manual administrative work was required to collate and organize information. To improve the process a Microsoft online form was created that was mobile friendly, easy to use, more intuitive, and had built-in accessibility features. Feedback from users was positive and submissions for the year increased by 140% over the previous 5 years. The new online form helped reduce errors and eliminated a considerable amount of administrative work saving approximately 31 hours of staff time annually. *2022/06/13*
Improve the application and approval process for the Downtown Pedestrian Mall	**Progress:** Item complete *2021/04/21*

Goal	Progress Update
Improve the application form used by Planning/Development	**Progress:** The Application Form (3003) used by both Planning & Development and Inspection Services staff was not designed to provide the required information each division needs for its application review process. Staff constantly needed to go back to the applicant and ask for additional information. Consequences of this problem include: rework, applications not being addressed in a timely manner, loss of applications due to a delay in processing or holding application while waiting for additional information, dissatisfied customers and, in some cases, legal action. The goal of the CI project was to reduce follow-up and rework time required for staff, ensure that applicants know what information is required upfront, allow faster processing times, and provide a better customer experience with less frustration. To achieve this a revised application form was developed, which is specific to Planning and Development staff. The new application form, which has been implemented, is more streamlined and the submission requirements are clearly outlined. The order in which the application is setup follows the natural submission of information into the Govern system. The new form has led to the creation of development checklists designed for various types of applications, which provide guidance on each type of application and set out specific submission requirements. *2021/02/17*
Improve the assessment/re-assessment process	**Progress:** Assessment has now completed the core work for the Residential Re-assessment. The work completed through the CI process allowed for a more efficient timeline and a more structured re-assessment process. There were some steps that did not work as expected and once the full re-assessment has been completed the assessment team will complete a debrief regarding what worked and what may require some additional tweaks. Some discussions regarding these elements have already taken place but a more formal review will be completed mid-year. Overall the introduction of this process has resulted in a reduction of overtime during this residential re-assessment which was a goal of the project. The core of the residential re-assessment was completed during core work hours with limited overtime required. At this time, estimated overtime savings between this residential re-assessment and the prior re-assessment cycle was approximately $60,000. Therefore, this project's goal was exceeded as the target was $50,000. *2021/01/14*

Goal	Progress Update
Improve the commercial development application process	**Progress:** The goal of this project was to map the commercial development application process and identify a single improvement, or a series of improvements that would decrease the overall process/lead time by 30%. Using root cause analysis, the project team identified the cause of the loop of review cycles in the process as poor information at intake. It was noted that a decision tree and clearer instructions should be provided. A report outlining the 84 micro steps of the process grouped into 11 macro processes was provided to the process owners. This included a series of potential improvements identified for each step. The immediate improvement recommendations were to implement a pre-development meeting with the developers, and to implement a checklist to be submitted with the application. Though COVID prevented the implementation of a pre-development meeting, the checklist was successfully reviewed and ready for implementation. A drop down menu was used in order to eliminate steps related to fee selection. Govern was revised to be used for steps while files were then stored on a shared common drive. This eliminated several emails, countless Govern searches, and duplication of documents. It also allowed documents to be filed by submission and not just date. All reviewing parties now have access to Govern. There have been many changes to the overall process outside of the scope of the project (example: new intake procedures), making the overall impact of the initial improvements difficult to measure. There has, however, been a reduction in the overall number of handoffs in the process. In addition, the project has put a CI lense on the process and has spawned multiple sub- projects. Other silos of applications have begun to develop similar tools; the subdivision development process now has a similar checklist almost ready for implementation. *2021/10/13*
Improve the communication of training schedules in the St. John's Regional Fire Department	**Progress:** Communication issues contribute to challenges in scheduled training. Missed training can become an OHS issue. This project created a standard, structured communication process involving the training division, station officers, and administration. This process was implemented on September 1 and to date there has been a noticeable improvement in completed training. *2021/10/08*
Improve the coordination of daily tasks in the Aquatics team	**Progress:** Implemented log book and online tracking tools thereby reducing the number of emails and improving overall communication and task management within the team *2023/07/06*

