Appendix 1: Council Report Action Items

<u>Action Item 1:</u> Prioritize a review of field operations across all City departments to ensure consistency in procedures and management.

Status: Completed

The PP&D Inspections & Development Division was prioritized for immediate review following the investigation and September 2019 report to Council. This included a review of operational process improvements started in 2019. The outstanding divisions in the PP&D department will be reviewed in 2020.

Four further departments were identified for review, as follows:

2020 – Complete Property Planning & Development field operations review
2021 – Public Works (complementing existing efficiency work being done)
2022 – Water & Waste
2023 – Community Services

The remaining City departments will be prioritized at a later date. More than one department may be under review at one time. $50,000 annually per department is being requested to engage external consultants to complete the field operation reviews and assess and suggest improvements for each department.

Focus to date has been on supporting process review and improvement within PP&D. The results and knowledge gained through this initial work will be transferable to other City Departments.

The operational review and improvement approach that was adopted by PP&D is based on the LEAN Continuous Improvement methodology. This approach enables staff to become involved in operational reviews in a positive and productive way and fosters support for continuous improvement. Initial process improvement activities have focused on the Commercial Planning Examination & Inspections Branch. Reviews of other divisions within PP&D will begin in spring 2020, with a review of Public Works commencing in 2021.

<u>Action Item 2:</u> Engage an external consultant to work with the CAO's Office to assist the PP&D Director in reviewing all PP&D operations to ensure they are functioning optimally and to identify any potential issues that might exist beyond the Development & Inspections Division.

Status: Ongoing

External Consultant Reviews

In October 2019, the Office of the CAO engaged the services of an external consultant to assist with a review of key functional services and processes within PP&D. The functional areas that were explored during the two consultant-led process improvement workshops included commercial building and development permitting processes as well as commercial building and trade permit inspections processes. The LEAN Audit Workshop process conducted by KPMG brought together PP&D staff to map process activities, identify existing issues, and create an

action plan for improvement. Workshop details, proposed action plans, and key discussion topics arising from the workshops are outlined in Appendix 3.

Industry Discussions
On June 7, 2019, prior to the first report to Council and the full release of information, the Department met with the Industry Advisory Group (IAG) to detail and seek feedback on operational changes and proposed future operational adjustments.

Following the September 26, 2019 report to Council, PP&D undertook three additional formal meetings with industry representatives, on November 8 and December 10, 2019, and January 31, 2020.

During the December 10, 2019 meeting, the Director of PP&D hosted a three hour workshop, facilitated by an external third party, with the IAG, which is comprised of key stakeholders associated with the commercial construction industry in the Winnipeg area. Key questions examined with IAG members during the workshop included:

- What is critical to ensuring quality in the permitting and inspections process from an industry perspective?
- Which steps within the permitting and inspections process pose the greatest challenges for industry?
- What are potential solutions, ideas and opportunities to improve the permitting and inspections process?

The workshop helped to identify a number of potential ways to support and improve upon current processes. Details of the IAG workshop, including recommendations and feedback, can be found in Appendix 4. The overarching work plan was shared with the Industry at the January 31 session. The IAG feedback and proposed work plan for 2020 is reflected in Appendices 4 and 5.

<u>Action Item 3</u>: HRS will assist PP&D to complete a cross jurisdictional scan of other comparable municipalities to determine how they measure productivity and estimate inspection time frames.

Status: Completed

In November 2019, a jurisdictional scan of comparable Canadian municipalities was completed to determine how productivity is measured for inspection services and to benchmark inspection timeframes across Canada.

The scan compared PP&D core services against similar departments from eight other Canadian cities: Calgary, Saskatoon, Windsor, London, Hamilton, Mississauga, Ottawa, and Halifax. The outcome of the review demonstrated that the core services of PP&D—urban planning and design, real estate, land development, permits, inspections, zoning, and municipal accommodations—are consistent with all eight major cities. Some key differences are that geomatics (GIS), cemeteries, and economic development are not included.

Based on the information received, PP&D identified a number of best practices to pilot or implement. These included the introduction of standardized data entry for daily inspection planning and completion. In addition, the introduction of a number of key performance indicators

(KPI's) across a range of inspection activities was also recommended. KPI measures that will be implemented in 2020 include:

- Number of inspections per day
- Duration of inspections by type of project
- Inspection completion timeframes (from initial request to inspection report completion)
- Number of open permits (currently available on the City's Open Data Portal)
- Number of completed permits (currently available on the City's Open Data Portal)
- Number of orders issued
- Number inspections pass vs defects found
- Number of permits per district (currently available on the City's Open Data Portal)

Operational dashboards will be developed to assist with digital collection of inspections data. This data will assist in estimating inspection time requirements, which in turn will support the development of a more automated, real-time inspections request process. Additionally, once a baseline for each KPI has been established, improvement targets will be set and monitored, as the teams refine operations to generate efficiencies and improve service.

