

This list is for Information only

Note: All the efficiencies and capacity creation items listed in this sheet have already been built into the 2025 Draft Budget

Department <i>(Select from Dropdown list)</i>	Name of Initiative	Brief Description	Category <i>(Select from Dropdown list)</i>
Arts, Culture & Community Services	Integrated Response team	The team is working effectively across the City to prevent large scale encampments from forming. It also has improved staff morale and safety by having the team in place to support. Has reduced impact to neighbors and the general community. It is work the city has done but the cross department coordination has improved the overall safety of staff and citizens and prevented the need and costs from large scale decampments	2. Cost Savings/Avoidance
Arts, Culture & Community Services	Social Operation Spaces	Additional use of many city sites to support multiple needs, such as warming centers, extreme heat, shelters additional drop in space in extreme weather situations	3. Optimizing Assets / Service Levels
Arts, Culture & Community Services	Outreach team	Supporting a greater number of clients with more complex needs with no increase to staff resources	2. Cost Savings/Avoidance
Arts, Culture & Community Services	Partnership with DBL to reduce the applicant time as well as City administrative process for Childcare application proces	Development and implementation of a childcare-specific "development permit conditions library" has helped reduce time required for staff to complete reviews, in part by decreasing the number of childcare conditions from 33 to 13. Furthermore, additional efficiencies are are anticipated as the City continues to work on harmonizing the City's childcare guidelines with the Province, by further reducing staff time spent on reviewing development permit applications for privately owned facilities. It is estimated that these future changes could help to expedite up to 65% of development permit applications (independent of projects that require rezoning).	1. Simplified Processes / Reduce Red Tape
Arts, Culture & Community Services	Leveraging partnerships with the UN to advance Healthy City Strategy research	Social Policy working with local and global partnerships to leverage funding to support consulting and engagement to advance work on the Healthy City Strategy	5. Revenue / Funding Opportunities
Arts, Culture & Community Services	Cultural Tourism Events Fund	The City's investment is leveraged by external investment in order to grow, develop, and attract a portfolio of cultural destination events and festivals with a focus on events and festivals in October-April, in or near downtown, which are scalable or major, and that deliver significant economic, marketing, and social benefits.	5. Revenue / Funding Opportunities
Civic Theatres Department	VCT Authorized Ticket provider program	Vancouver Civic Theatres (VCT) has entered into service and revenue sharing agreements with five selected Authorized Ticketing Providers (ATP). The ticketing partners have been given the authority to sell tickets on behalf of the Licensees that use the Vancouver Civic Theatres' venues (Queen Elizabeth Theatre, Orpheum, Annex and Vancouver Playhouse). Resulting in consistent service levels for patrons, agreed upon number of scanners per venue, trained box office staff, as well as accurate seating charts and production holds	4. Improved Customer Service
Civic Theatres Department	VCT Authorized Ticket provider program	Consistent service levels for VCT operations, building a working partnership with five ticketing providers, ability to trouble shoot proactively work through complex requests and production limitations. Real time ticket sales data, supports Theatre operations from food and beverage procurment and forecast volume to auxiliary theatre attendant scheduling	2. Cost Savings/Avoidance
Civic Theatres Department	VCT Authorized Ticket provider program	Ability to collect facility fee on the sale of tickets over \$20.00; authorized ticketing provider collecting directly from patron on behalf of the VCT (approx. 500k + annual passive income). Mitigates financial risks with event settlement and collection, improves upon the accurate collection of facility fees (capital reserve fund); reducing accounts receivable and bad debts	5. Revenue / Funding Opportunities
City Clerk's Department	Wedding Program	Efficiencies leading to additional revenue opportunities. Example- Available wedding dates doubled between 2022 and 2024, increasing revenue from \$87,905.35 to a projected \$130,698 in 2024.	5. Revenue / Funding Opportunities
City Clerk's Department	Underground Storage Tank (UST) records requests	Efficiencies leading to additional revenue opportunities. Example: FOI Office moved requests for data about underground storage tanks (UST) into the routine "fee for service" request queue (saving approximately 30 FOI requests per year).	5. Revenue / Funding Opportunities