Goal	Progress Update
Improve the efficiency of the process used to collect signage for water and wastewater job sites	**Progress:** This project addressed a problem with the TCP area in depot used by Water & Wastewater,. signs/cones etc. taking too much time to collect. This impacted operators/ESO's/ultimately end user (residential, commercial, industrial). The goals of the project were to reduce time for collecting necessary TCP materials for job set up, create a safe area and "cleaner" area for TCP collection of materials to reduce potential hazards. A reduction in time for collecting necessary TCP materials for job start up would reduce time for overall job completion resulting in quicker repair times and less wait times for end user (residents w/o services i.e. water and sewer). Quicker or more efficient repair times are critical as well during times of major water main breaks resulting in a quicker return to service to residents, commercial and industrial. Results: Initial times for collection of materials (signs, sign bases, cones etc...) varied from 10 minutes to as much as 25 minutes depending on current state of the area and readiness of materials and number of job sites to be set up (2-3 repairs / day). With 5S methodology applied to the area, basically a one stop shop, operators could load all necessary materials into truck within 5 - 10 minutes, resulting in a reduction of 50 to 75% time savings for this step in process. *2021/01/12*
Improve the process for traffic sign maintenance work orders	**Progress:** The project has been completed with notable improvements made to the process. Improvements include: • Reduction in process lead time of 59.7% • Elimination of re-inspections by the Transportation Engineering group • Eliminated paper work in the process • Reduction in usage of fleet vehicles resulting in estimated annual savings of $12, 510 To support the improvements to the process, a new computer application was created which allows the crew to attach a photo and description of the repair which is provided in real time to supervisors, analysts, and operators. *2024/02/28*
Improve the process of energy use monitoring for greenhouse gas reporting	**Progress:** A manual detailing instructions, assumptions, and a step-by-step guide to develop the corporate inventory was developed. Furthermore, two other tools were developed to handle the cross-referencing of various data sources (e.g., energy purchased from various provides which include different account numbers and names for sites). By reviewing this process and making adjustments there is approximately a 40% reduction in time spent developing the report. *2021/02/15*

Goal	Progress Update
Improve the process used to obtain fleet shop supplies in Public Works	**Progress:** Due to numerous staff changes in the Fleet division during the time of the pilot project, desired results were not achieved and the project was discontinued. *2024/05/02*
Improve the property owner questionnaire and related data storage/analysis used in the commercial assessment process	**Progress:** Questionnaires have been completed and are ready to be issued for the next mail out which will occur in April 2022. *2022/02/04*
Improve the REconnect Registration process for users	**Progress:** COVID-19 guidelines recommend all recreation programs be registered in advance and as a result drop-in registration which was popular with some clients is no longer available. Many new users have difficulty navigating the on-line registration program and are at a disadvantage when registration opens for programs. A step-by-step video tutorial was developed to walk users through the process of setting up an online account. Previous to this, front desk staff would verbally walk people through the process, but this could be extremely time consuming and frustrating for the customer. The video tutorial is available on the City's YouTube channel and to date has over 80 views. Staff will direct users to the video as required and it will be referenced in future program registration announcements. *2021/04/27*
Improve the Records Management process for filing of Acceptance Information for commercial and residential developments	**Progress:** The project is implemented and advisory notices have gone out to staff regarding the location on the network where this information will be stored. It will be monitored for a period of time to ensure it is working properly. Applicant checklists have been added to the City's Website. *2021/01/08*
Improve the Residential Re-Leaf Program form/process	**Progress:** The improvement was implemented during the 2023 application process. The result was a much easier and streamlined process due to the use of an online survey for residents instead of a form. This had a noted improvement to the residents' application process by reducing the time to complete and submit the application by 57% (estimated from 7 mins to 4 mins).The advisory that was sent out to the public included a link to the survey which meant that residents did not need to go to the website to find the application form. They also did not have to fill out and email to submit or print and scan and email which resulted in times savings in the application process for residents. In 2022, 53 residents' forms needed rework. This was reduced to 3 residents in 2023; an improvement of 94%. Process time savings based on how long the process takes from start to finish resulted in 120.9 hours per year for a 79.33% improvement. Form improvements cut down on a lot of wasted time and effort. Data is compiled easily and the new approach removed administrative effort from the process. Improvement to the Re-Leaf Program form resulted in Administrative time savings of 49.9 hours per year. This resulted in vouchers issued earlier in the season for a much earlier selection of trees and planting season. *2023/07/06*

