**Appendix 2: Planning, Property & Development**
**Development & Inspections Process Improvement Activities completed or ongoing to date**

| Topic | Project Name | Description | Status |
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| 2019 Interim Commercial Inspections Management Strategy | Process Review | KPMG Workshop | Complete |
| Field Activity Management | Mileage Audit SOP | Staff procedures for auditing the mileage submission process | Complete |
| Field Activity Management | Fleet Management Assessment | Costs analysis to switch from personal vehicles to City Fleet | Complete |
| Field Activity Management | Uniforms | Purchase and Use of Uniforms | Complete |
| Field Activity Management | Uniforms | Staff procedures/guidance on when and where to use staff uniforms when carrying out inspections, how uniforms will be replaced, etc... | Complete |
| Permits Online | Permits Online User Guide | Customer User Guide to assist customers in using Permits Online | Complete |
| Permits Online | Permits Online Registration Process | Staff procedures for activating Permits Online Accounts | Complete |
| Permits Process | Building & Trade Permit Intake SOP and Associated Work Instructions | Formalize how staff procedures for each functional unit involved in the Intake of Building and Trade Permit Applications are documented. | Complete |
| Permits Process | Commercial Permit Process Review | KPMG Workshop | Complete |
| Permits Process | Digital Permitting - Housing Building Permits Standard Operating Procedure | Documentation of existing digital processing of Housing Permits | Complete |
| Divisional Learning Management System | Workplace Policies | Leverage PeopleSoft for training automation (incl tracking and self-administered training) - 1st pilot (workplace policies) | Complete & Operational |
| Divisional Phone System | Permits Direct Line (Telephony Project) | Automated forwarding of 5140 customer calls to staff, based on the nature of call. Introduction of On-Duty Permit Technician staff person to enable other Permit Technicians to focus on online application review and in-person requests. | Complete & Operational |
| Field Activity Management | Mileage SOP | Staff procedures for submitting mileage information for reimbursement | Complete & Operational |

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| Field Activity Management | Field Log SOP | Staff procedures for completing inspection field logs | Complete & Operational |
| Field Activity Management | Field Log Audit SOP | Staff procedures for auditing the field log process | Complete & Operational |
| Housing Inspections | Certification of compliance | Development of Statutory Defect Certification Program – for permit activities outside of existing DCP-eligible activities (2016 and prior) | Complete & Operational |
| Housing Inspections | Certification of compliance | Development of Maintenance Certification Program – for declaration of compliance of work for work done without permits (not eligible under DCP program) | Complete & Operational |
| Housing Inspections | Certification of compliance | Development of Foundation Certification Program – for declaration of foundation repairs (for foundation contractors, repairs only, not eligible under DCP program) | Complete & Operational |
| Permits Process | Zoning & Permits Application Intake Centre | Presence of Housing Plan Examination staff in Zoning & Permits to greet customers and triage requests in advance of meetings with Permit Technicians | Complete & Operational |
| Zoning & Permits Office | TV/Video Installation | Installation of TV to support recently created videos | Complete & Operational |
| 2019 Interim Commercial Inspections Management Strategy | Commercial Inspections Intake Centre | Hiring and establishment of team and operating procedures | Complete & Operational |
| 2019 Interim Commercial Inspections Management Strategy | Interim Commercial Inspections SOP | Commercial Inspections Interim Strategy Approval, SOP, staff training and launch on August 6, 2019. Put in place to address severe staff shortages within the Commercial Inspections Branch. | Complete & Operational |
| 2019 Interim Commercial Inspections Management Strategy | Commercial Inspections Team Continuous Improvement Program | Establish weekly meetings to establish continuous improvement goals and to review progress of the Interim Strategy (PDCA: Plan-Do-Check-Act). Maintenance of PDCA Dashboard and KPIs. | Complete & Operational |
| 2019 Interim Commercial Inspections Management Strategy | Commercial Inspections Staff Recruitment & Resource Management | Strategic secondment of existing staff and prioritization of hiring of new commercial inspectors and training based on the approved Interim Strategy SOP and other key Administrative Policies and SOPs. | Complete & Operational |