City Clerk's Department	Quarterly ATIP Training on WebEx	Increased return on assets, superior service levels. Example: Regular quarterly webex ATIP training open to the organization (complementing the online on demand training) thereby increasing the audience numbers (service level and impact) and reducing (eliminating) the need for one-off presentations to various business units with small audiences.	3. Optimizing Assets / Service Levels
City Clerk's Department	Reproduction Order Streamlining	Payment and order processing workflows significantly simplified to reduce Archives' staff time spent on administrative tasks related to the Archives scan-on-demand service.	1. Simplified Processes / Reduce Red Tape
City Clerk's Department	ATIP paperless	Opportunity cost savings, avoidance including any future savings. Example: FOI Office does not create or store paper files resulting in cost savings in paper copying, folder and label creation, boxes, real estate, and off-site storage, including staff effort and supplies.	2. Cost Savings/Avoidance
City Clerk's Department	Changes to Illumination Program	Reduction in bureaucratic obstacles, compliance / regulatory burden, reporting requirements. Example: Updated Illumination Program criteria to prioritize local events, reducing international recognition requests. In 2024, 16.56% of requests were for international national days, and streamlining this will significantly reduce administrative processing time.	1. Simplified Processes / Reduce Red Tape
City Clerk's Department	Law Enforcement Record Requests	Reduction in bureaucratic obstacles, compliance / regulatory burden, reporting requirements. Example: Removed law enforcement requests for records from the FOI stream and place into a secured stream in the Privacy Office to validate requests and approve record holders to send records to public bodies.	1. Simplified Processes / Reduce Red Tape
City Manager	Merging BPPS, SPPM, and F&PM	Through merging these groups, the savings will be gained via elimination of vacant positions into 2025.	2. Cost Savings/Avoidance

City Manager	Process improvement.	Streamlined various processes pertaining to Council motions, enquiries, briefing note development, Vancouver Charter amendment requests, Metro Vancouver Board Meeting Agenda Review; these changes have created capacity to enhance IGR supports to Council and executives.	1. Simplified Processes / Reduce Red Tape
City Manager	Workplace Restoration	Created a Workplace Restoration team/program to implement the revised Respect in the Workplace Policy by providing staff with an option to address inappropriate behaviours with processes such as facilitated conversations, providing an alternative to formal complaints and investigations.	2. Cost Savings/Avoidance
City Manager	Process improvement	Further refinements to City of Vancouver MST Referrals process to improve response times and consolidate capacity funding costs to predictable levels in addition to improving clarity on expectations, and improving consistency of records management. Improvements have included negotiating 30-45 day response windows on all City referrals to Nation staff to enable City teams to better plan and anticipate Nation engagement on important projects and avoid unforeseen delays or issues. This has also put the City in a uniquely effective position with regard to Provincial funding opportunities and agreements which require demonstration of First Nations engagement.	1. Simplified Processes / Reduce Red Tape
City Manager	UNDRIP Coordination	Consolidated capacity funding costs into a predictable annual sum, and centrally coordinated partnership initiatives with MST. We are well ahead of the curve in regards to anticipated future Provincial directives relating to alignment of municipal business with UNDRIP. Currently piloting a dashboard to track all UNDRIP-related initiatives across the organization, improving efficiency and line-of-sight for leadership in all reconciliation-related initiatives in addition to significant improvement on public accountability in this area.	1. Simplified Processes / Reduce Red Tape
City Manager	Owner Controlled Insurance Program (OCIP) - PNE Amphitheatre project	Implemented a well-structured Owner Controlled Insurance Program (OCIP) for the PNE Amphitheatre project as a strategic alternative to the traditional practice of having the general contractor provide insurance during construction. The OCIP resulted in substantial cost savings by eliminating the profit, overhead, and potential duplication of coverage typically added by contractors and then charged back to the City. Additionally, the OCIP enhanced certainty regarding the quality and continuity of insurance coverage throughout the construction process, even in the event of disputes with contractors.	2. Cost Savings/Avoidance