In addition to the foregoing, the jurisdictional scan identified the need for Residential and Commercial Inspections to formalize and communicate requirements for mandatory inspections. Furthermore, the need was recognized for Commercial Inspections to develop an inspections checklist to standardize the inspections process and assist in identifying common defects found during inspections. These recommendations will also be implemented.

The above recommendations have been integrated into the Continuous Improvement Plan presented in Appendix 5.

A full summary of the jurisdictional scan and its recommendations are attached as Appendix 6.

Action Item 4: In coordination with the Interim CAO, the PP&D Director will prioritize plans to move the department forward including a review of the department structure, a review of management, and hiring new staff.

Status: In progress for the remainder of PP&D Operations and the organization as a whole

Review of PP&D Department Structure

The HRS Compensation Services & Benefits Division conducted a municipal survey on organizational structure with eight municipalities: Calgary, Edmonton, Ottawa, Regina, Halifax, Hamilton, Mississauga and Saskatoon. This information will be used to inform a larger PP&D departmental structure review, to be led by the Director of PP&D and the Office of the CAO in 2020. The structure of staff and services are to align through collaboration with the Province of Manitoba to ensure consistency of service in the capital region, for example, inspector training, service timeframes, and pre-development approvals.

Review of Management

A Management Review Tool was developed by HR to assess the ways that managers communicate issues upward in the organization and review how information is shared with senior leaders and supervisor teams. The intent of the Management Review Tools is to help:

- identify and evaluate the effectiveness of the various management systems used in the department;

- identify skills gaps or risks that may exist with managers;
- identify any new leadership training required; and
- understand manager skill sets to support a positive workplace culture.

All managers from PP&D completed the Management Review Tool, the results of which identified a number of opportunities to improve staff skills and workplace communication. These opportunities ranged from the need to clarify the role of HRS in providing support for additional leadership training. The tool will also be used with each department that is assessed in coming years.

In September 2019, a number of standardized management practices were put in place, including:

- an additional focus on documentation, records management, and knowledge management;
- an expansion of the existing Continuous Improvement management methods,
- the development and weekly monitoring of KPIs;
- a regular review of roles, workplace expectations, and related administrative standards;
- the formalization of internal meetings and improved communication systems;
- a focus on regular and documented performance management; and
- the identification and assessment of conflicts of interest.

Moving forward, a structural realignment of the PP&D Development & Inspection teams has been proposed. The new structure will provide clear lines of accountability to the Director of PP&D and Management Team for Development & Inspection services within both the Housing and Commercial streams and the Department overall. Details on this review are presented in Appendix 7.

Recruitment

Following the outcome of the PP&D Inspectors Investigation a number of positions in the Inspection & Development Division were vacated and immediate steps were taken to fill these jobs. These positions have been filled since September 2019.

<u>Action Item 5</u>: The Acting Chief Innovation Officer will work with all City departments to explore the use of technology to help with accounting for staff time and tracking productivity, while still supporting staff to maintain the autonomy needed to do their job.

Status: Ongoing

A review of technology, administrative standards, policies, and protocols used within City departments to manage staff activity and productivity was undertaken. This analysis included an assessment of the benefits and any known deficiencies of existing technology and associated business processes. This information, along with the results of the business process analysis, was used to determine technological solutions to improve service delivery.

The following technology solutions have already been implemented and are operational:

- Publishing permit and inspection information to the City's Open Data Portal to provide additional transparency on key elements of permit and inspection service delivery;

- Implementation of Immediate Field Result Recording to provide real-time data on the results of field activity to ensure customers have access to consistent, timely information; and
- Implementation of Digital Work Alone Safety Functionality through the SafetyLine technology solution, to provide reliable field employee tracking for safety purposes and to support inspector workflow data, utilizing technology solutions currently in use within other departments.

The following technology solutions will be operationally implemented within PP&D by September 30, 2020:

- Implementation of Field Staff Workflow Tracking functionality for all field staff, to provide real-time data on where staff are, and the work function being performed, to help better understand and improve service delivery;
- Implementation of Field Staff Workflow Dashboards to provide real-time analysis of service delivery to allow for service optimization and immediate issue mitigation;
- Implementation of Monthly Service Scorecards to provide evidence based performance analysis for service optimization;
- Implementation of Inspection Appointment Enhancement to provide data for enhanced service delivery and data analysis;
- Implementation of Digital Commercial Building Permit Document Processing to provide the ability for all processes to be optimized based on supporting digital documents, greatly enhancing efficiency and reducing error; and
- Implementation of Route Mapping functionality for mileage claims, to provide automated mileage claim calculations based on planned and actual inspections, removing submission error and manual audit requirements.