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| 2019 Interim Commercial Inspections Management Strategy | Commercial Inspections Request Documentation in Outlook | Inspector procedures for scheduling of Commercial Inspections in shared Outlook | Complete & Operational |
| 2019 Interim Commercial Inspections Management Strategy | Commercial Inspections Intake Centre processing of the ppdcommbldg@winnipeg.ca email system | Commercial Intake Clerk procedures for management ppdcommbldg email (Intake centre) | Complete & Operational |
| Daily Management Systems | Standardized Daily Management Systems for Supervisors | 1:1 /Group meetings scheduled to set goals/expectations and to review progress together (PDCA: Plan-Do-Check-Act) | Complete & Operational |
| Daily Management Systems | Standardized Daily Management Systems for Supervisors | 2019 Performance Evaluations | Complete & Operational |
| Daily Management Systems | Standardized Daily Management Systems for Supervisors | Mandatory sharing of outlook calendars with immediate supervisor | Complete & Operational |
| Divisional Supervisor Training | Supervisor Expectations SOP | Supervisor procedures | Complete & Operational |
| Divisional Supervisor Training | Supervisor Onboarding checklist | Checklist for supervisors to use to plan for the onboarding of new staff (includes ensuring that new staff are aware of key policies and procedures) | Complete & Operational |
| Housing Inspections Requests | Web-based Inspections Extension Request Form | Create web-based online form for customers to use to request a Housing Inspection Extenstion. Building on the Housing Inspections web-based request system developed and implemented in November 2018. | Complete & Operational |
| Permits Process | Zoning & Permits Application Intake Centre | Customer sign-in sheets enabling customers to reserve their spot and return at 8:30 am rather than waiting for the office to open. | Complete & Operational |
| Permits Process | Zoning & Permits Application Intake Centre | Establish weely meetings to establish continuous improvement goals and to review progress of the Zoning & Permits Office (PDCA: Plan-Do-Check-Act). Maintenance of PDCA Dashboard and KPIs. | Complete & Operational |
| Permits Process | Digital Permitting - Optional Professional Certificate Program (OPCP) | Existing process update to support digital processing of Optional Professional Certificate Program Requests and Building Permit Applications | Complete & Operational |

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| Permits Process | Digital Permitting - Commercial Trade Permits | Existing process update to support digital processing of Commercial Trade Permits. | Complete & Operational |
| Permits Online Occupancy Inspections Process | Occupancy Phase 1 | Creation of Permits Online functionality to enable customers to request and receive occupancy approval digitally. | Completed |
| Permits Process | Customer concerns process | Provide customer information on how to address concerns related to process or level of service on PPD website. | Completed |
| Stakeholder Engagement/ Communications | Public Presentations | BOMA Industry Breakfast (April 2019), Yes Winnipeg Training Sessions (March, May), MCAM Lunch & Learn (Oct. 2019) | Completed |
| Stakeholder Engagement/ Communications | Industry Advisory Group (IAG) | IAG Meetings (January, June, November, 2019) Permitting & Inspections Workshop (December, 2019) | Completed |
| Video | Permits Online Overview | Learn how to manage a Permits Online account | Completed |
| Video | Permits Online - Creating an Account | How to apply for a Permits Online account | Completed |
| Video | Why do I need a permit? | Increase awareness of importance of permits | Completed |
| Video Process | Video creation workflow | Create a process for video development (including stakeholder flowchart and accountabilities) | Completed |
| Winter Storm State of Emergency | State of Emergency Fee Waiver Standard Operating Procedure | Development of Standard Operating Procedure and IT changes to support the waiving of certain fees during the 2019 Winter Storm State of Emergency | Completed |
| Field Activity Management | Work Alone Procedure Update | Staff procedures for working alone, including use of SafetyLine | Completed & Operational |
| Electrical Inspections | VDV Audit Program | Develop program to support auditing of projects involving Data Cabling Systems | In Process |
| 2019 Interim Commercial Inspections Management Strategy | Commercial Inspections Code Training | Development of a Training Plan to ensure consistency amongst all Commercial Building & Trade Inspection teams | In Progress |
| 2019 Interim Commercial Inspections Management Strategy | 2019 Commercial Inspections Management Strategy Review and Recommendations | Evaluate interim model introduced on Aug 6, 2019, based on process KPIs, lessons learned, KPMG workshop feedback and feedback from the IAG focus/workshop. Provide recommendations on further actions for 2020. (address inspections scheduling, certifications, mandatory inspections, consistency) | In Progress |

