Agenda – Executive Policy Committee – February 11, 2020

REPORTS

Item No. 2 Red Tape Reduction

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That the Public Service report back to the Executive Policy Committee in 180 days with an update on the matter.

2. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On December 3, 2019, the Executive Policy Committee laid the matter over for 60 days and directed the Winnipeg Public Service to provide an itemized list of initiatives Departments are undertaking to address the Red Tape items identified within the report and provide specific timelines for the actionable items.

Jonathan Alward, Canadian Federation of Independent Business (CFIB), submitted a document titled "Winnipeg's Red Tape Ranks Worst".

Darrly Harrison, Winnipeg Construction Association, provided a presentation titled "Development Approvals, Building Permits and Inspections" and a document titled "WCA Comments to Executive Policy Committee on Red Tape Report".

On October 15, 2019, the Executive Policy Committee granted a further extension of up to 60 days for the Winnipeg Public Service to report back on the matter.

On July 2, 2019, the Executive Policy Committee granted an extension of up to 60 days for the Winnipeg Public Service to report back on the matter.

On January 22, 2019, the Executive Policy Committee passed the following motion:

WHEREAS growing Winnipeg and its economy means supporting existing businesses while also attracting new investment and enterprises to the city;

AND WHEREAS the City of Winnipeg strives to improve customer service and strengthen the city's economy, red tape reduction seeks to improve services, and lower costs for Manitobans as well as government;

AND WHEREAS red tape reduction is about removing regulatory requirements that are unfair, unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated, in order to eliminate unnecessary barriers and to promote economic development;

AND WHEREAS Winnipeggers will benefit from red tape reduction initiatives by having faster access to programs and services and finding it easier to carry out business;

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

AND WHEREAS January 21- 25 is the Canadian Federation of Independent Business Red Tape Awareness Week;

AND WHEREAS efforts to address red tape and improve the City of Winnipeg's permit system have been ongoing;

AND WHEREAS the annual Small Business Summit together with a new process to identify areas of red tape eligible for reduction will help further improve the permitting process as well as other business processes in the city;

AND WHEREAS Winnipeg remains the economic engine of the province with real GDP over $37 billion;

AND WHEREAS Winnipeg's economy is projected to grow over the long-run by an average annual compound rate of over two percent;

AND WHEREAS Manitoba's current labour market forecast projects over 166,000 job openings in the province between now and 2023, and forecasts demand to be spread across multiple sectors including business, finance, services, trades and transportation, and agri-business.

THEREFORE BE IT RESOLVED that the Office of Public Engagement work directly with the Canadian Federation of Independent Business, business owners, and other stakeholders to identify a list of the top ten outdated by-laws or regulations Council could update or eliminate to make doing business in the city more efficient and report back in 180 days.

ADMINISTRATIVE REPORT

Title: Red Tape Reduction

Critical Path: Executive Policy Committee

AUTHORIZATION

Author	Department Head	CFO	CAO
M. Vespa	F. Wiltshire	N/A	M. Ruta, Interim CAO

EXECUTIVE SUMMARY

Winnipeg's economy is growing and a strong economy requires ongoing evaluation to improve efficiency and access to services. The City of Winnipeg (City) worked with businesses and business organizations to learn more about the challenges they have experienced when interacting with the City of Winnipeg, and developed a list of red tape items and corresponding responses and actions. The top ten red tape items represent issues that were brought up by several stakeholders or items that would have the greatest impact. The red tape items are:

1. The City reviews drawings/work after a technical expert has signed off.
2. Applicants are required to obtain multiple permits related to the use of the street for one job.
3. The City does not remind home-based businesses when their conditional use order is up for renewal.
4. The expiration date for conditional use orders for home-based businesses is arbitrary and not necessarily related to the nature of the business.
5. Conditional use application system is hard copy.
6. Occupancy permit information is unclear and difficult to understand.
7. Requirements to bring existing buildings to current code are too expensive and investment is going to brand new buildings instead.
8. It is unclear when an engineering drawing is required for a signage permit.
9. Lack of transparency and consistency with regards to inspections.
10. Booking inspections for occupancy permits is difficult.

In addition to the top ten list, improvements to the City's customer service and process transparency are being considered. Stakeholders noted that effective communication and customer service are critical to improving doing business in Winnipeg, especially when by-laws or regulations cannot be updated or eliminated to reduce red tape. Additional actions for consideration include:

- Develop a citizen portal to streamline resident interactions and provide a 'one stop shop' for resident needs.
- Audit of City of Winnipeg website and request for rebuilding of the new website will have standards for language, links, and information.
- New City of Winnipeg brand standards to improve consistency, including, but not limited to a standard email signature provided to all departments.

- Report back to Executive Policy Committee (EPC) on red tape progress within six months.
- Establish a red tape working group with both provincial and City representatives.

Each of the items in the top ten list has an associated action/response to address red tape. Actions were identified through discussions with the Public Service within the relevant department. Items pertaining to the Property, Planning and Development Department have been forwarded to the CAO's Office to be addressed as part of the implementation and changes prompted by the investigation.

The responsible department will use existing resources to address red tape items when possible. When additional resources are required, the responsible department will request funding through the budget process in order to carry out the actions identified.

RECOMMENDATIONS

1. That the Public Service report back to the Executive Policy Committee in 180 days with an update on the matter.

2. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

On January 22, 2019, EPC directed the Office of Public Engagement to work directly with the Canadian Federation of Independent Business, business owners, and other stakeholders to identify a list of the top ten outdated by-laws or regulations Council could update or eliminate to make doing business in the city more efficient, and report back in 180 days.

Extensions were provided by EPC on July 2, 2019 and October 15, 2019.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to the recommendations of this report.

HISTORY/DISCUSSION

On January 22, 2019, the Executive Policy Committee directed the Office of Public Engagement work directly with the Canadian Federation of Independent Business, business owners, and other stakeholders to identify a list of the top ten outdated by-laws or regulations Council could update or eliminate to make doing business in the city more efficient, and report back in 180 days.

Red tape has been reviewed and reported on in Winnipeg in the past. On June 25, 2005, Councillor Magnifico, Commission Chair, submitted the Final Report of the Mayor's (Katz) Red Tape Commission dated June 28, 2005. The report included thirty recommendations for red tape reduction. The table in Attachment A identifies the thirty recommendations from the 2005 Red Tape Commission report and how they were addressed.

In the first phase, stakeholders were asked to provide feedback through an open call for red tape. Stakeholders were contacted directly through a business tax bill insert and through connections with stakeholder organizations (Canadian Federation for Independent Businesses, Winnipeg Chamber of Commerce, and Business Improvement Zones). Mayor and Council were also notified, provided with social media images, and requested to direct anyone who may be interested to the open call for red tape. Following the open call for red tape, the Office of Public Engagement worked with the Canadian Federation for Independent Businesses to hold four sector-specific stakeholder meetings to gather detailed feedback. A report on the stakeholder engagement process and feedback are available in Attachment B.

Stakeholder feedback was sought to answer three key questions:

- What challenges have you experienced when doing business with the City of Winnipeg?
- Which by-laws or regulations have caused challenges for you when doing business with the City of Winnipeg?
- Which of the by-laws or regulations should be the highest priority for streamlining or elimination?

The red tape items and proposed solutions in the table below were provided by stakeholders and selected as the top ten based on repetition and the impact of the item. A full list of stakeholder red tape items, proposed solutions and responses are contained in the appendices of Attachment B.