Goal	Progress Update
Improve the scheduling process for Aquatics staff	**Progress:** This project is now complete. A final project close-out meeting was held on March 17, 2022 and a report on outcomes was provided. Postive results were achieved from the implementation of the RecStaff software and a significant streamlining of the aquatics shift process with overall steps in the process reduced by 34%. Processing wait times were also reduced and the the new system resulted in 100% accuracy eliminating errors and the need for staff rework. The process is also now paperless. *2022/03/09*
Improve the tenant move in-move out process in non-profit housing	**Progress:** This project has now been fully implemented. Outcomes from the project include: • Consistent use of a move-in checklist for every new tenant. • Use of Survey123 software has increased consistency of data and storage, eliminated paper, reduced time needed to collect and move/store data, and helped reduce turnaround times. • Prior to the process improvements implemented as part of this CI project, the average turn-around time for refunds/invoicing on move-in/move-out was 30+ days. After the process improvements, 91% of the 47 move-outs occuring between April and December 2020 had turn-around times under 30 days, with almost half of those being 10 days or less. *2021/04/28*
Improve the user set-up process for network and application privileges	**Progress:** Every year the Network team in Corporate Information Services processes more than 1,500 requests to add or change user network accounts and application privileges. Assigning users the correct group membership involves multiple employees, uses multiple applications, and uses information stored in multiple locations. If the correct information isn't provided upfront, staff have to gather it which can add 30 minutes to the setup process every time. This project developed a computer application which examines the City's IT directories and automatically gathers the information required. The application saves time and improves the accuracy of account setup. This process improvement will save more that 1,700 hours of staff time annually; time that can be reinvested into other work. *2022/06/13*
Improve user knowledge and awareness of swim spaces and equipment	**Progress:** A pool diagram has been displayed at the front desk of the Paul Reynolds Community Centre to show patrons the areas of the pool that are open during the swim they are attending. This helps ensure patrons are aware of the type of swim/pool areas open before they pay and reduces confusion once patrons have paid and are in the pool area. It is estimated the implementation of the visual board reduces the time staff spend explaining pool availability for each swim by more than 300 hours per year. *2025/10/23*
Improving electronic file management	**Progress:** Undertook a 5S which allows for a sort, tagging and reorganization of folders and files. Achieved a 44% reduction in number of files. Developed file and folder standards to reduce variation and create consistency. Organized drive reduces time spent searching for files. *2021/05/17*

Goal	Progress Update
Improving process for employee learning and development	**Progress:** During the pilot: overall steps in process reduced by 51%. Rework eliminated. Overall time to process an application improved by 55%. *2022/07/15*
Improving the supply re-ordering process (SJFRD)	**Progress:** The project results in an improved, more streamlined ordering system. There was a 40% improvement in the process lead time and 52 hours of staff time saved per year. *2023/09/08*
Increase efficiencies with the cat adoption process	**Progress:** The original goal and metric was to decrease turnaround time for adoptions by reducing average processing time. At the time this project was undertaken there were many available pets awaiting adoption. Process improvements were put in place however, the situation changed with more applications than available pets. That said, staff feel that the simple visual management changes made have improved efficiency. *2021/07/13*
Map and improve the asset management process for City buildings	**Progress:** This initiative is complete as of the effective date in the plan. *2021/01/10*
Map and improve the asset management process for linear infrastructure	**Progress:** This project is complete. The resulting coordination of work between Planning, Engineering & Regulatory Services and Public Works for the Streets Rehab program has seen future cost avoidance of $380k for two streets sampled. A3 final report for project is completed and has been submitted for review. *2022/06/09*
Map and improve the payroll process	**Progress:** The CI project is complete and the resulting implementation plan has been delivered to the Process Owner for planning and delivery. *2022/03/09*
Map and streamline the OHS training process	**Progress:** The project has been completed and improvements have been made to the process. Improvements include: • All training on standing offer is being used where possible to free up internal capacity and there is little waiting time for training now. • Vendors are now adding our staff to the City's Workplace NL Certification Training Registry (CTR) network for us which helps with accessibility of records. • Employees are requested to join the City's CTR network upon hire. Follow up meeting between Emergency and Safety Services, Human Resources and Public Works will continue to check sustainability. *2024/02/29*