Beyond the steps already implemented and underway, further enhancements will be required to meet the evolving business and industry needs. These improvements will be implemented within a 34 month period and cost approximately $4.2M (Class 5 estimate). The $4.2M investment will:

- Enhance customer experience with submission of all permit types available online,
- Improve ease of understanding of permit requirements with all relevant information presented when a permit is submitted;
- Improve customer service with full visibility into the permit status at all times;
- Increase predictability of permit results with inspection processes designed for maximum consistency;
- Improve appointment scheduling with all client groups able to request and manage appointments based on their availability;
- Implement an effective and timely dispute resolution mechanism with transparency and accountability for all stakeholders;
- Enable faster development through a significant reduction in permit processing times,
- Provide Open Data on permit and inspection activities available to all stakeholders based on KPIs; and
- Increase accuracy, speed, and stakeholder information, while lowering costs.

Under the Technology section of the Next Steps of this report, there is further detail of the $4.2M capital expenditure. The capital detail sheet is attached as Appendix 8.

Funding has been identified through the PP&D Permit Reserve. Annual operating costs for the enhancements are estimated to be $1.4M once fully implemented in 2022. Once fully

operational, surplus permit revenue will be applied to offset these operating costs. The Department has included operating efficiency savings of $1.0M in its 2020 multi-year budget submission starting in 2023.

In support of the proposed enhancements, a new administrative standard pertaining to Privacy & Workforce Technology has been drafted. This administrative standard will ensure that staff understand their employers' rights to collect, use, and access information that is gathered through technology solutions as part of regular work processes, and the employee's rights when using workforce technology. The Privacy & Workplace Technology Standard will address a variety of privacy and technology concerns.

<u>Action Item 6</u>: HRS will work with Unions to review shift start times, end times, and break times for staff in the Commercial Branch to find a way to better meet customer requirements while still respecting employee working conditions.

Status: Completed

Following the September 26, 2019 report to Council PP&D undertook three meetings with industry representatives on November 8 and December 10, 2019, and on January 31, 2020.

At the December 10, 2019 IAG workshop, industry members were asked about possible changes to inspection scheduling hours. Following the discussion, a survey was released to IAG members on preferred inspections hours. The results indicated a desire for earlier inspection times, as well as evening inspections on an emergency basis.

In response, operational changes have now been made within the terms of existing collective agreements to accommodate earlier scheduled start times for all field staff. The benefits realized include:

- allows inspections staff office time to confirm appointments for the next day, facilitating better daily planning and communications;
- assists supervisors with managing staff time and physical location during the day;
- assists with time and work accountability, as paperwork must be handed in immediately;
- reduces any end-of-day mileage discrepancies; and
- reduces lost productivity time at the end of the day as staff are in the office.

Additionally, it was determined that all field staff could benefit from additional training to reinforce the importance of customer service in their regulatory roles within the context of Provincial and Municipal regulations. Training was completed in December 2019.

<u>Action Item 7</u>: HRS will work with departments to create a new orientation process for all new leaders to ensure they understand the tools available to them when they are promoted or hired into a new supervisory role. They will also work to implement stronger training to assist supervisors across all City departments in transitioning from coworker to supervisor.

Status: Ongoing

Eight specific evidence-based deliverables have been created in order to meet the requirements of this action item. These deliverables are:

- Update the City of Winnipeg Orientation Guide (complete)
- Review and consider Software Tool options for tracking staff and manager training (ongoing)
- Provide new leaders with a full listing of leadership courses available to supervisors (complete)
- Review Labour Relation implications related to recommendations (complete)
- Create a Leadership Training Program for implementation over 3 years (ongoing)
- Create a course to support employees transitioning from coworker to leader (ongoing)
- Create a course to support employees dealing with situations where they are being recorded by the public in the course of their work (ongoing)
- Undertake a survey or supervisor focus groups post implementation of the new training to ensure it is meeting the needs of front line staff and supervisors to review new orientation and training materials 6 months post implementation (forthcoming)

Work on this action item is continuing,

<u>Action Item 8</u>: Request PP&D explore the use of fleet vehicles for field staff instead of the current practice of using private vehicles.

Status: Complete

In November 2019, PP&D worked in collaboration with the City's Fleet Management Agency to explore the use of fleet vehicles for field staff instead of the current practice of using private vehicles. There are significant cost implications associated with a move to a fleet-based solution. The costing analysis is detailed in Appendix 9. As such, proceeding with a fleet-based solution for field staff is not recommended.

Instead the following practices have been, or are in the process of being, introduced:

- Purchase of City of Winnipeg placards for use on personal vehicles while on-duty for the City of Winnipeg (completed);
- Purchase and use of City of Winnipeg uniforms for inspections field staff (completed);
- Detailed inspector daily logs of the day's activities outside of the office, including work departure times, on-site arrival and departure times, break times (start and end), and time leaving work for home at end of day, and submission of logs to supervisors prior to leaving for the day, to reflect the process in Housing Inspections (completed);
- Geotagging of start and end of work day, each site visit start and finish, breaks and lunch (completed);
- Completion of field notes into online tracking forms in real time (completed); and
- Auditing of daily logs and mileage claims (completed)