Development, Buildings & Licensing (DBL)	Permitting and Licencing - Digital Transformation Program ("DTP")	Rent out a residential property (long-term) service: enabled an online, self-serve platform for customers to digitally consume this service, with the ability to follow progress and collaborate with staff digitally.	4. Improved Customer Service
Development, Buildings & Licensing (DBL)	Permitting and Licencing - Digital Transformation Program ("DTP")	Build a house: enabled an online, self-serve platform for customers to digitally consume this service, with the ability to follow progress and collaborate with staff digitally. Now available for Single Detached Homes and Duplex.	4. Improved Customer Service
Technology Services	Permitting and Licencing - Digital Transformation Program ("DTP")	Digital Business Card ("DBC") capability: enabled a digital business card capability that can be used with City of Vancouver services that require proof of business ownership. For now piloted for sole proprietors when applying for general business or long-term rental licence. More services will be enabled to use it in 2025 and beyond.	1. Simplified Processes / Reduce Red Tape
Development, Buildings & Licensing (DBL)	Permitting and Licencing - Digital Transformation Program ("DTP")	Document management, with automated digital signature check capability: When customer submits an electronic permit application, they must make sure that any drawings or documents that are required to be signed contain digital signature from an association's endorsed signing authority. The automated digital signature check validates the digital signature on document upload, providing a real-time feedback for customer if it's accepted or they need to update.	4. Improved Customer Service
Development, Buildings & Licensing (DBL)	Residential Renovation Fast Track	Review and rethink of key upgrading requirements related to home renovation projects will enable more applications to be processed through the Residential Renovation Fast Track stream. This has reduced staff handling time and enabled customers to start work sooner.	1. Simplified Processes / Reduce Red Tape
Development, Buildings & Licensing (DBL)	Sprinkler Fast Track	Review of the fire sprinkler design, permitting and construction process to improve the overall process and experience. Permits are no longer required for minor repairs. Risk based issuance enables customer to start work sooner.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Develop standardized approach to design elements	Using the same plaza elements on multiple sites reduces red tape on: internal design approvals/advancement, procurement of materials, and construction/operation of familiar elements.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Update Engineering Design Manual	With Standards & guidelines that show both 'best practice' and minimum 'we can live with'. Properly resource EDM and design groups participation in the EDM to develop these standards and have a third party review of 'best practices' to advise on whether they are reasonable.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Better use of Steering Committees	To clearly articulate design objectives and priorities for projects early on and signal priorities to all involved teams.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Bundling like projects and aggregating design functions across multiple teams	For efficiencies in design, procurement and construction. This also includes cost savings by economies of scale for materials.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Key SME contact per branch	As much as possible designate a key SME point of contact per branch for each project type to both 'represent' branch perspectives and maintain consistency – e.g. different SMEs = different perspectives.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Better use of consultants	Be more intentional and clear in our work with consultants: what work is easier for staff and better for consultants.	1. Simplified Processes / Reduce Red Tape

Engineering Public Works	DB/BP Process Refresh	Established service level agreement for Development/Building permit applications to streamline review process and eliminate 3+yr backlog (300+ applications at various stages of review). Coupled with recent updates to sewer upgrade triggers (\$90k -> \$250k), ENG is reviewing less overall and able to complete reviews faster, DBL as a result is able to process and issue more applications faster; in particular Field Reviews which are some of the most straight-forward but have historically sat in a general queue with other applications of varying scopes/complexity.	1. Simplified Processes / Reduce Red Tape