Goal	Progress Update
Map the corporate policy development process	**Progress:** Map of current process has been completed. Opportunity to use this map as basis for future improvements to the process. *2022/01/17*
Map the current process used to repair or replace traffic signage	**Progress:** A current state map of the process has been completed. There are opportunities to streamline this process and to that end the project lead will undertake a Green Belt certification in 2022 and work with a project team to undertake further analysis and identify specific improvements. *2022/01/12*
Map the current street excavation permit process	**Progress:** A high-level process map was completed and two visual aids/guides produced to provide clarity to staff on the steps in the process. These aids will help enhance understanding of the process and reduce the likelihood that permits are issued too early in the process, before all the required work and analysis by the CIty has been completed. *2022/09/07*
Minimizing paper filing and implement electronic system for forms used in Revenue Accounting	**Progress:** This CI Project has been implemented with a goal to save both time spent on task and physical space of files. The changes have resulted in the following outcomes. 1) Once all application forms are scanned for electronic filing, free space will be increased. Amount of free space in the vault located in the Tax Department will be increased by 25%. 2) Electronic Filing Information Retrieval Time: 6 seconds VS Paper Filing Information Retrieval Time: 32 seconds. 81% decrease in time spent. 3) Timing for Canceling a PAD: Electronic: 13 seconds VS Paper Filing: 32 seconds. 59% decrease in time spent. *2021/01/11*

Goal	Progress Update
Public notification process - planning & development applications	**Progress:** This project is completed. Through the planning, data collection and process mapping, the team determined that the biggest areas of waste were: • Waiting for address and map information • Duplication of addresses • Three templates to complete • Transportation and waiting for envelopes to and from Office Services • Two approvals Key achievements are as follows: • Total time savings (per notification): 38-43 minutes (65-68% improvement) plus the time savings for office services staff in transporting letters to and from PERS. • The number of steps: Improved by 31% (removed 16 NVA steps) • Total time savings PERS Admin (annually): average 80 notifications per year, approximately 6.75-8.5 work days • Total hard cost savings: $738 (annually) *2019/11/04*

Goal	Progress Update
Purchasing process	**Progress:** The problem was noted through the Accounts Payable CI project that there was rework and waiting in the requisition and purchasing process and errors downstream in Accounts Payable. Durng the sample period 32% of requisitions required rework and 49% of requisitioners were making errors in their workplace requisitions. Goal of this project was to find 30% efficiency/reduce rework/errors. The team determined that the root cause of the issues related to a lack of standard process, no one best way, no training and resources as part of onboarding. Generally, employees were unclear about which purchasing tool to use and when and there was not consistent approach to how to set things up in Workplace. A series of improvements were recommended. A decision tree was developed to walk users through the various steps of purchasing from start to finish, new resources and guides were developed, a new intranet page was developed to consolidate and refresh content, new forms were created for vendor set up, cheque requisitions, and change orders, and training was developed and rolled out across the organization. Capital Works also implemented improvements to their process based on the process maps provided. Results of the implemented changes were: • 9% average improvement in the number of requisitions submitted with errors during sample (some buyers saw larger improvements) and a 20% improvement in the number of people making errors down from 49% to 29%. • 79% improvement in the vendor inventory • no discernable sustained improvement in the AP process although some improvement was noted for 2021. • Update on resources and tools with 83% of people saying they would use material developed and 81% saying their work would be more likely error free standard process in place for change orders. • 5 steps in capital process removed, mistake proofing implemented for math cheque and a reduction in both paper use and waste of transportation. *2022/06/09*
Reduce rework in recreation facility booking process	**Progress:** Allocate online administration rights to other staff. Standardize charts for submissions. Create a room inventory with amenities. Ensure program analysis is completed first. Enter all internal and yearly external programs one year in advance. Impacts - aiming for 50% reduction in lead time and rework, reduction in hand-offs to 3, reduction in lead time from 30 days to 10-15 day. *2021/05/17*
Reducing customer wait times at the Residential Drop Off, Robin Hood Bay	**Progress:** Ensure sufficient contracted trucks available to haul bins to meet peak demand. Maintain dedicated staff on Saturdays to compact bins. Educate staff on traffic flow. Divert wastes to other areas of landfill. Turn-around-time reduced by 29% to 40 minutes and 24 seconds. *2021/05/17*