Red tape items	Stakeholder proposed solution	Department and department response/follow-up actions
1. The City reviews drawings/work after a technical expert has signed off.	• The City should limit the scope of their review when an engineer has approved. The review should ensure the work is to municipal code and by-laws and not re-engineer the design. • All technical experts have signed off, so drawing/work should not require additional review.	Planning, Property & Development: The City of Winnipeg Charter mandates that plans are reviewed; The City's review of permit drawings is only with respect to code compliance. It is not uncommon that submissions under seal are not code-compliant, and require further instruction from the Plan Examiner. If a review of engineered plans indicates that the design does not comply, the engineer must provide revisions, or submit evidence that the design is compliant to the objectives of the code. If the engineer feels aggrieved by a plan examiner's decision, they can escalate the concern to a supervisor, or alternatively submit an appeal to the Winnipeg Building Commission: https://winnipeg.ca/clerks/boards/pdfs/WinnipegBuildingCommission.pdf The City works closely with Engineers and Architects to facilitate "alternative solutions" to prescriptive building code requirements, and offers expedited services through Design Coordinated Application Plan Submissions (DCA): https://winnipeg.ca/ppd/Documents/Brochures/Design-Coordinated-Application.pdf The City has also created mechanisms by which small-scale projects may be eligible for electronic reporting of compliance using photo and video submissions.

Red tape items	Stakeholder proposed solution	Department and department response/follow-up actions
2. Applicants are required to obtain multiple permits related to the use of the street for one job.	Revise permits so there is one blanket permit that covers all work under one permit.	Public Works: In the past year, changes have been made to streamline the Use of Streets permit process. One form now collects all information. In addition: • The City plans to combine regional streets approval and draft permit in one communication. • As well, the City is updating the Manual of Temporary Traffic Control in winter 2019/2020 which will capture current practices, including formally removing the requirement for applicants to contact Winnipeg Transit and Winnipeg Parking Authority. • The City will update Permits page to provide clearer instructions and information: https://winnipeg.ca/publicworks/permitsApprovals/permits/default.stm • The City will work towards an online payment system to further streamline the process.
3. The City does not remind home-based businesses when their conditional use order is up for renewal.	A mechanism should be in place to remind businesses when it is time to renew their conditional use order.	Planning, Property & Development: This City is in the process of developing an automated reminder tracking system, so that business owners can be contacted well before the conditional use expiry date.
4. The expiration date for conditional use orders for home-based businesses is arbitrary and not necessarily related to the nature of the business.	The expiration date for conditional use orders should be longer (provision 59.3.c) and should not be applied to all types of businesses. The by-law does not need to be amended for the City not to apply an expiration date for conditional use orders.	Planning, Property & Development: Minor home-based businesses typically do not have an expiry date on their approvals. First-time major home-based businesses are approved for two years to allow a time to see if the impact on the neighbourhood remains minimal and the business is meeting the expectations of the approval. Subsequent renewals on major home-based businesses are for a longer period (most are 5 years).
5. Conditional use application system is hard copy.	Conditional use order applications should be digital and available online.	Planning, Property & Development: The City is actively developing online application tools, prioritizing based on a variety of factors such as volume and complexity. The City will pursue this suggestion.
6. Occupancy permit information is unclear and difficult to understand.	Provide clear, concise communication of what is contained in the by-law and what is required of permit applicants.	Planning, Property & Development: The City has a new website section dedicated to occupancy permits: winnipeg.ca/occupancypermits. This web page includes a new video explaining the occupancy permit process.

Red tape items	Stakeholder proposed solution	Department and department response/follow-up actions
7. Requirements to bring existing buildings to current code are too expensive and investment is going to brand new buildings instead.	The industry and the City should explore how permits could have different standards for new buildings versus renovated buildings.	Planning, Property & Development: Not all existing buildings are required to be brought to current code standards. While new construction work must comply to current code, existing buildings can maintain compliance features that were constructed under previous codes, as long as they are not changing occupancy classification. This issue is based in the Manitoba Building Code and is under provincial jurisdiction, and the City continues to have discussions with the Province to address Manitoba Building Code requirements for existing buildings.
8. It is unclear when an engineering drawing is required for a signage permit.	Provide written guidelines for when the City will require an engineer review of drawing.	Planning, Property & Development: Written guidelines are available for when an engineering review of a signage drawing is required. More information is available here: https://winnipeg.ca/ppd/Documents/Brochures/Free-Standing-Signs-Structural-Requirements.pdf
9. Lack of transparency and consistency with regards to inspections. Inspectors have too much authority. They can put a stop to any project; rules and enforcement are inconsistent.	• Need an easier process to resolve disputes with permits. Could be a quick peer review by 3 independent professionals. • Improve training for inspectors to improve consistency. • The record on the inspection has to be respected. A new inspector cannot bring up new issues that were not noted previously. • If the delay is due to the City, the business should not have to pay.	Planning, Property & Development: The City has an obligation to review and inspect all proposed developments and building construction and alteration in the city, under the City of Winnipeg Charter Act. As projects progress, Inspectors have a duty to address any issues of non-compliance that they observe, which may include pausing a project where deficiencies must be addressed before proceeding further. For complex projects, there are multiple steps in the inspection process. The City is committed to consistency and transparency within its permit and inspection processes. The City has standards and training for Inspectors, and works to provide interpretation and clarity of Manitoba's building codes to industry and stakeholders. This helps to ensure that standards and interpretations are understood and applied consistently. A number of new operational programs have been created to ensure consistency and enforcement is clearly reflected in our service delivery. The City has a Winnipeg Building Commission comprised of external experts for dispute settlement: https://winnipeg.ca/clerks/boards/pdfs/WinnipegBuildingCommission.pdf Fees imposed during the development process ensure effective use of staff resources, and explanations are provided to the recipient. Fees are never imposed for delays that are the responsibility of the City. Questions and/or disputes regarding fees can often be resolved within the Department, but may also be heard at Standing Policy Committee.

Red tape items	Stakeholder proposed solution	Department and department response/follow-up actions
10. Booking inspections for occupancy permits is difficult.	Should be able to book inspections in advance – booking on the day of is not a good system. Would gladly pay a fine if we're unable to comply or meet that date.	Planning, Property & Development: The City is moving to scheduled inspections for occupancy permits. We have added an inspection intake system to address the issue of booking inspections. This system is available throughout the day for commercial inspection requests. For housing inspections, the City introduced an online scheduled inspection form to ensure all requests are being processed as efficiently as possible.

In addition to the ten items and responses listed above, stakeholders noted that many red tape challenges can be overcome by improved transparency and customer service practices. The additional items listed below are intended to address these comments.

Other items	Additional Actions	Responsible department(s)
Improved customer service and access to relevant information/payment in one central location.	Request for capital project to develop a citizen portal to streamline resident interactions and provide a 'one stop shop' for resident needs.	Innovation, Transformation & Technology Customer Service & Communications
Access to plain language explanation of by-laws and process steps.	Audit of the City's website and request for capital project to develop a new website will include the creation of standards for language, links, and information.	Customer Service & Communications
Customers are not sure who they are speaking to over email or how to reach them to follow up due to lack of or consistent email signatures.	New City of Winnipeg brand standards to improve consistency, including, but not limited to a standard email signature provided to all departments. A reminder will be sent to departments to emphasize this and ensure email signatures are consistent and contain contact information.	Customer Service & Communications
Provide an ongoing mechanism for red tape submissions and red tape tracking.	Initiate an ongoing call for red tape. Report back to Executive Policy Committee on red tape reduction progress after six months, and provide annual updates on an ongoing basis.	Customer Service & Communications
City of Winnipeg Charter, as well as by-law updates, should be reviewed regularly and require multi-level government collaboration to be effective.	Establish a red tape working group with both provincial and City representatives.	Customer Service & Communications, through the Office of Public Engagement, to work with appropriate departments and contacts to establish a working group.