Engineering Public Works	Multiplex Electrical Servicing	Streamlined the electrical servicing requirements for multiplex zoning. Decision for underground vs overhead electrical servicing configuration in city street is now determined by BCHydro who will deliver the quickest and most cost effective servicing option.	1. Simplified Processes / Reduce Red Tape
Engineering Utilities	Water Quality Sampling Routes	Route optimization to complete regulatory required water quality sampling	3. Optimizing Assets / Service Levels
Engineering Utilities	Sewer Connection Program Improvements	Sewer Operations has reduced their residential connection backlog and installation wait times through resource planning, training, and technology initiatives.	4. Improved Customer Service
Engineering Public Works	Data Analytics Improvements	Established new data analytics tools and reporting to provide more and faster insight into compliance/safety issues, route mapping, optimization opportunities, composition studies.	1. Simplified Processes / Reduce Red Tape
Human Resources	Position and Organization management (Parks)	Transitioned organization management (SAP structure) and creation of new positions from Park FP&A to HRSC.	6. Others
Human Resources	Service Now	Continued utilization of Service Now technology for employee self serve requests to make changes to benefits, retirement requests, position number requests and leaves of absence.	4. Improved Customer Service
Human Resources	Workforce Planning Dashboard	Enables drill down by Organizational Structure and breakdowns by Gender, Length of Service, Bargaining Unit, and Employee Type. The dashboard allows leaders in a timely manner to identify trends and understand which employee groups are driving these trends to aid in strategic decision-making and workforce planning. Provides real-time key insights into workforce dynamics including pages for: <ul style="list-style-type: none"> • Summary KPIs, benchmarks and trends • Headcount • Full-Time Equivalent (FTE) • Absence Rate • Turnover Rate • New Hires 	1. Simplified Processes / Reduce Red Tape
Law Department	Permitting Improvement Project	Working with Permitting Improvement Project Team and operating departments, Legal Services will continue to enhance the clarity of rezoning requirements and development permit conditions and, where possible, rather than require negotiated agreements, instead use tools such as by-laws, technical guidelines and development permit conditions to expedite and simplify the development process with applicants	4. Improved Customer Service
Law Department	Risk Management (Claims) Workflow	Continue Legal Services' collaboration with Risk Management (Claims) to improve workflow and exchange of information between the two departments in order to increase efficiencies, including focus on a project currently underway for Legal Services to provide shared and secure access to litigation reserves data in order to simplify the reporting of risk reserves to the City's insurer	4. Improved Customer Service
Law Department	Standardized Legal Agreements	Noting that Legal Services, in cooperation with other departments, has created many standardized legal agreements and templates to satisfy rezoning and development permit conditions, Legal Services will continue to pursue a firm commitment to use these standardized agreements and conditions (as opposed to protracted negotiations and deviations on a site-by-site basis), to create greater efficiency and expediency in the development process	4. Improved Customer Service
Law Department	Technology Upgrades	Working with Technology Services to upgrade/replace technology systems specific to Legal Services (EDT and Worldox) which will, after implementation, offer enhanced features to streamline Departmental processes and create efficiencies	1. Simplified Processes / Reduce Red Tape
Office of the CSO	TTC Management	Transfer of TTC management from CPS to VPD removed duplication of management resources	2. Cost Savings/Avoidance
Office of the CSO	Service Request Management	Adjusted set departmental security deployments based on security assessment.	3. Optimizing Assets / Service Levels
Office of the CSO	Service Request Management	Departmental security requests assessed based on risk resulted in reduced deployment	3. Optimizing Assets / Service Levels
Parks & Recreation	Paid parking at Spanish Banks	In collaboration with ENG, paid parking was implemented as a pilot project at Spanish Banks. Not only is this a new revenue source for both Park Board and City, it provides better parking usage data and ability to prevent overnight and long-term parking at the site.	5. Revenue / Funding Opportunities
Parks & Recreation	Alcohol at SP Pitch & Putt	Introduction of alcohol sales at Stanley Park pitch and putt provided a new revenue source to the Park Board.	5. Revenue / Funding Opportunities