Goal	Progress Update
Reducing rework in accounts payable processing	**Progress:** Clarify requirements for vendors/staff. Rework largely caused by issues further upstream in the purchasing process. CI project launched to further investigate purchasing process. *2021/05/18*
Reducing rework in the print room	**Progress:** Intake form changed, and visual management based guide created. Process "How to" information made available on the intranet. Rework at intake reduced by 63% during pilot phase. Future state will see rework reduced and save 3.51 to 5.86 days of capacity. *2021/05/17*
Reducing turnaround time for the building permit process for residential new construction & renovations	**Progress:** Application form redesigned to support accurate collection of information at intake. Workflow improvements made and visual management set up. Average wait times at intake reduced to 1 day, a 93% improvement in this step and 24% improvement in lead time. Incidents of rework reduced from 80% to 20%. *2021/05/17*
Reorganization of the special events storage space using the 5S tool	**Progress:** Results indicated a notable improvement including: • A 60% increase in usable storage space (over 100 square feet of floor space). • Reduction of tripping hazards and the potential for injuries. • An 80% improvement in time savings when gathering materials for an event *2024/02/29*
Reorganize Economic Development & Partnerships network drive using 5S	**Progress:** Network files were old and dated, having gone through multiple changes in organizational structure and ownership over 20 plus years. As a result of completing a 5S on the network drives, an entire drive was deleted, files are easier to find, frequently used and recent files are more predominant and there was a 20% reduction in files overall freeing up server space. The files are now more streamlined and organized for future improved file management. *2026/06/15*
Reorganize Revenue Accounting workspace	**Progress:** The physical workspace of the printer area was improved, including visual cues, to reduce waste of motion. These changes resulted in process time savings of 33% for processes involving this particular work area. *2025/03/02*
Reorganize Roads and Traffic network drive using 5S tool	**Progress:** 5S tool used to organize and standardize file naming resulting in an 85% improvement in process time. *2024/12/11*

Goal	Progress Update
Reorganize the network drive in Waste & Recycling using the 5S tool	**Progress:** A 5S was completed to organize the shared drive to assist staff in finding information more efficiently, develop a consistent file structure and process, and to follow information management best practices. This exercise reduce the number of files by 26% and reduced staff time spent looking for files by 66%. *2025/10/23*
Restructure the Intranet by piloting an improvement to the purchasing pages	**Progress:** The project is completed and the project pages developed for the Purchasing process have potential to be used as a template for other pages. Feedback from staff and competing priorities in Communications have deprioritized the full review of the intranet. *2023/07/31*
Review and streamline fine art inventory and storage	**Progress:** Project was completed in July 2024. The project has resulted in such improvements as improved storage conditions, a slight increase in available storage for artwork, improved organization of the fine art collection, improved retrieval time for artwork requests and a written Standard Operating Procedure to educate and inform staff. artwork retrieval times were improved by 66%. *2024/10/22*
Review and streamline low value purchase order process	**Progress:** New low value forms, tracking, and training has been implemented. Data collection to identify any issues will be on-going in 2025. *2025/01/28*
Review the process for temporary occupancies	**Progress:** This project created a standard operating procedure (SOP) for dealing with temporary occupancy permits. The improvement removed unnecessary rework of sending multiple notices to owners and resulted in a decrease in the number of files remaining open, fewer last-minute inspections, and fewer notices sent and follow ups required. Overall processing time was reduced by 59% resulting in annual staff time savings of 341 hours. *2023/01/18*
Review, streamline, and standardize process for cheque requisitions	**Progress:** Form and procedures have been updated and new training and improvement to process rolled out to all staff Aug. 11. To date, 80% of employees have completed the training. Extra processing steps have been removed to streamline the process and the project has resulted in a 58% improvement in error free submissions and more than $26,000 worth of staff time savings annually. *2025/10/30*
Standardize aerial rescue documentation & training	**Progress:** The project created a standardized and documented procedure for required aerial device rescue training. This new process will ensure staff are trained in a consistent manner and receive standardized information. *2024/06/11*