In order to ensure red tape reduction is an ongoing effort, an ongoing open call for red tape will be initiated to allow for red tape submissions and follow up at any time. The Public Service will provide an update on red tape reduction progress after six months and provide annual updates on an ongoing basis with any newly identified red tape reduction opportunities. This ongoing monitoring and reporting will improve accountability and will ensure red tape reduction is

maintained as a high priority for the Public Service as the City moves towards continuous efficiency improvements.

In addition, an open call to the Public Service will be issued to ensure those who work closely with regulations and by-laws have the opportunity to identify red tape. The outcomes of this dialogue will be included in the update.

The red tape reduction webpage will be maintained and updated on a regular basis with progress information on the top ten list.

FINANCIAL IMPACT

Financial Impact Statement

Date: November 5, 2019

Project Name:

Red Tape Reduction

COMMENTS:

There is no financial impact with receiving this report as information. The responsible department will use existing resources to address red tape items when possible. When additional resources are required, the responsible department will request funding through the budget process in order to carry out the actions identified.

original signed by

Tanis Yanchishyn, CA, CPA
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with: Planning, Property and Development, Public Works, and Legal Services.

The Canadian Federation of Independent Businesses was also consulted throughout and liaised directly with business owners to connect the City with those best suited to provide feedback. Numerous stakeholder groups including the Chamber of Commerce and Business Improvement Zone organizations were contacted directly for their feedback.

OURWINNIPEG POLICY ALIGNMENT

Direction 1: Provide efficient and focused civic administration and governance.
> Demonstrate exemplary customer service standards.
> Continuously pursue innovative, streamlined service delivery and decision-making processes.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

n/a

SUBMITTED BY

Department: Customer Service and Communications
Division: Office of Public Engagement
Prepared by: Morgan Vespa
Date: November 6, 2019

Attachments:
Attachment A - 2005 Red Tape Commission Recommendations and Follow-up
Attachment B - Stakeholder Engagement Summary