Parks & Recreation	Parks Procurement Efficiency Program	This procurement program was approved in 2023 and was implemented in 2024 with 9 contracts awarded under this program. This program simplified the RFP process for construction projects and decreased the time it took to tender a contract. It is designed to save 2 months of procurement time and designed to increase staff capacity to deliver capital projects rather than administrative tasks on procurement including writing reports and seeking Bid, Board and Council approvals.	1. Simplified Processes / Reduce Red Tape
Parks & Recreation	Risk Assessment for ammonia plant at Hillcrest Arena.	Safety Regulations were introduced by Technical Safety BC (TSBC) requiring 24 hour staffing for operating ammonia plants (ice refrigeration at arenas) following the ammonia leak in Fernie in 2017. Since this regulation was introduced, staff have explored ways to reduce the overall amount of ammonia (replacement of infrastructure with newer more efficient models reducing both energy consumption and total stored ammonia on site). These changes now allow for application to TSBC for some sites to become "Risk Assessed". If Risk Assessed status is achieved, this would reduce the required staffing levels, resulting in cost savings, optimized resource use, and a safer, more efficient operation. The required infrastructure changes have been implemented at Hillcrest that will allow for this application to TSBC to be submitted before the end of 2024 and if successful will result in cost savings in 2025.	2. Cost Savings/Avoidance

Parks & Recreation	Non Profit Leases	Staff initiative to cost recover non-profit leases. For example, the Brock House Society lease (previously nominal lease) has been signed for \$230k over a 5 year term to recover more costs regarding the maintenance of the building. There is also an additional cost avoidance for snow removal of approximately \$30k/year as the Park Operations team no longer has to perform snow removal for them. This was an unbudgeted item and thus resources within Park Ops can be redirected to perform other core services.	5. Revenue / Funding Opportunities
Parks & Recreation	Auto un/lock mechanism in park washrooms - trial	Installation of auto lock and unlocking mechanism in park washrooms. Trial in 5 parks - Oak Meadows/Memorial South/Jericho/China Creek North/s0æqælxenãm. Improved customer service as park washrooms can be open for full park hours and frees up staff time as it no longer needs to be manually unlocked/ locked based on shift times. If there is funding for one-time investments to increase the number of auto lock conversions, the freed up resources could be used to increase cleaning frequency and provide improved ongoing customer service to much needed washrooms.	4. Improved Customer Service
Planning, Urban Design & Sustainability	Simplifying concurrent / report preparation to reduce the time for Council's consideration and public hearing	Streamlining concurrence process by making modifications the number of senior staff reviewing reports, as well as allowing for over-lapping review times to cut down on the overall concurrence timing. This work will continue to advance through simplified/template reports, conditions and by-law wording to reduce the time from report preparation to referral.	1. Simplified Processes / Reduce Red Tape
Planning, Urban Design & Sustainability	Simplifying rezoning intake procedures to deem applications complete and distribution to staff for review	Setting shorter intake and distribution standards. Resourcing to ensure timely review of complete application and distribution for review. Ensuring clarity on application submission requirements, and timely payment of fees	4. Improved Customer Service
Planning, Urban Design & Sustainability	Introduction of new pilot processes to explore streams / options for rezoning enquiry process	Creating streams/options for enquiry to better suite the applicants / project needs. Right sizing the review, and creating a more collaborative/interactive enquiry process to provide timely/appropriate staff feedback. This will be one of several new enquiry options	1. Simplified Processes / Reduce Red Tape
Planning, Urban Design & Sustainability	Citywide Development Guidelines (CWDG) Early Actions	<ul style="list-style-type: none"> • Simplify solar access (building shadow) policies into a single citywide strategy plus Downtown • Update of protected public views (view cones) to modernize and align with today's development context and city's priorities for delivery of housing, streamlining of approvals and clarifying regulatory framework • Clarifying tower floor plate restrictions 	1. Simplified Processes / Reduce Red Tape
Planning, Urban Design & Sustainability	Streamline Major DP Enquiry Process	<ul style="list-style-type: none"> • Created single point of entry customer web interface. • Standardized service level expectation and letter of response. 	4. Improved Customer Service