Goal	Progress Update
Standardize calibration process of electronic salt spreaders	**Progress:** A standardized, step-by-step calibration and verification process has been implemented and ArcGIS Survey 123 has been deployed to guide staff through the process and capture electronic records. The new process resulted in approximately 20% reduction in average calibration time per truck, improved consistency of calibration outcomes across different truck types, reduced variability by increasing calibration test weight, and resulted in fewer calibration-related interruptions. *2026/03/17*
Standardize evaluation process for high-angle training	**Progress:** Developed an ongoing evaluation survey/process looking at the collection of feedback for high angle rescue training. The results of the evaluation were very positive providing insights into the course delivery method and timelines. This classic Voice of Customer exercise recognizes the importance of getting feedback from the end users and modifying the content of the training to best meet client needs while ensuring safety and integrity of the training. *2026/01/12*
Standardize material list process for air handling units in City buildings	**Progress:** Paper inventory lists were eliminated for this process, resulting in improved inventory accuracy and improved access to inventory information for all HVAC team members. The new process reduced time team members spent travelling and reduced mileage on City vehicles, resulting in process time savings of approximately 57%. *2025/06/03*
Standardize medical supply bags inventory for SJRFD	**Progress:** This project focused on revising and standardizing the Fire Department's medical kit quality control checks. To ensure there was a consistent way for firefighters to verify all medical bag equipment was available, a revised itemized checklist was developed. The checklist was placed directly within each medical kit and used as part of daily apparatus checks. The improvement helped create more consistent and reliable inspections, reduced the risk of missing, expired, damaged, or malfunctioning equipment, and supported better accountability and readiness for time-sensitive emergency responses. *2026/06/11*
Standardize survey field coding	**Progress:** The project focused on reducing the time spent creating field codes for surveys and creating a standardized workflow to create consistent outcomes using mistake proofing. Working with the team to achieve a one best way approach, the improvement results in 36.7 hours of staff time saved per year in rework and an overall process time savings of 50%. The team continues to monitor progress and expects to achieve additional efficiency over time. *2025/04/24*

Goal	Progress Update
Standardize the mail management process in Archives & Records Management	**Progress:** The management of incoming and outgoing mail at F. Burnham Gill Archival Centre/ARM Division did not have a consistent or documented process in place. This lead to confusion amongst staff; delayed receipt of urgent file requests and file returns/filing; the risk of misplaced mail/records; and clutter in a publicly-accessed space. Seventy percent of mail collection required clarification and 50% of the time mail remained undistributed/unprocessed for at least 24hrs. The goal of this project was to standardize the mail management process thereby reducing the necessity for clarification by 50% and reducing the period in which incoming mail remained unprocessed by 50%. Implemented improvements included: establishing a mail station (point of use storage and visual management cues/labels); developing a standard operating procedure to ensure mail is processed daily, upon or shortly after receipt; and documenting the procedure/service standard for when urgent mail/file requests are not collected within 24hrs. As a result of the improvements the need for staff to seek clarification was reduced by 100% and the period in which incoming mail remained unprocessed was reduced to 7%. *2023/06/20*
Standardize the process for class of City Buildings service requests	**Progress:** The new form went in to effect at the start of 2023 when requests for work fell outside regular maintenance. The form will be added to the "Work Order" page on the intranet and further direction to complete it as needed will be provided to all staff. *2023/11/10*
Standardize the records management process to increase quality at source	**Progress:** Quality issues are often a problem with paper records. The project team mapped the records management process for paper records and identified the main issue in the process to be quality at source. Poor quality records received at Records Management and Archives creates rework for staff and reduces the City's ability to search, retrieve and/or interpret records. The goal of this project was to reduce the defects and resulting rework with the intent of creating a quality record at the source. A set of standards for the creation, management and transfer of records was developed, along with communications materials and an employee training session. A pilot of the training session and associated guides was conducted with the Legal Department. The combination of the training session, the standardized check list and visual aid/poster, resulted in no issues with quality within the records. The pilot therefore achieved a 100% reduction in rework. *2023/02/28*

Goal	Progress Update
Streamline collection of asset information and condition assessments using as-builts	**Progress:** The data collection and condition rating process of a building asset inspection was not standardized and included taking physical copies of as-builts to sites, manually recording information on them and entering findings into an Excel spreadsheet. This process was time-consuming and often involved muntiple site visits. A number of improvements were implemented: 1. Using electronic drawings so editing is easier. 2. Implementing an IPad for ease of use and portability. 3. Eliminating all required paper work. 4. Using the software program Survey 123 when doing condition ratings of building assets allowing easy data entry and elimating the requirement to re-enter data in Excel. 5. Taking 360 pictures of room to allow for thorough assessment of assets. These improvements resulted in a 47.40% reduction in overall process time and will save 1968 hours of staff time annually - time that can be re-invested into other work. *2022/09/26*
Streamline data input-management for Facilities asset management	**Progress:** This project aimed to streamline the process of data entry for building condition assessments. There are targeted numbers to be completed each year and it is a manual and time consuming process. The goal was to reduce the amount of time spent completing the reports and reduce duplication of data entry. With some simple improvements to the structure and format of the reporting tool, staff were able to reduce the time spent on entering data by 25.6 hours achieving a 61.53% improvement. *2025/10/30*
Streamline First Aid kit inventory for Parks and Open Spaces division	**Progress:** The goal of the project was to increase the number of first-aid kits in the Parks & Open Spaces division that were in compliance with legislation, decrease expired and/or otherwise non-compliant contents, and create a safer workplace for staff. Initially, 78% of first-aid kits in the division were not compliant. Following process improvements, all first-aid kits are now in compliance with legislation. Visual management has been used to ensure accuracy of first-aid kits. *2025/06/16*
Streamline site transportation of walk behind asphalt saw	**Progress:** Various solutions to address the issue were explored but proved unsuccessful. This project has therefore been closed. Another CI project has been identified for the area. *2024/10/15*
Streamline the administrative process for firefighter medicals	**Progress:** Process time reduced by 25% (1500 hours). 275 hours of staff time reinvested totaling $21,494.53. Standardized referrals and appointment letters were instituted as well. Future state implemented fully. *2024/06/05*