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
30 recommendations	July 13, 2005 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20050713(RM)EPC-10	Final Report of the Mayor's Red Tape Commission File GG-5	Three Phases of implementation Phase I: June to September, 2005 Proposed for intergovernmental communication, and consideration of minor changes in by-laws and public service procedures. Phase II: September to December, 2005 Proposed for major by-law changes where little additional consultation is needed (like the Entertainment Funding By-Law amendments) and changes for the next fiscal year (such as the internal charges policy). Phase III: January to December, 2006 Proposed for major changes that will require extensive edits of by-laws, like the phase-out of business licenses.
1. Adopt the following "common sense guidelines for better regulation in the City of Winnipeg" as policy, and the Winnipeg Public Service should adhere to these guidelines to prevent the creation of unnecessary red tape in the future.	May 10, 2006 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20060510(RM)EPC-4	Red Tape Commission – Recommendation No. 1 - "Guidelines and Principles to Prevent Future Red Tape" File GG-5	The Executive Policy Committee concurred in the administrative recommendation and recommends to Council: 1. That the "Principles and Guidelines for Better Regulation", as outlined on Appendix A, be adopted to provide guidance to decision-makers in their efforts to reduce or eliminate existing red tape and to prevent future red tape. 2. That the Chief Administrative Officer be charged with the responsibility for acting upon the "Principles and Guidelines for Better Regulation". 3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.
2. Develop an organization-wide customer service mission. Take several steps to infuse the customer service mission everywhere in City government. Avoid structures which imply that red tape reduction and better service is the responsibility of "some other department."	June 13, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20070613(RM)EPC-20	Red Tape Report, Recommendation 2 - Towards an Organization Wide Customer Service Mission File GP-1	That this report, confirming the development of a Customer Service Mission as recommended in Recommendation 2 of the Red Tape Commission Report, be received as information.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
3. Eliminate business licenses in the City of Winnipeg. Merge important public safety requirements now in the business license system into the occupancy permit system, and consolidate others within a simpler Doing Business in Winnipeg By-Law.	July 16, 2008 Council	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20080716(RM)C-86	Doing Business in Winnipeg By-law Amendments File GL-1	1. That the amendments to the Doing Business in Winnipeg By-law No. 91/2008 as outlined in the report from the Chief of Police and Director of Community Services dated July 2, 2008, be enacted. 2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.
Eliminate business licenses in the City of Winnipeg.	December 12, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071212(RM)EPC-11	Red Tape Commission, Recommendation 3 – Doing Business in Winnipeg By-law File GG-5	1. That the principles upon which a new Doing Business in Winnipeg By-law will be based, as proposed within the report from the Director of Community Services, Fire Paramedic Chief, Acting Chief of Police and Acting Director of Planning, Property and Development dated December 7, 2007, be adopted. 2. That based on the principles contained in the said report, the Winnipeg Public Service be directed to prepare a Doing Business in Winnipeg By-law, including a new fee structure, to come into force on June 1, 2008 and report back to Council with same by April 2008. 3. That the City of Winnipeg License By-law No. 6551/95 be repealed, effective June 1, 2008 (the date the new Doing Business in Winnipeg By-law comes into effect). 4. That minor modifications to existing By-laws to facilitate enforcement and accommodate the new Doing Business in Winnipeg By-law be enacted at the same time, including: A. repealing The Meat and Poultry By-law No. 3354/83 and The Milk and Dairy Products By-law No. 3218/82 and consolidating any relevant provisions of those into The Food Services Establishment By-law No. 5160/89; B. adding requirements for Wood Energy Technology Transfer (WETT) Certificates currently imposed under the License By-law, to The Fire Prevention By-law No. 150/2004.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
4: 4.1, 4.2 and 4.3 Improve the application process for home-based business licenses (formally the "license in lieu of business tax," as applied to home businesses) and eventually eliminate them as part of a future business tax cut. Support the Winnipeg Public Service as it works to create a more Flexible, Unified Civil Service Organization File GP-1	April 18, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070418(RM)EPC-9	Red Tape Commission – Recommendation 4.1, 4.2 and 4.3 – Improved Application Processes and Elimination of License in lieu of Business Tax File EL-1	1. That effective January 1, 2008, Section 5(1) of the License in Lieu of Business Tax Bylaw No. 122/2003 be amended to have the license fee under the by-law due and owing on A. May 31 of each year; B. Or the date a license in lieu of business tax becomes required during the course of the calendar year; whichever occurs later. 2. That subject to Council approving increased revenues, service reductions and/or efficiencies during the 2008 budget process in order to offset the loss of license-in-lieu of business tax revenue; that the License in Lieu of Business Tax By-law No. 122/2003 be repealed effective January 1, 2008 as the third step of Council's reduction of business tax. 3. That Recommendations 4.1 (License in Lieu of Business Tax forms be re-written to be more user friendly, and in a manner that specifies the legal requirements in clear language) and 4.2 (a simpler method be established for citizens to have their license in lieu of business tax fee reduced to zero) not be implemented if the License in Lieu of Business Tax By-law is repealed effective January 1, 2008. 4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.
5. Adopt an "easy-pay" policy to offer customers a consistent standard for payment options citywide.	May 10, 2006 Executive Policy Committee December 7, 2005 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20060510(RM)EPC-3 http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20051207(RM)EPC-18	Red Tape Commission – Recommendation No. 5 - Easy Pay Policy File GG-5 Red Tape Commission Recommendations – No. 5 - "Easy Pay" Policy File GG-5	1. That subject to recommendations 2 and 3, Council adopt the following standard for payment options offered citywide in order to provide for a consistent approach: "Any citizen should be able to conveniently pay any bills issued by the City of Winnipeg by cash, cheque, debit cards or credit cards."; 2. That, in addition to tax and water bills being exempt from the standard, deposits on any bid opportunities related to real estate transactions issued by the City also be exempt from the standard; 3. That the Chief Administrative Officer be delegated the authority to exempt operational areas of departments from the standard in the event it can be demonstrated by the department that there are financial or logistical issues which would impose an unreasonable burden on the City; and 4. That departments continue to work toward internet-based registration and payment capabilities and that the plans for implementing them be included in the annual operating budgets for departments.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
6. Adopt common account numbers, standardized contracts, and other existing tools from other organizations to reduce paperwork.	December 7, 2005 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20051207(RM)EPC-17	Red Tape Commission Recommendations – No. 6 – Standardized Contracts File GG-5	1. That the concept of Recommendation 6 be endorsed for implementation. Recommendation 6 - Adopt common account numbers, standardized contracts and other existing tools from other organizations to reduce paperwork. 2. That the Mayor and Chief Administrative Officer be authorized to develop proposals to use the Manitoba business number system to register, track and identify City of Winnipeg businesses and business accounts, and to negotiate directly with the Government of Manitoba and the Government of Canada to achieve this goal. 3. That the Chief Administrative Officer identify cases in which standardized contracts may be used in lieu of unique City of Winnipeg contracts or documents and that a report be provided to Executive Policy Committee within 120 days on an implementation plan for this recommendation. 4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing
7. Radically simplify the Entertainment Funding By-Law (better known as the Entertainment Tax).	March 15, 2006 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20060315(RM)EPC-5	Draft Simplified Entertainment Funding By-law File FL-6	1. That the implementation of Recommendation 7 in the Red Tape Commission Report be supported in principle. 2. That the draft "Simplified Entertainment Funding By-law" be tabled for subsequent public input and consideration; said draft by-law to impose an amusement tax only on persons attending cinemas and entertainment facilities with a fixed seating capacity of 5000 or more. 3. That on March 15, 2006, the Executive Policy Committee hear delegations with respect to this matter and consider proposed amendments to the said draft By-law. 4. That on March 15, 2006, the Executive Policy Committee forward its recommendation on a "Simplified Entertainment Funding By-law" to Council for enactment at its regular meeting on March 22, 2006. 5. That upon passage of any new "Simplified Entertainment Funding By-law", the Standing Committee on Fiscal Issues shall review all aspects of the new By-law no later than one year after the by-law comes into force.
8. Implement outstanding requests from recent audits and other reports, calling for structural changes and other customer service improvements in assessment and assessment appeals. Copy provincial procedures with respect to income assessment.	April 18, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070418(RM)EPC-10	Red Tape Commission – Recommendation 8 – Improve Customer Service in the Assessment and Appeals System File AA	1. That the City of Winnipeg request that the Province of Manitoba initiate legislative amendments to permit the amendment of the assessment roll after it is filed, where there is a written agreement between the City and the ratepayers to do so. 2. That the balance of the report, confirming the implementation of the other sub-sections of Recommendation 8 of the Final Report of the Mayor's Red Tape Commission, be received as information. 3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
9. The City should shift to audit-based inspection and single building permit issuance for projects led by a certified professional, building on the City of Vancouver's experience with its own Certified Professional program.	December 12, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071212(RM)EPC-9	Red Tape Commission, Recommendation 9 – Certified Professional Program File GG-5	That a phased approach to implementing Red Tape Recommendation 9: Establish a Certified Professional Program be adopted, with Phase I to be implemented in 2008. Work will continue to develop subsequent phases, along with Legal Services, industry and related Departments, including identification of any necessary amendments to The City of Winnipeg Charter or other provincial legislation, for proposed implementation in 2009 and 2010.
10. Audit-based Model for Inspection and Regulation for non-professionals – Manitoba Home Builders Association	March 25, 2008 Standing Policy Committee on Property and Development, Heritage, and Downtown Development November 28, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20080325(RM)PD-48 http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071128(RM)EPC-5	Establishment of Mechanical Permit and a Mechanical Contractor's Licence File EB-1.1 Red Tape Commission, Recommendation 10 – Audit-based Model for Inspection and Regulation for non-professionals – Manitoba Home Builders Association File GG-5	1. That the Winnipeg Building By-Law 4555/87 be amended to establish a mechanical permit process and a mechanical contractor's license (see Draft amending By-law, Attachment A). 2. That the proper officers of the City do all things necessary to carry out the intent of the foregoing.
11. Improve Service and Convenience for Building Permit Purchasers in the Non-Professional Home-Renovation Market	December 12, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071212(RM)EPC-8	Red Tape Commission, Recommendation 11 – Improve Service and Convenience for Building Permit Purchasers in the Non-Professional Home-Renovation Market File GG-5	1. That the Winnipeg Public Service be directed to do all things necessary to implement the following as outlined in this report in order to improve service and convenience for building permit purchasers in the non-professional home renovation market, consistent with the intent of Recommendation 11 of the Red Tape Commission Report: • that a more 'customer-friendly' permits website be developed that is easier for the less informed 'homeowner' customer to navigate and understand • that the City of Winnipeg establish a presence in participating retail building supply stores to increase awareness of permit requirements • that homeowners be permitted to apply for required home renovation permits online, starting with permits for basement renovations • that for qualifying applications, home renovation permits be sent to the homeowner electronically upon approval.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