Planning, Urban Design & Sustainability	Conditions Improvement Project (CIP)	<ul style="list-style-type: none"> • Comprehensive and detailed review of standard conditions of approval – eliminating 35% as outdated and 32% for simplification. 	1. Simplified Processes / Reduce Red Tape
Planning, Urban Design & Sustainability	Vancouver Heritage Register Upgrades (Council Oct 8th, 2024)	<ul style="list-style-type: none"> • New integrated data management plan • Content updates with clear and consistent formatting • Better meet COV accessibility standards 	1. Simplified Processes / Reduce Red Tape
Planning, Urban Design & Sustainability	Form of Development Approvals Bill 18 (Public Hearing Nov 26, 2024)	<ul style="list-style-type: none"> • New authority through Bill 18 for Council to delegate form of development approvals to Director of Planning – removing and time-consuming administrative function from Council meeting agendas. 	1. Simplified Processes / Reduce Red Tape
Real Estate & Facilities Management	Reduction of leased office space	Our lease of space in the Woodward building expires at the end of May 2025 and will not be renewed. Total rent saving for the balance of June 1 – Dec. 31, 2025 is \$235,000.	2. Cost Savings/Avoidance
Real Estate & Facilities Management	Savings in utility consumption	City-owned building electricity and natural gas costs are down due to energy efficiency projects and other factors	2. Cost Savings/Avoidance
Real Estate & Facilities Management	Pre-qualified Building Management Services	Pre-qualified list of Building Management Services vendors allows the City to call for required services when the need arises. Advantages includes: reducing the need for multiple one-off contracts; expediting procurement processes and reducing administration of the procurement lifecycle; ensuring consistency on City agreement requirements; and providing opportunity for better contract management and vendor performance management.	1. Simplified Processes / Reduce Red Tape
Real Estate & Facilities Management	PNE Amphitheatre – Soil Management	Worked with contractor and Vancouver Landfill (VLF) to facilitate the shipment of excavation soil (both uncontaminated soil and soil with certain type/levels of contamination) to be shipped to the VLF. The contractor is providing a credit for every load going to VLF.	2. Cost Savings/Avoidance
Technology Services	Gotham Font Replacement	In 2024 we switched Vancouver.ca, VanEats app, and printed materials, in partnership with CEC, to the free typeface Noto Sans in order to avoid significant increase in fees for digital and print use of our prior standard city font, Gotham, after it was aquired by Monotype.	2. Cost Savings/Avoidance
Technology Services	IcePay Phase 2	Enables 311 CSRs to accept credit card payments from customers over the phone in a more streamlined, secure, and error free way than was possible previously. By using the Payment Service Platform to integrate with ICEPay, avoided the required UI and process logic changes on vendor application Tempest.	1. Simplified Processes / Reduce Red Tape
Technology Services	EM PRO Form/Van311 Enhancements	Updated 240 forms in EM PRO to improve agent experiences by enhancing customer account management workflows. Enhanced Van311 user settings, enabled comments feature, added cybersecurity tracking and improved map experience	1. Simplified Processes / Reduce Red Tape

Technology Services	M365 Cloudshift Phase 1	Also known as F: Drive to OneDrive (personal network drives). This project has allowed the City to eliminate the need to lifecycle replacement of disk that stores ~60TB of data. Eliminates ~ \$60k/annum in capital spend in data centre.	2. Cost Savings/Avoidance
Technology Services	Hybrid Data Centre - SDC Migration	By moving Secondary Data Centre from basement of City Hall to Cologix's VAN3 facility - mainly done to reduce risk - the City incurred \$320k/annum in data centre costs to Cologix, but avoided an estimated \$3m of in-place remediation of City Hall data centre.	2. Cost Savings/Avoidance
Technology Services	AI Services - Business and Economy Sentiment Analysis	Using Machine Learning to analyze survey results to categorize themes for prioritization	2. Cost Savings/Avoidance
Technology Services	AI Services - SAP HRIS	The SAP HRIS Program required uploading of job descriptions into SAP HRIS, originally the intent was to have a Comp & Class Analyst complete this work over a year period as job descriptions had to be validated and reformatted. This includes both Union and Exempt positions. With the use of AI, we were able to automatically format and upload job descriptions into SAP HRIS	2. Cost Savings/Avoidance
Technology Services	Splunk operating system change	Migration from RedHat OS to Alma OS for Splunk VMs, reduced annual support costs by \$50k.	2. Cost Savings/Avoidance
