

Attachment-3: Remaining Opportunities List

Remaining Opportunities	
Number	Opportunities Underway
1.	Build City-staff capacity through the Continuous Improvement Office, to identify efficiency opportunities and implement improvement projects using lean methodology; creating a culture of process improvement through the entire city staff complement, creating value, reducing waste, and extending capacity all with a customer lens.
2.	Review the Delegation of Authority by-law to ensure it is aligned with strategic and operational requirements and to ensure an efficient and effective governing structure.
3.	Centralize the City’s building maintenance budgets to reduce approval cycles.
4.	Implement a distributed-user model to streamline website content updating in order to reduce current duplication/inefficiency and also improve turnaround time for getting content on the web.
5.	Review communication guidelines and processes across the corporation to ensure effective and efficient delivery of internal/external communications.
6.	Implement a corporate document management system, appropriate for handling all the various documents in use by the City, in order to ensure secured access by employees to the information necessary to complete their functions in a timelier manner.
7.	Review road maintenance and winter control services and establish winter works quality standards; Review to include examination of: -The City's salt usage, residential side streets -Sidewalk clearing -Pothole repairs
8.	Deploy mobile technology to enable remote working capabilities for front-line staff that work in the field (e.g. Environmental Services; Operations; Parks operators).
9.	Enhance the Internal Audit methodology by embedding data analytics throughout the audit process to effectively audit large datasets.

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10.	Invest appropriate capital-related staffing complement to execute the City's capital plan; reduce inefficient turnover and capital project cost escalation due to delays; and support the principles of a more affordable, proactive asset management methodology.
11.	Continue to advance the business case for a new operations hub centre to increase the efficiency of City's operational and maintenance services.
12.	Implement a new Corporate Maintenance Management System solution to improve tracking and maintenance of City assets, standardizing data management and elimination of manual work order data entry processes (e.g. corporate fleet and equipment, roads, pipes, facilities, and trees).
13.	Perform a Fleet review to ensure the City has the appropriate fleet technology to support the planned climate change initiatives.
14.	Assess the programming content for the City's Recreation and Culture offerings to increase utilization and attendance; reduce tax subsidization needs.
15.	**Opportunity is available in closed agenda material**
16.	**Opportunity is available in closed agenda material**
17.	**Opportunity is available in closed agenda material**
Digitization	
18.	Review the IT Digital and Technology Master Plan to ensure it includes the following: -Inventory of software -Process to incorporate IT in procurement of digital solutions
19.	Update the City's website to be more user friendly in navigating content and information in order to better inform citizens and reduce call volumes.

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20.	Review the Business License process for digitization opportunities to reduce manual processes and paper records.
21.	Implement a learning management system to standardize the delivery of training across the organization and provide the platform necessary to expand learning and development within a Guelph Academy model.
Modernizing Operations	
22.	Evaluate the service for collecting waste from downtown businesses for cost savings.
23.	Advance the performance management framework to drive operational decision making using KPI's that are appropriate and relevant.
24.	Integrate existing financial systems used by individual service areas (i.e. parking) with JDE to eliminate manual entries and processes.
25.	Implement a procurement policy change whereby low dollar purchases under a threshold (e.g. \$5,000) are done through more cost-effective procurement tools like P-cards, employee expense reimbursements, and petty cash.
26.	Review the business case to invest in theatre technology for the River Run Centre to drive more shows and attendance that result in lower tax subsidization.
27.	Review the capacity to transition current park infrastructure into multi-purpose fields and surfaces to increase utilization and serve emerging sport groups.
28.	Review the effectiveness of the Healthy Landscape program and consider if there is opportunity to deliver the service for a fee.
29.	Implement an Enterprise Risk Management (ERM) program to identify and manage risks; align internal audit risk assessment with the ERM.

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30.	Take advantage of modernization and innovation opportunities to realize 'future ready' efficiencies that come from leveraging data and artificial intelligence (AI) learning technologies, through the work underway on a Smart Cities/Innovation roadmap, as well as through the development of a smart infrastructure plan, aligned to the strategic plan priorities.
31.	Inventory and rationalize the City's real estate holdings; identify opportunities where active-use properties may have a higher and better use from a land planning perspective.
32.	**Opportunity is available in closed agenda material**
33.	**Opportunity is available in closed agenda material**
34.	**Opportunity is available in closed agenda material**
35.	**Opportunity is available in closed agenda material**
36.	**Opportunity is available in closed agenda material**
	Role Reassignment
37.	Review administrative support to the City's advisory boards and committees; consider Clerk's Office instead of individual departments to increase efficiency and compliance.
38.	**Opportunity is available in closed agenda material**
39.	**Opportunity is available in closed agenda material**

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	Alternative Financing
40.	Develop a proactive and strategic real estate planning and acquisition function to ensure the City can acquire properties needed for growth (as identified in a Master Plan or other Council-approved purpose) when they are most affordable; rather than current reactive approach.
41.	Implement a ceiling threshold for payments from customers allowed on credit cards to minimize fees borne by City. Consider implementing third party provider model where customer is charged fee for credit card usage.
42.	Develop a business case that considers various alternatives (e.g. build, lease, partner) for a fire training facility to allow firefighters to train live fire events more efficiently and effectively.
	Equity, Diversity and Inclusion
43.	Diversify program offerings (in-person and on-line) to be more inclusive of all community groups.