12. Give Public Servants more Freedom in Procurement	February 27, 2007 Standing Policy Committee on Property and Development, Heritage, and Downtown Development	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070227(RM)PD-55	Establishment of a Permit Reserve Fund File GG-5	1. That under Section 289(1) of The City of Winnipeg Charter, a Permit Reserve Fund be established in order to: A. Mitigate revenue shortfalls in boom/bust cycles. B. Fund temporary staffing needs during busy periods during the boom/bust cycle. C. Provide a source of funds for service and system improvements. 2. That the Director of Planning, Property and Development be designated as the Reserve Fund Manager and authorized to draw on the Reserve when the approved annual operating budget is insufficient to cover the costs of responding to the needs described above. 3. That funds be transferred from the Permit Reserve Fund to the Planning, Property and Development Department to finance: • Shortfalls in actual permit revenue in the Development and Inspections Division compared to budget in any given year. • The cost of additional temporary staff resources, beyond that already identified in the Department's budget, required to respond to annual fluctuations in construction activity in order to provide a consistent level of service. • The cost of additional resources, outside the normal budget process, required in order to respond quickly to unanticipated opportunities for service improvements (e.g. Permits X-Press, Implementation of new Zoning By-law, Red Tape Report). 4 That the source of funds for the Permit Reserve Fund be the excess of actual permit revenue in the Development and Inspections Division compared to budget in any given year and that the transfer of any such excess to the Permit Reserve Fund be effective beginning with the 2007 fiscal year.
12. Improve Public Notification for Public Hearings	June 7, 2006 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20060607(RM)EPC-21	Red Tape Commission, Recommendation 12 – Streamline Permits Processing File GG-5	1. That the Planning, Property and Development Department proceed immediately to implement changes through amendment of the Winnipeg Building By-law No. 4555/87 and The Winnipeg Zoning By-law No. 6400/94 in order to: A. Eliminate the requirement for Building and Development Permits for decks two feet and under in height. B. Eliminate the requirement for Building and Development Permits for a temporary tent less than 901 square feet (83.7 square meters) in size. C. Increase the threshold for the exception of Building Permits for non-structural alterations or repairs from $1,000 to $10,000. (Note: Electrical and Plumbing Permits are still required). 2. That the Planning, Property and Development Department continue phasing in the introduction of additional "fast track" permits as identified through the Permits X-Press Project. 3. That the Planning, Property and Development Department continue to use and communicate clear, specific and open targets for speed of service for commercial projects and permits, through the Permits X-Press Project and in consultation with Industry utilizing clear guidelines for submission (i.e. Building Design Summary). 4. That the Planning, Property and Development Department, through the Permits X-Press Project, phase in a 'permit clock' for display on the City of Winnipeg's website with targeted wait times for selected permits, and the current estimated average time for processing.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
13. Development Procedures By-Law Amendment for Enhanced Public Notice	June 26, 2007 Standing Policy Committee on Property and Development, Heritage, and Downtown Development	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20070626(RM)PD-17	Red Tape Recommendation 13 - Development Procedures By-Law Amendment for Enhanced Public Notice File EP-2	1. That The Development Procedures By-law No. 5893/92 be amended in accordance with Appendix A to the report from the Acting Director of Planning, Property and Development dated April 23, 2007, to implement a program for large format notice boards. 2. That, subject to the enactment of the By-law amendment by Council, the Standing Policy Committee on Property and Development approve the criteria for Large Format Notice Boards outlined in Appendix B to the report from the Acting Director of Planning, Property and Development dated April 23, 2007. 3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the recommendations.
13. Development Procedures By-Law Amendment for Enhanced Public Notice	January 9, 2007 Standing Policy Committee on Property and Development, Heritage, and Downtown Development	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070109(RM)PD-26	Red Tape Commission Report - Recommendation 13 - Improve Public Notification for Public Hearings File GG-5	1. That the guidelines for minor and major development applications be endorsed as outlined in attachment "H" to the report from the Director of Planning, Property and Development dated November 7, 2006. 2. That additional notice provisions, and, in some cases, where feasible, erection of large format notice boards, i.e. 2-foot x 3-foot or 4-foot x 8-foot signs for major development applications be implemented and that one-third of the notice boards be made available for developer contact information, all at the discretion of the Director of Planning, Property and Development. 3. That a standard format petition, as outlined in attachment "E" to the report from the Director of Planning, Property and Development dated November 7, 2006, be made available to all applicants prior to the scheduling of a required public hearing. 4. That the City of Winnipeg develop and implement a public notification website for all advertising, posters or other public notices beginning in 2007. 5. That development application fees be reviewed and alternatives recommended with a report back to the Standing Policy Committee on Property and Development to cover potential costs of the above noted additional notice requirements. 6. That the use of pamphlet distribution for additional notice provisions be included in a future report with respect to Recommendation 14 of the Red Tape Commission Report, namely, adopt changes to make Winnipeg's rezoning process simpler, faster and fairer. 7. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the Recommendations.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
13. Support a Service Proposal to Speed up the Local Improvement Process	June 7, 2006 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20060607(RM)EPC-20	Red Tape Commission, Recommendation 13- Improve Public Notification for Public Hearings File GG-5	1. That the Planning, Property and Development Department be directed to implement the following improvements to the City of Winnipeg public notification system for land development applications in order to improve clarity, visibility and access to information, subject to further direction from Standing Policy Committee on Property and Development on those items requiring additional resources: A. That guidelines be developed to define "minor" and "major" developments and the appropriate means of notice that may be required by the Planning, Property and Development Department for each type of development, specifically: i. Additional notice requirements, beyond statutory, for "major" developments, by means of Large Notice Boards (4 feet x 8 feet), individual notice, and/or other form of notice acceptable to the Director of Planning, Property and Development. ii. An applicant-installed poster for notification of minor (small scale or limited impact) developments, as this has proven to be the most efficient and economical process for notification of these types of developments. B. That a standard format petition be developed and made available to all applicants prior to the scheduling of a required public hearing and that appropriate guidelines be developed for its application, including potential penalties for fraud. C. That the City of Winnipeg develop a public notification website for all advertising, posters or other public notices developed and implemented within six months. D. That the viability and financial implications of implementing an email access system and City newspaper page for development-related information be investigated and reported back to the Standing Policy Committee on Property and Development for consideration.
14. Simplified Rezoning Process	October 17, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071017(RM)EPC-16	Red Tape Commission, Recommendation 14 – Simplified Rezoning Process File EZ-DAZ	1. That in time for consideration at the regular Council meeting of December 19, 2007, the Public Service be directed to draft necessary by-law and procedural amendments to: "Draft Proposal Discussion Period" A. Create a distinction in procedure and law between the informal tabling of a draft proposal with City officials by a proponent and a proponent's decision to formally proceed with a rezoning or development application, thereby creating a clear legal period during which proponents, public servants, councillors and interested citizens can informally resolve disputes before a formal application moves forward for public hearing; "Signal Priority Power" B. Where there are no objections or amendments introduced for a rezoning or development application by any party, including planners, Councillors and/or residents, allow Community Committees to refer proposals directly to the Executive Policy Committee to reduce the number of required steps in the process; "Time Limit on Layovers" C. Set a maximum adjournment limit of 60 days for Community Committees to consider development (rezoning) applications, with the intent that 60 days is the total time period allotted to Community Committees to submit their recommendation on development proposals, thus ensuring that disputes are not left unresolved indefinitely, and other related recommendations considered by the Red Tape Commission on rezonings be considered independently of these changes. 2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
14.2 Simplified Rezoning Process	December 10, 2014 Council	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20141210(RM)C-23	Amendment to The City of Winnipeg Charter – Compliance with Manitoba Building Code and City Zoning By-laws	Council concurred in the recommendation of the Executive Policy Committee and adopted the following: 1. That the Province of Manitoba be requested to amend The City of Winnipeg Charter, The Real Property Act or some other statute to A. allow registration at the Property Registry of agreements that restrict the use of land or permit a neighbouring property's access to land in order to allow neighbouring property to comply with Manitoba Building Code and Winnipeg zoning by-law requirements; B. provide that their registration at the Property Registry may not be discharged without the City's consent; C. provide that such agreements are binding on successors in title; and D. provide that this applies to all such agreements already registered. 2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.
15. Standardized Development Agreements	October 31, 2008 Ad Hoc Committee on Development Standards	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20081031(RM)RDS-3	Red Tape Commission Report, Recommendation 15 - Standardized Development Agreements File GG-5	1. That the Standardized Development Agreement format attached hereto as Part 1 and Part 2 be adopted for use by the Winnipeg Public Service in preparing Development Agreements effective June 1, 2008. 2. That the City Organization By-law be amended to establish a Development Agreement Appeal Committee (DAAC) comprised of the Chairs of the Standing Policy Committee on Finance, the Standing Policy Committee on Infrastructure Renewal and Public Works, and the Standing Policy Committee on Property and Development (presently the Ad Hoc Committee to Review Development Standards) having responsibility to hear appeals arising from the application of the agreed-to parameters for standardized development agreements. 3. That the Subdivision Standards By-law be amended to provide that: 3.1 Council shall approve parameters for development agreements. 3.2 The Director of Planning, Property and Development shall apply the parameters in preparing development agreements. 3.3 The Director shall not finalize a development agreement unless the developer has been given a reasonable opportunity to make submissions respecting the proposed development agreement. 3.4 A developer may appeal the Director's decision on application of the parameters, to the DAAC. 4. That the Planning, Development and Building Fees By-law be amended to impose a nonrefundable fee of $100.00 for appeals by developers from the Director's decision on application of the parameters. 5. That the proper Officers of the City be authorized to do all things necessary to implement the intent of the aforementioned
15. Standardized Development Agreements	November 19, 2007 Ad Hoc Committee on Development Standards	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071119(RM)RDS-3	Red Tape Commission Report, Recommendation 15 – Development Agreements File GG-5	On February 15, 2006, the Executive Policy Committee concurred in the administrative recommendation and requested its Ad Hoc Committee to Review Development Standards to lead a process toward achieving Recommendation 15 of the Red Tape Commission's Report, including directing the Administration to: • Prepare and implement a work plan in collaboration with the Permits X-Press Industry Advisory Committee in order to achieve standardized development and servicing agreements; and • Research best practices and investigate legal issues associated with delegation of authority to the Administration for approval of development and servicing agreements and development of an appeals process for same.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