Goal	Progress Update
Streamline the clothing order process in Community Services	**Progress:** Uniforms for Citizen Services and Tourism staff are not part of a tender and can often take longer to order and can be more costly. The annual ordering process is time consuming for supervisors, buyers, and the Finance department. To reduce rework and waste in the process, a standard fillable PDF form was created providing staff with specific pre-determined choices. It is anticipated that this form will help reduce waste in the ordering process by 70%, however, as this is an annual process exact savings will not be known until the next order takes place. *2022/06/13*
Streamline the clothing request form process in Public Works	**Progress:** Each year in July the CUPE 569 safety clothing issue resets. Clothing request forms are distributed with paystubs and several hundred are completed and sent for processing where they are checked for eligibility and entitlement. There is duplication with forms being sent in both paper and electronic format. As well, forms are often completed incorrectly. Improvements made to the process included editing the form to create a fillable PDF thereby eliminating all paper copies, ensuring the form was easily accessible on the network to all forepersons, communicating the new process to all involved, and creating a FAQ document to address frequently asked questions. In addition, some clothing items which were usually placed on hold until October, when the stock room received supplies, were added to the current Pick Lists, eliminating duplication of effort. These improvements have resulted in significant staff time savings and increased the efficieny of the overall process. *2021/10/08*
Streamline the process of electronic Council polls	**Progress:** Requests for E-Polls are sent to the Office of the City Clerk for items that have a tight deadline. They are accompanied with background information either through the email chain or via attachment. Once received by the City Clerk, an email is circulated to the Council and Executive Group emails (totaling 19 people) as well as required staff. Members of Council then approve or reject the application in question by responding to the email. This would result in hundreds of emails being sent for each E-Poll requiring considerable staff time to process. The objective of this project was to streamline the E-Poll process and reduce both the file size (current E-Polls have a range in total size from 23,474 KB to 30,765 KB) as well as the number of emails (currently ranging from 242 to 294 total emails). The improvement utilized the built-in poll function available in Microsoft Outlook and the forms function in Office 365. This resulted in a reduction of 86.5% in the number of messages and a reduction of 75.7% in file size. *2021/10/04*

Goal	Progress Update
Streamline the routes for the snow clearing of steps	**Progress:** The layouts of some of the snowclearing sites were not necessarily linear or the most efficient. This resulted in excessive travel time, inefficient routing to some areas, lower service levels in others, and waste in excess travel associated with inefficient routing. Routes have been changed for this year, and monitoring is underway. *2021/01/14*
Streamline the tracking of non-profit housing accounts receivables	**Progress:** Accounts receivable balance information for Non-Profit Housing tenants has been tracked using multiple Excel spreadsheets. This process was time consuming for staff who worked with the speadsheets daily. The goal of this project was to decrease time spent entering payments and reconciling daily balance totals by 10%-50% by consolidating the multiple spreadsheets. Consolidating the spreadsheets and improving the formatting and presentation of the data would also reduce confusion and the potential for errors. The improved and consolidated spreadsheet resulted in the following outcomes: • A 37% to 50% reduction in the processing/lead time. • Staff time savings of 122-164 hours annually valued at approximately $8000-10,000 (per year). *2023/06/06*
Streamline volunteer training	**Progress:** The new welcome volunteers training presentation training session was piloted with 12 new Junior Leader volunteers for the 2023 summer programs. The measurable impact during the summer were: 1. 80% reduction in Staff Time for the Youth and Volunteer Fieldworker and Senior Counselor in training hours. Previous to this summer, staff would visit each site the first day of the placement for each individual volunteer and review training. Having one large group session eliminated this time wasted. 2. Reduced number of incidents reported to our team from site supervisors this summer. Summer of 2022 - Nine reports and one dismissal vs. Summer of 2023 three reports and zero dismissals. This displays that the retention and understanding of policy and procedures greatly improved when training was presented in this way. 3. Volunteers that were working together were able to get to know each other prior to placements. Allowed them to become more comfortable quickly. Impact and improvements will continue to be monitored as new volunteer training process is rolled out to all areas in the coming months. *2023/09/08*
Streamline waste compliance documentation process	**Progress:** This project was cancelled due to a change in resources within the City in January 2026. *2026/06/08*

