

# Project Charter

## 1.0 Project Identification

<b>Name of Project:</b>	LEAN Implementation
<b>Sponsor:</b> (Accountable)	Aidan (1a6) / Kate (2b2)
<b>Project Manager:</b> (Responsible)	Michelle Palmer
<b>Project Team Members:</b> (Responsible or Consult)	Greg Nicol Carly McArthur Kim Sowerby Wade Nixon Tyler Meadows
<b>Approved Budget:</b>	Operating Budget: Non-dept training for (2024, 2025, 2026) - \$20,000 each year pending Council approval

## 2.0 Business Need

1a6 Implement a culture of Continuous improvement using LEAN to proactively and routinely assess processes, programs, and services to maximize performance outcomes with the goal of reviewing two per year.

2b2 Identify manual processes through the outcomes of Opportunity 1A6 that could be digitized through the use of mobile technology

## 3.0 Project Objectives (Purpose)

As part of ongoing efforts to continuously seek efficiencies and improved customer service, the Lean program is recommended to engage City staff in a structured, well-established, multi-year methodology to seek out and implement Continuous Improvement initiatives actively. Lean is a toolset of methodologies to identify and reduce waste and inefficiencies in all their forms while at the same time adding more value to the customer. The goal is to create capacity in order to do more with the same resources. Savings can be absolute or occur with the reduction in the need for additional financial and human resources in the future.

## 4.0 Project Scope

1a6 – Phase 1 - March – June 2024

Develop overall program including objectives for the Lean Management System

Develop a Stakeholder communication and education plan.

Creation of a deployment roadmap

Initiate training of staff

2b2 – Phase 2 – June 2024 onward

From the deployment map, as well as the initial training of staff, develop a repository of processes to improve with a methodology for prioritization and roll-out

- Train all staff (2024-2026) and embed into onboarding program

## 5.0 Stakeholders

Name	Consult or Inform
SLT (Strategic Leadership Team)	Consult
Service Review Ad Hoc Committee (Council)	Consult
All Staff	Inform

## 6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Training people leaders in LEAN	April 2024
2.	Overview of project to Service Review Ad Hoc Committee	April 2024
3.	Development of draft framework and roadmap	May 2024
4.	Approval of framework and roadmap by SLT	June 2024
5.	Launch of Initial process improvement projects	August 2024
6	Creation of repository	September 2024
7.	Creation of prioritization matrix	September 2024
8.	Communicate Success of Initial Projects	December 2024

## 7.0 Risks

Severity	Description	Mitigation Tactic
Medium	Lack of Staff Buy-In	Education plan developed and reiterated
Medium	Fear of Change or Change Management	Communication plan to be developed with audience specific messaging and tactics
Low	Lack of budget for training	Budget request submitted
Medium	Lack of budget for project implementation components	Demonstrated cost efficiency/ returns could be contained within current budgets, or business case would be drafted and taken future budget

## 8.0 Key Results for Success (Must Be Measurable or Quantifiable)

1. numbers of employees trained
2. number of specific belts achieved (white, yellow, green and black)
3. number of projects undertaken
4. Value added to customers (will need to develop way to measure)
5. Efficiencies found/ cost avoidance resulting from re-directed capacity to other value-added work (freed capacity measured in hours/time saved as a result of Lean improvements)