16. Implement two alternatives to allow for more flexible application of City parking requirements for new developments and businesses	September 12, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070912(RM)EPC-8	Red Tape Commission, Recommendation 16 – Flexible Parking Requirements File ST-2	That this report be received as information and that the intent of Recommendation 16 be addressed through the upcoming comprehensive review of the Winnipeg Zoning By-law.
17. Create a "Community Management Lease" model for alternative service delivery, reducing red tape that prevents volunteer groups from adding value to the City of Winnipeg's properties and assets.	July 9, 2008 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20080709(RM)EPC-26	Riverbank Stabilization of Private Property within the City of Winnipeg - Cost Benefit Analysis File PR-4.5	1. That the Project Requirements, Program Criteria and Process (as outlined in Appendix A to the report from the Director of Planning, Property and Development dated June 19, 2008) to establish the Riverbank Stabilization Grant Program be approved. 2. That $1,000,000.00 be included in the 2009 Capital Budget and be used for the Grant portion of the above Riverbank Stabilization Grant Program. 3. That the Chief Administrative Officer be delegated authority to: A. Establish and amend individual Project Agreements with affected property owners; B. Determine, allocate and distribute to each successful program applicant the grant money associated with this Program as per the Program's Criteria and Procedures; and C. Establish and amend technical criteria associated with Project evaluation and Program requirements. 4. That consideration be given to using the Local Improvement Process as a mechanism of obtaining the required 100% support from all of the affected property owners, and as a method financing the property owners portion of the project cost. 5. That this Program be reviewed during the 2009 Program year and that recommendations for extending, discontinuing, or amending the Program made to Council in time for implementation in the 2010 and subsequent Capital Programs. 6. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary by-laws for consideration of Council. 7. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing
17. Create a "Community Management Lease" model for alternative service delivery, reducing red tape that prevents volunteer groups from adding value to the City of Winnipeg's properties and assets.	June 13, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20070613(RM)EPC-30	Red Tape Commission, Recommendation 17 - Create a "Community Management Lease" Model File GG-5 Red Tape Commission Report: Recommendation #17– Create a "Community Management Lease" Model File FI-2.2	1. That the Administration proceeds immediately to implement and test three administrative tools for facilitating the enhancement of City of Winnipeg assets by community groups, including: a) Memorandum of Understanding/ Project Agreement (Asset Improvement) b) Service/ Maintenance Agreement (Enhanced Service) c) Management Lease Agreement (Exclusive Group Use & Programming) 2. That the Administration evaluate and refine the piloted tools and agreements over the 2007 construction season and report back to EPC in Fall 2007. 3. That the Administration develop a brochure and interactive web page to assist community organizations looking to improve City of Winnipeg assets for launch in 2008.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
18. Improve Public Notification for Public Hearings	July 5, 2006 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20060705(RM)EPC-15	Red Tape Commission, Recommendation 18 – Support a Service Proposal to Speed up the Local Improvement Process File GG-5	1. That the portion of the Council Decision of July 22, 1998 outlining "that beginning in 1999, the City adopt a policy of advertising and approving new local improvements in one year, and that the approved projects (advertised and "Petition For") be budgeted and constructed in the following year" be rescinded. 2. That the following be adopted as policy for the standard "Local Improvements" process (excluding Local Improvement Districts), namely: A. That the $3 million local improvement float, approved by Council on February 21, 2006, be used to fund new local improvement projects, including projects in the current year; and B. That, annually through the Capital Budget process, the local improvement float be replenished to a $3 million balance or an amount as determined appropriate by Council. 3. That the Province of Manitoba be requested to amend The City of Winnipeg Charter for proposed local improvements to: A. Replace the requirement for public notice in the form of a newspaper advertisement with notification by the placement of signage on the site advising the public of the proposed project; and B. Reduce to forty-five (45) days the requirement that the petition be filed with the City Clerk within ninety (90) days after the day the first signature is placed upon it. 4. That signage placed on the site of the proposed project be consistent with changes approved by Council on June 28, 2006 as a result of Recommendation No. 13 of the Red Tape Commission Report.
19. "Build a Better Front Door"	December 7, 2005 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20051207(RM)EPC-19	Red Tape Commission Recommendations – No. 19 - "Creation of Regular Events Permit" File GG-5	The Executive Policy Committee received the administrative report as information.
20. Change by-laws and policies to address three citizen concerns identified by the Commission. (see sub-recommendations below)				
20.1 Edit Noise Control By-Law	June 13, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20070613(RM)EPC-29	Red Tape Commission Report: Recommendation 20.1 – Edit Noise Control By-Law File ER-1.2	1. That Council enact the attached amendment to the Noise Control By-law No. 2480/79 (Appendix "A") to ensure that activities normally associated with churches and schools be exempt from the By-law. 2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
20.2Edit Language in Occupancy Permits to Eliminate Uncertainties where Permits Imply that an approved Community Living Facility Cannot House Community Living Tenants	June 13, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20070613(RM)EPC-18	Red Tape Report, Recommendation 20.2 - Edit Language in Occupancy Permits to Eliminate Uncertainties where Permits Imply that an approved Community Living Facility Cannot House Community Living Tenants File EB-1.4	That this report be received as information.
20.3 Avoid policies that rely on rebates or other circular flows of money and paper from customers to the City and back again.	June 18, 2008 Council	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20080618(RM)C-20	2008 Home Renovation Tax Assistance Program File FL	1. That a Home Renovation Tax Assistance (HRTA) Program be approved for 2008 with: A. The same residential unit conditions as 2007 as stipulated in the 2007 HRTA Program By-law No. 121/2007; B. The same eligible renovation projects as 2007 as stipulated in the 2007 HRTA Program By-law No. 121/2007 but with the addition of low flush toilets as an eligible renovation; C. An eligibility condition that a residential unit must be constructed before January 1, 1983; D. An eligibility condition that a residential unit must have a property assessment of $115,600.00 or less; E. Continued harmonization with the technical requirements of the Manitoba Hydro Power Smart Program; F. All other related conditions and costs of the 2008 HRTA Program remaining the same as the 2007 HRTA Program. 2. That the by-law, outlined as Appendix "VI" in the report from the Director of Planning, Property and Development dated June 3, 2008 establishing the 2008 Home Renovation Tax Assistance Program, be enacted. 3. That the Planning, Property and Development Department's annual operating budget for the HRTA Program be increased to $325,000.00 and that any unexpended funds realized during the operation of the 2008 HRTA Program be allocated to the HRTA Program budget for 2009. 4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing
21. Jurisdictional Responsibility for the Delivery of Environmental Health Services within Winnipeg	July 18, 2007 Council Regular	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070718(RM)C-26	Red Tape Commission, Recommendation 21 – Jurisdictional Responsibility for the Delivery of Environmental Health Services within Winnipeg File EH-1	1. That the Administration be directed to do all things necessary to pursue Options 1 and 2, as identified in the report from the Director of Community Services dated May 25, 2007, regarding the future jurisdictional responsibility for Environmental Health Services, and provide an update to the Executive Policy Committee in January 2008 with the recommended Option. 2. That the negotiations with the Province include an understanding that any change to jurisdictional responsibility will not result in a reduction of service in one area of the City to expand service in another area but that increased service may be added to create an equitable and adequate level of service City-wide. 3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
22. Improve Customer Service in the Assessment and Appeals System	April 18, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070418(RM)EPC-11	Red Tape Commission – Recommendation 22 – Give Public Servants more Freedom in Procurement File FP	That the report dated July 4, 2006 from the Acting Chief Financial Officer on Recommendation 22 of the Final Report of the Mayor's Red Tape Commission be received as information.
23. Internal Financing Charges Policy	November 28, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071128(RM)EPC-4	Red Tape Commission, Recommendation 23 – Internal Financing Charges Policy File GG-5	The Winnipeg Public Service recommends that the policy regarding internal financial charges be approved by Council.
24. Build a Better Front Door	December 7, 2005 Executive Policy Committee January 17, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20051207(RM)EPC-20 http://clkapps.winnipeg.ca/DMIS/perma 20070117(RM)EPC-20	Red Tape Commission Recommendations – No. 24- "Build a Better Front Door" File GG-5 311 Customer Service Model File GG-5	The Executive Policy Committee received the administrative report as information and endorsed the ongoing customer service initiatives outlined in said report dated September 12, 2005.
25. 311-Based Customer Service Model	November 9, 2005 Executive Policy Committee January 17, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20051109(RM)EPC-6 http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20070117(RM)EPC-20	Red Tape Commission Report: Recommendation 25 – "311-Based Customer Service Model" 311 Customer Service Model File GG-5	1. That a 311 Model of Customer Service be adopted for the City of Winnipeg. 2. That a detailed business plan be prepared, with the assistance of an external consultant, to address the implementation of the 311 Model of Customer Service with options regarding the scope of the initiative and associated costs and benefits. 3. That the Administration report back on the results of the business plan by June 2006 with recommendations for moving forward. 4. That the Proper Officers be authorized to do all things necessary to implement the intent of the foregoing.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
26. Improve the reception for citizens, investors and customers who interact directly with City Council.	November 14, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071114(RM)EPC-28	Red Tape Commission – Recommendations 26 and 29 File GG-5	The City Clerk recommends that the attached report be received as information.
27. Support the Winnipeg Public Service as it works to create a more Flexible, Unified Civil Service Organization	April 18, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20070418(RM)EPC-12	Red Tape Commission – Recommendation 27 – Support the Winnipeg Public Service as it works to create a more Flexible, Unified Civil Service Organization File GP-1	1. That the report dated March 7, 2007 from the Acting Chief of Human Resources and Corporation Services confirming the implementation of Recommendation 27 of the Final Report of the Mayor's Red Tape Commission be received as information.
28. Improve Impact Statements in Public Service Reports	December 7, 2005 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20051207(RM)EPC-21	Red Tape Commission Recommendations – No. 28 - "Improve Impact Statements in Public Service Reports" File GG-5	1. That the format and process for Administrative Reports be amended in a manner consistent with the intent of Recommendation 28 in the Report of the Red Tape Commission dated June 28, 2005, and that key stakeholder organizations be made aware of these changes. 2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing
29. Complete ongoing work on identification of active by-laws, and publication of a user-friendly, up-to-date compendium of all by-laws and policies in force on a 72-hour standard.	November 14, 2007 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20071114(RM)EPC-28	Red Tape Commission – Recommendations 26 and 29 File GG-5	The City Clerk recommends that the attached report be received as information.