Goal	Progress Update
Streamlining the fire inspection process	**Progress:** Paper process has been eliminated; existing technology being used. Removed need to track violations by paper – instead documented electronically. Use of tablets being tested which will eliminate manual note taking and data entry process. In early data collection, 15 minutes being shaved off an inspection – savings of one hour a day. *2021/05/17*
Streamlining the insurance certificate process for special events	**Progress:** By making some small changes to the insurance requirements for out of province filming, the process time was reduced by 58% and staff time spent on managing these requests was cut in half. This improves the experience of those doing filming work in the City. *2024/12/05*
Streamlining the seasonal employee transfer process	**Progress:** Single form created. Employees provided with bump options at time of layoff. Use of mail merge eliminated manual input and errors. Individual meetings with employees no longer required. Cycle time reduced to 4 hours, a 77% improvement. Additional improvement in HRIS keying of data and lost productivity time when bumps actioned. *2021/05/17*
Update and standardize the harbour water sampling process	**Progress:** The original St. John's harbour water sampling procedure involved three staff, the use of a watercraft, and required additional analysis by an external laboratory. The procedure was time consuming and exposed staff to the potential safety hazards of operating a small vessel in a large, high traffic harbour. In updating and standardizing a new sampling process the following improvements were made: • Sampling to be completed at land based sites surrounding the harbour. Land-based sampling does not impact the quality of the samples but eliminates the need for the use of a watercraft, reduces the number of staff required to complete the sampling from three to two, significantly reduces preparation time, and reduces potential safety risks for staff. • Reduced sampling trips from six per year to three (spring, summer, fall). • Total number of sampling sites reduced from 14 to 6. • Changing the test analysis of the samples thereby removing the requirement for chemical testing by an external laboratory and saving associated costs. These improvements reduced the amount of time to complete the procedure from 18.5 hours for three staff, to 6 hours for two staff and realized a financial cost savings of $3900 per year associated with eliminating the need for external chemical testing. *2023/05/19*
Use visual management concepts to improve scheduling of water and sewer repairs	**Progress:** The pilot is complete and the visual management board has allowed better utilization of resources. It was a positive result. The board allows all staff to know which equipment and resources are being used on a given day for a one-week period. The data can be viewed very easily and shared with everyone. *2021/01/11*

Goal	Progress Update
Work order process for City Buildings	**Progress:** A high volume of service requests are processed by the City Buildings divison of Public Works annually. A significant number of service requests (71%) require follow-up or clarification before actioning due to inaccurate or incomplete information. In addition, only 54% of service requests are received via Wennsoft, the coprorate application designed to facilitate the process. To address the problem of defective service requests the following process Improvements were piloted: 1. Creation of intranet page with user help information, guides, faqs, video etc.; 2. Communication of service standards and related information; 3. Creation of training curriculum and pilot of virtual training session/demo held for 24 users on December 16, 2021. Data collection completed after the piloted improvements indicated improvement goals were met as follows: percentage of service requests received in Wennsoft versus other means increased from 54% to 95% (76% improvement); percentage of service requests with errors decreased from 71% to 50% (30% improvement). This has improved the overall efficiency of the process by reducing rework. Though the improvement goals were met, it is important to note that a significant number of service requests still contain errors and rework will occur in the process unless continued intervention occurs (continuous improvement is about incremental change). Changing user behaviour is in itself a process and it is recommened that the virtual training session be offered at least once a year and follow-up be initiated with specific user groups. *2022/06/07*