Appendix 5: Planning, Property & Development Continuous Improvement Plan

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 2: KPMG Workshop Commercial Inspections	Completed	Audit component of Interim Strategy	Determine audit requirements related to interim strategy, communication with industry and completion in 2020
Appendix 3: IAG Workshop	Completed	Customer service training	Provide customer service approach training to improve customer experience
Appendix 2: KPMG Workshop Commercial Inspections	Completed	Frequently asked questions - website	Encourage customers to have knowledge of permit information when requesting inspections, information on certification process. Address findings from analysis of reasons for walk-ins.
Appendix 3: IAG Workshop	Completed	Industry survey	Send a survey to industry regarding the desired hours of operation for inspections
Appendix 2: KPMG Workshop Commercial Inspections	Completed	Permit email communication	Provide customers with information at permit issuance on how to update Permit folder information with new contact information (if new consultants or professionals are added to the project team at time of construction)
Appendix 2: KPMG Workshop: Commercial Permitting	Completed	Permits Direct Line	Install phone IVR system to direct customer calls more efficiently
Appendix 3: IAG Workshop; Appendix 4: Red Tape Review	Completed	Professional disagreements	Clarity and communicate options for professionals to escalate concerns when there are professional disagreements with the COW (Completed)
Appendix 1: Projects in progress	Completed	Work Alone Procedure Update	Staff procedures for working alone, including use of Safetyline
Appendix 1: Projects in progress	Completed	Workplace Policies	Leverage PeopleSoft for training automation (incl tracking and self-administered training) - 1st pilot (workplace policies)
Appendix 4: Red Tape Review	Ongoing	Alternative Solutions	Continue to facilitate ‘alternative solutions’ to prescriptive building code requirements
Appendix 1: Projects in progress	Ongoing	Beautification and Functionality Improvements to Permits Online	Smaller, ongoing IT and changes to language on Permits Online to improve customer experience

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 3: IAG Workshop	Ongoing	Benchmarking	Continue to benchmark the permit process and expand on current targets to include additional steps - "You cannot manage what you do not measure"
Appendix 3: IAG Workshop	Ongoing	Code interpretation and discussion with applicants	Inspector training that explains the intent of Code; focus in code discussions on the delivery of the information (customer service approach)
Appendix 1: Projects in progress	Ongoing	Digital Permiting - 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.
Appendix 1: Projects in progress	Ongoing	Digitization of Priority Records	Scanning and uploading of hard copy historical priority records
Appendix 3: IAG Workshop	Ongoing	Use of Declarations	Continue to use declarations for some items to keep projects moving when inspectors can't go out. (Caution re overuse/dependency on this-inspection safety net still required)
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Addressing	Update website and encourage applicants to confirm civic addressing prior to submission of applications
Appendix 2: KPMG Workshop Commercial Inspections	Q1	Aged Permits	Automate identification of aged permits and establish follow-up procedures to reduce risks. Auto messaging to customers to support activity. Develop strategy utilizing inspections, enforcement and occupancy to reduce numbers of aged permits.
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Application appointments	Promote scheduled appointments over walk-ins in the Zoning & permits office
Appendix 3: IAG Workshop	Q1	Clarify occupancy requirements	Review existing videos, website, bulletin materials to clarify requirements, including when it is ok to move furniture in.
Appendix 3: IAG Workshop	Q1	Communication of occupancy permit issuance	Provide real time communication of occupancy permit approval. Email in advance of paperwork being finalized if decision has been made.

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 3: IAG Workshop	Q1	Communications with applicants	Ensure communication with applicant and consultants (not just consultants)
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Courier fees	Implement courier options for customers in lieu of person pick of permit documents (until such time as commercial stream issuance is digital)
Appendix 1: Projects in progress	Q1	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)
Appendix 3: IAG Workshop	Q1	Document requirements	Cut back on additional/multiple documents (e.g. caveats, easements)
Appendix 3: IAG Workshop	Q1	Documentation requirements	Explore the necessity to submit additional/redundant copies of documentation such as easements and determine if the requirement for multiple copies can be minimized
Appendix 2: KPMG Workshop Commercial Inspections	Q1	Electrical Inspections	Assess need for electrical inspection staff person responsible for scheduling, checking permits and contacting applicants
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Fire Department/Public Works Coordination	Fire Prevention Staff to meet with Public Works to review development requirements related fire access to ensure coordination
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Inspector follow-up re production of issued plans on-site	Communicate with inspectors to request building permit/plans on-site to ensure customers have current information (either picked up at Zoning & Permits office or accessed digitally from customer ZIP file
Appendix 3: IAG Workshop	Q1	M2 Mechanical Permit Process	Conduct a jurisdictional scan to explore the M2 permit process / sprinkler plan delays. Explore risks of enabling designers to take full responsibility.
Appendix 2: KPMG Workshop Commercial Inspections	Q1	Permit Technician Training	PT Training: how to identify need for occupancy and what questions to ask
Appendix 4: Red Tape Review	Q1	Professional letters, certifications	Jurisdictional scan (M2 permitting process, acceptance of 'revised as noted' structural drawings) . Formalize/clarify use of professional letters, certifications