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| Commercial Inspections | Auto-email Defect List | Create commercial defects checklist to support consistent and more efficient communications to customers regarding construction defects | In Progress |
| D&I Process/Team Alignment | D&I Team Alignment | Assessment and modifications to D&I team alignments to better support permitting product streams (Housing Permits, Commercial Permits, Zoning and Planning approvals) | In Progress |
| Daily Management Systems | Development of KPIs (Key Performance Indicators) | To work with supervisors and their teams to identify key performance indicators and to create a framework for teams to analyze and monitor their KPI on a daily/weekly basis to inform continuous improvement activities. | In Progress |
| Field Activity Management | Vehicle Placards | Purchase and Use of Vehicle Placards (pending approval) | In Progress |
| Field Activity Management | Vehicle Placards | Staff procedures/guidance on when and where to use City of Winnipeg placards when carrying out inspections (pending approval) | In Progress |
| Housing Inspections Phone System | Telephony Project (5300 line) | Transition phone line to FlexITy system in conjunction with Telephony System Update to improve service delivery and enable data analysis regarding call wait times. | In Progress |
| Online Information Request Services | Central Property File Search (CPFS), Zoning Memo and Verification of Use Services | Enable customers to request and receive CPFS, Zoning Memo and Verification of Use Requests online | In Progress |
| Permits Online | Digital Permitting - Accessory Structures | 2020 Spring launch of additional Permits Online Options for submitting online permit applications (Accessory Structures - e.g. garages, decks, hot tubs) | In Progress |
| Permits Process | Property Posting Process Review (Z&P/Land Development) | Standardize internal processes to track the status of posting requirements | In Progress |
| Permits Process | Digital Permitting Strategy | Analyze current state/plan for digital servicing, identify current gaps/needs, explore market options, and recommend strategy forward. | In Progress |
| Digital Records | Digitization of Priority Records | Scanning and uploading of hard copy historical priority records | In progress |
| Video | Building Permit Process for Homeowners | Educating customers on the building permit process from start to finish | In progress |
| Video | Who can apply for a permit? | Who can apply: homeowners, contractors | In progress |
| Video | Building Permits - Decks | Learn when a building permit is required when constructing a new deck | In progress |

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| Video | Building Permits - Pools, Hot tubs and Spas | Learn what you need to obtain a building permit for the construction of a pool (in ground, above ground), Hot tub and Spa | In progress |
| Video | Building Permits - Detached Garages | Learn what you need to obtain a building permit for dettached accessory structures | In progress |
| Permits Process | Digital Permitting - Integration with partners external to Division | Ongoing communication/engagement with other Divisions (Planning, Land Development), Departments(Water &Waste, Public Works) and external agencies (e.g. MB Hydro,MB Health) to continue to integrate permitting process digitally and find efficiencies in process. | Ongoing activity |
| Permits Process | Weekly Initial Completion Review (ICR) Report | Weekly reporting to supervisors of Initial Completion Review timelines | Ongoing activity |
| Permits Process | Bi-Monthly Initial Completion Review (ICR) Report | Public reporting of ICR metrics https://winnipeg.ca/ppd/permits/Permit_Application_Processing_Times.stm | Ongoing activity |
| Permits Online | Beautification and Functionality Improvements to Permits Online | Smaller, ongoing IT and changes to language on Permits Online to improve customer experience | Ongoing activity |