Attachment A: 2005 Red Tape Commission Recommendations and Follow-up

Commission Recommendation	Details	Link	Report title	Administrative Recommendation
30. Copy the British Columbia model for permanent tracking and reduction of red tape. Use the new by- laws compendium and other tools to create a permanent count that lists the City's regulatory requirements.				
Completion of recommendations 12, 13, 17, 18, 29, 30, 3, 4.2/4.3, 20, 22, 26, 30	March 22, 2006 Executive Policy Committee	http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20060322(SM	Red Tape Commission Recommendation – Implementation Priorities File GG-5	The Executive Policy Committee directed the Chief Administrative Officer to prepare and forward reports on all remaining recommendations of the Red Tape Commission in an expedited manner, in a manner reflecting the following list of priorities: A. April 2006 Phase Recommendation 1 Guidelines and principles to prevent future red tape Recommendation 12 Streamline permit processing overall to expand on successes Recommendation 13 Improve public notification for public hearings Recommendation 17 Use a "community lease" to cut red tape for volunteer groups Recommendation 18 Support a public service proposal to speed up local improvements Recommendation 29 Improve presentation of the by-laws to a best-practice standard Recommendation 30 Create a red tape budget and cut red tape by 15% over five years (Phase One) B. May 2006 Phase Recommendation 3 Eliminate business licenses and transfer key regulations Recommendation 4.2/4.3 Reform and eventual elimination of home business licenses Recommendation 20 Change by-laws and procedures to help ordinary citizens Recommendation 22 Give public servants more freedom in procurement Recommendation 26 Make City processes more transparent and welcoming to citizens Recommendation 30 Create a red tape budget and cut red tape by 15% over five years (Phase Two)

ATTACHMENT B: RED TAPE REDUCTION INITIATIVE

November

Background

On January 22, 2019, The Executive Policy Committee directed the Office of Public Engagement work directly with the Canadian Federation of Independent Business, business owners, and other stakeholders to identify a list of the top ten outdated by-laws or regulations Council could update or eliminate to make doing business in the city more efficient, and report back in 180 days.

Winnipeg's economy is growing and a strong economy requires ongoing evaluation to improve efficiency and access to services. The City of Winnipeg (City) worked with businesses and business organizations to learn more about the challenges they have experienced when interacting with the City of Winnipeg, and will develop a list of top 10 outdated by- laws or regulations that could be eliminated or streamlined to make doing business with the City more efficient.

Engagement

Stakeholders were asked to provide feedback through an open call for red tape and through sector-specific stakeholder meetings. Details are available in the table below.

Stakeholder feedback was sought to help answer:

- What challenges have you experienced when doing business with the City of Winnipeg?
- Which by-laws or regulations have caused challenges for you when doing business with the City of Winnipeg?
- Which of the by-laws or regulations should be the highest priority for streamlining or elimination?

Promotion

Stakeholder engagement opportunities were promoted using the following methods:

- City of Winnipeg website;
- Business tax bill insert – sent to 15,000 businesses;
- Requests to stakeholder to distribute within their networks;
- Facebook and Twitter posts;
- City of Winnipeg public engagement newsletter with over 5,300 recipients.

Key Findings

- Participants noted the importance of rules and regulations but stressed the need for clarity and ensuring the goals of regulations are reflected in the implementation.
- Respondents were asked to describe their red tape experience and most identified 'unfair' experiences (50 of 85 submissions).
- Most red tape submissions were related to permits (43 of 85)
- Improved customer service was a common topic in red tape submissions (31 of 85) and stakeholder meetings.
- Stakeholders suggested reducing duplicated work and reviewing arbitrary regulations to reduce red tape (among other suggestions; see Appendix D).

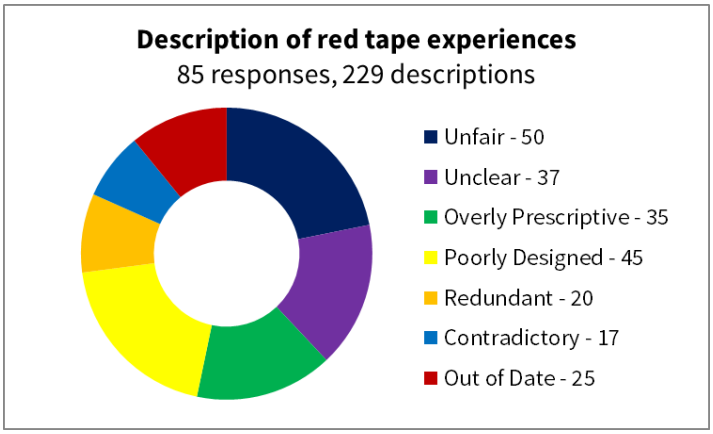

Figure 1 Pie chart: Description of red tape experiences. More than one description could be selected per submission

Date	Activity	Details
May 16 to June 2, through 2019	Open call for red tape	85 submissions. In addition, four written submissions submitted email.
August 6 to 9, 2019	Stakeholder outdoor meetings	Four meetings held with industry stakeholders. Topics were signage, renovations, home-based businesses, and occupancy permits.