Technology Services	ServiceDesk - Service Operations Workspace Enablement and Knowledge Base Transformation	Enabled workspace module in ServiceNow - streamline agent and channel workflows. Created standardized template to improve self serve and agent experience	1. Simplified Processes / Reduce Red Tape
Technology Services	SharePoint Online Migration	Migrated 200+ SharePoint sites (including Currents) from on-prem servers and storage to SharePoint Online (included in City's M65 subscriptions). Hard savings on eliminated on-prem servers and storage TBD.	2. Cost Savings/Avoidance
Technology Services	Data Platform	The enterprise data platform consolidates a myriad composable technologies to host City data on the Azure Cloud platform. This platform is highly configurable and is being leveraged to provide secure, accessible data to departments, AI use cases, and applications. Centralized a subset of Posse and Service Now data in 2024. As a part of this implementation we have automated data deployment and created metadata driven pipelines which reduce the resourcing requirements to support this work.	2. Cost Savings/Avoidance
Technology Services	PowerBI/ MS Fabric	PowerBI was purchased in 2022, we began the rollout in 2023 and have operationalized nearly 200 workspaces across 13 departments allowing for delivery of reporting and analytics to a significant number of operational departments. We have implemented a service now request pathway to standardize governance of workspaces and access. We have a community of practice which meets monthly to share knowledge across the organization to develop our reporting and analytics capabilities.	3. Optimizing Assets / Service Levels
VFRS	UEL Agreement	Modified the UEL Agreement for Fire Services that increased revenue by \$3M (\$1M/year over 3 years) to better reflect the costs of services provided.	5. Revenue / Funding Opportunities
VFRS	Fire Officer Training	Fractured our Fire Officer (FO) course in both the FO1 and FO2 levels from one continuous course to two periods of time. Doing this has reduced the number of Training Officers required for course delivery. This reduction works out to a cost avoidance of 8 weeks of Training Officer pay and the associated backfill (1 week for each FO level times 4 ATO's)	2. Cost Savings/Avoidance
VFRS	Fire Alarm Adjustments	VFRS and BC Housing have launched a pilot project in select SROs to reduce false alarms caused by smoking materials by adjusting smoke detector sensitivity and/or replacing detectors with ones that delay before triggering alarms. Early results show reduced false alarms in two buildings, and BC Housing plans to expand this across their portfolio. However, time is required to replace detectors and the requirement for modern fire alarm systems.	4. Improved Customer Service
VFRS	PFAS-free Gear	Initial purchase of new PFAS-free moisture barrier gear that was recently certified by NFPA for use in structural firefighting. This showed a strong commitment to ensure VFRS is taking steps to mitigate the hazards faced by firefighters and other City staff on the job. This purchase makes VFRS the first fire department in North America to provide staff with PFAS-free bunker gear. The first set of gear will be arriving later this month.	6. Others
Vancouver Police Board	Operations Command Centre Liaison Nurse (OCCLN)	The OCCLN team continues to assist with triaging mental health calls. In the first six months of 2024, the OCCLN reviewed 1,903 calls. Of these, 52% (986 calls) were diverted from patrol response. The OCCLN resolved 16% (300) and redirected 19% (371) to community teams for client support.	3. Optimizing Assets / Service Levels
Vancouver Police Board	Drone as a first responder program	The Operational Support Section and Patrol members continue to leverage the <i>Drone as a First Responder Program</i> to enhance public and member safety by providing real-time observations of in-progress calls and as a platform to capture digital imagery. Also improves customer service.	3. Optimizing Assets / Service Levels
Vancouver Police Board	Use of new software systems	VPD began using software systems such as Tri-X for scheduling large events and City staff initiated other software such as Chrome River for expense reimbursements, Success Factors for performance appraisals and SAC to streamline the 2025 Budget Book/Service Plan process.	1. Simplified Processes / Reduce Red Tape

Vancouver Police Board	Reallocating existing resources to implement Metro Teams	Reallocating existing resources to help triage calls for service, efforts to seize weapons during protests/demonstrations and various events to help reduce overall crime in the city and focus on hot spot areas in Vancouver. Also improves customer service.	3. Optimizing Assets / Service Levels
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