To learn more about the Red Tape Reduction initiative, please visit

ATTACHMENT B: RED TAPE REDUCTION INITIATIVE

November

Red tape items	Stakeholder proposed solution	Department and department response/follow-up actions
1. The City reviews drawings/work after a technical expert has signed off.	• The City should limit the scope of their review when an engineer has approved. The review should ensure the work is to municipal code and by-laws and not re-engineer the design. • All technical experts have signed off, so drawing/work should not require additional review.	Planning, Property & Development: The City of Winnipeg Charter mandates that plans are reviewed; The City's review of permit drawings is only with respect to code compliance. It is not uncommon that submissions under seal are not code compliant, and require further instruction from the Plan Examiner. If a review of engineered plans indicates that the design does not comply, the engineer must provide revisions, or submit evidence that the design is compliant to the objectives of the code. If the engineer feels aggrieved by a plan examiner's decision, they can escalate the concern to a supervisor, or alternatively submit an appeal to the Winnipeg Building Commission: https://winnipeg.ca/clerks/boards/pdfs/WinnipegBuildingCommission.pdf The City works closely with Engineers and Architects to facilitate "alternative solutions" to prescriptive building code requirements, and offers expedited services through Design Coordinated Application Plan Submissions (DCA): https://winnipeg.ca/ppd/Documents/Brochures/Design-Coordinated-Application.pdf The City has also created mechanisms by which small-scale projects may be eligible for electronic reporting of compliance using photo and video submissions.
2. Applicants are required to obtain multiple permits related to the use of the street for one job.	Revise permits so there is one blanket permit that covers all work under one permit.	Public Works: In the past year, changes have been made to streamline the Use of Streets permit process. One form now collects all information. In addition: • The City plans to combine regional streets approval and draft permit in one communication. • As well, the City is updating the Manual of Temporary Traffic Control in winter 2019/2020 which will capture current practices, including formally removing the requirement for applicants to contact Winnipeg Transit and Winnipeg Parking Authority. • The City will update Permits page to provide clearer instructions and information: https://winnipeg.ca/publicworks/permitsApprovals/permits/default.stm • The City will work towards an online payment system to further streamline process.
3. The City does not remind home-based businesses when their conditional use	A mechanism should be in place to remind businesses when it is time to renew their conditional use order.	Planning, Property & Development: This City is in the process of developing an automated reminder tracking system, so that business owners can be contacted well before the conditional use expiry date.

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order is up for renewal.		
4. The expiration date for conditional use orders for home-based businesses is arbitrary and not necessarily related to the nature of the business.	The expiration date for conditional use orders should be longer (provision 59.3.c) and should not be applied to all types of businesses. The by-law does not need to be amended for the City not to apply an expiration date for conditional use orders.	Planning, Property & Development: Minor home-based businesses typically do not have an expiry date on their approvals. First time major home-based businesses are approved for two years to allow a time to see if the impact on the neighbourhood remains minimal and the business is meeting the expectations of the approval. Subsequent renewals on major home-based businesses are for a longer period (most are 5 years).
5. Conditional use application system is hard copy.	Conditional use order applications should be digital and available online.	Planning, Property & Development: The City is actively developing online application tools, prioritizing based on a variety of factors such as volume and complexity. The City will pursue this suggestion.
6. Occupancy permit information is unclear and difficult to understand.	Provide clear, concise communication of what is contained in the by-law and what is required of permit applicants.	Planning, Property & Development: The City has a new website section dedicated to occupancy permits: winnipeg.ca/occupancypermits. This web page includes a new video explaining the occupancy permit process.
7. Requirements to bring existing buildings to current code are too expensive and investment is going to brand new buildings instead.	The industry and the City should explore how permits could have different standards for new buildings versus renovated buildings.	Planning, Property & Development: Not all existing buildings are required to be brought to current code standards. While new construction work must comply to current code, existing buildings can maintain compliance features that were constructed under previous codes, as long as they are not changing occupancy classification. This issue is based in the Manitoba Building Code and is under provincial jurisdiction, and the City continues to have discussions with the Province to address Manitoba Building Code requirements for existing buildings.
8. It is unclear when an engineering drawing is required for a signage permit.	Provide written guidelines for when the City will require an engineer review of drawing.	Planning, Property & Development: Written guidelines are available for when an engineering review of a signage drawing is required. More information is available here: https://winnipeg.ca/ppd/Documents/Brochures/Free-Standing-Signs-Structural-Requirements.pdf
9. Lack of transparency and consistency with regards to inspections.	• Need an easier process to resolve disputes with permits. Could be a quick peer review by 3 independent professionals. • Improve training for inspectors to improve	Planning, Property & Development: The City has an obligation to review and inspect all proposed developments and building construction and alteration in the city, under the City of Winnipeg Charter Act. As projects progress, Inspectors have a duty to address any issues of non-compliance that they observe, which may include pausing a project where deficiencies must be addressed before proceeding further. For

Inspectors have too much authority. They can put a stop to any project; rules and enforcement are inconsistent.	consistency. • The record on the inspection has to be respected. A new inspector cannot bring up new issues that were not noted previously. • If the delay is due to the City, the business should not have to pay.	complex projects, there are multiple steps in the inspection process. The City is committed to consistency and transparency within its permit and inspection processes. The City has standards and training for Inspectors, and works to provide interpretation and clarity of Manitoba's building codes to industry and stakeholders. This helps to ensure that standards and interpretations are understood and applied consistently. A number of new operational programs have been created to ensure consistency and enforcement is clearly reflected in our service delivery. The City has a Winnipeg Building Commission comprised of external experts for dispute settlement: https://winnipeg.ca/clerks/boards/pdfs/WinnipegBuildingCommission.pdf Fees imposed during the development process ensure effective use of staff resources, and explanations are provided to the recipient. Fees are never imposed for delays that are the responsibility of the City. Questions and/or disputes regarding fees can often be resolved within the Department, but may also be heard at Standing Policy Committee.
10. Booking inspections for occupancy permits is difficult.	Should be able to book inspections in advance – booking on the day of is not a good system. Would gladly pay a fine if we're unable to comply or meet that date.	Planning, Property & Development: The City is moving to scheduled inspections for occupancy permits. We have added an inspection intake system to address the issue of booking inspections. This system is available throughout the day for commercial inspection requests. For housing inspections, the City introduced an online scheduled inspection form to ensure all requests are being processed as efficiently as possible.

*Full stakeholder red tape comments and suggested solutions in Appendix D. Recommended changes to address red tape require Executive Policy and Council review.

Next Steps

The top ten list of outdated by-laws or regulations Council could update or eliminate to make doing business in the city more efficient will go forward for Executive Policy Committee and Council consideration along with actions to address each of them.

Those who subscribed for updates will receive notice when the report goes forward to Executive Policy Committee in the fall.

Appendices can be found on the Documents tab.

Appendix A – Promotional materials
Appendix B – Open call for red tape responses
Appendix C – Stakeholder meeting notes
Appendix D – Responses to red tape concerns and suggested solutions



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