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 1: Projects in progress	Q1	Property Posting Process Review (Z&P/Land Development)	Standardize internal processes to track the status of posting requirements
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Reduce multiple copy requirements	Streamline Public works documentation (to only required information)
Appendix 2: KPMG Workshop: Commercial Permitting	Q1	Use of ADL tool	Water & Waste, Public Works to use ADL (AMANDA Doc Linker) to update documents into AMANDA permit files. Use notification feature of ADL to ensure interdisciplinary communication
Appendix 4: Red Tape Review	Q1-Q4	Inspections	Development and implementation of in-house Code Training program (commercial inspections), discussions with industry regarding alternative training solutions and the development of industry bulletins to communicate on Code interpretation matters.
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Commercial Permits interim procedures	Until such time as commercial inspections can be processed digitally, staff to ensure that consistency process is followed (based on receipt of hard copy materials
Appendix 3: IAG Workshop	Q2	Communication of application form requirements	Review existing communications (web, print)and improve clarity on which application forms to use
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Concurrent Building Permit and Development Permit processing	Carry out jurisdictional scan of other municipalities and review current impacts of concurrent processing on building permit processing and timeframes.
Appendix 4: Red Tape Review	Q2	Conditional uses	Automated reminder tracking system for customer to be informed when their conditional uses are approaching their expiry date
Appendix 4: Red Tape Review	Q2	Conditional uses	Review expiration date data to provide assess consistency of expiry date application and rationale (See appendix 4 for details)
Appendix 4: Red Tape Review	Q2	Conditional uses	Jurisdictional scan of other municipalities as it relates to application of expiry dates for home-based businesses

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 4: Red Tape Review	Q2	Conditional uses (digital processing)	Review the conditional use application system to understand what can be implemented in the short term to assist customers, until such time as resources are available to conduct a full digital transition.
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Construction Defects	Track defects in AMANDA to understand common issues (for education purposes) and to establish green sticker program similar to Housing Inspections
Appendix 3: IAG Workshop	Q2	Customer Communication with Water & Water, Public Works	Identify opportunity to improve access, communication and engagement with Water & Waste, Public Works
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Automating Daily inspection logs	Automate – iPad use direct into PeopleSoft
Appendix 7: Inspections Jurisdictional Scan	Q2	Defect checklist	Develop an inspections checklist to standardize the inspections process and assist in identifying common defects found during inspections
Appendix 3: IAG Workshop	Q2	Define required inspections	Determine and communicate business rules regarding required inspections and provide communication to industry to ensure that required inspections are happening
Appendix 1: Projects in progress	Q2	Development of KPIs (Key Performance Indicators)	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.
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Digital Permitting Strategic Plan	Carry out a strategic planning exercise to establish a long-term plan for the support of digital permitting services.Analyze current state/plan for digital servicing, identify current gaps/needs, explore market options, recommend strategy forward.
Appendix 3: IAG Workshop	Q2	Direct access to schedulers and inspectors	Understand industry's needs for direct access and communication with schedulers and inspectors
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Electronic processing of commercial permits	Transition commercial permitting review and issuance from manual to digital processes

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 4: Red Tape Review	Q2	Engineering drawings for Signs	Review and update existing brochure to clarify when the City will require an engineer review of drawings
Appendix 4: Red Tape Review	Q2	Existing Buildings	Jurisdictional scan of other municipalities in regards to code interpretation for existing buildings
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Grouping inspections	Review ability to group inspections and align fee structure to suit (ie. less cost for fewer inspections)
Appendix 3: IAG Workshop	Q2	Industry Engagement	Engage in consultation with industry to gain feedback during the development of online permit applications
Appendix 3: IAG Workshop	Q2	Inspection service times	Consider providing a mix of options for inspection times (7 pm - 5 am night time options for contractors working downtown, 7 am - 5 pm for most commercial contractors not downtown).
Appendix 3: IAG Workshop	Q2	Inspections consistency	Develop framework to support inspections consistency, including deficiency checklists
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Interim scheduling solution	Web-based form
Appendix 2: KPMG Workshop Commercial Inspections	Q2	IT solutions for intake data logs	Create centralized systems for data intake (shared system)
Appendix 7: Inspections Jurisdictional Scan	Q2	KPI development and monitoring	Develop data collection plan for KPIs, monitor and analyze for use in PDCA management
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Mandatory inspections	Undertake jurisdictional scan to assist in confirming what to include as mandatory inspections
Appendix 7: Inspections Jurisdictional Scan	Q2	Mandatory inspections	Formalize and communicate requirements for mandatory inspections,
Appendix 4: Red Tape Review	Q2	Occupancy	Clarify what occupancy is and when tenants can move furniture (bulletin); review recently updated website information (including video) and update where required.

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 4: Red Tape Review	Q2	Occupancy Inspection Requests	Commercial and Occupancy inspections booking system review and process improvements, including: review of inspections hours (availability), booking in advance and online inspections requests.
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Occupy Only Permit Inspection by 1 Inspector (cross-trained)	Establish checklist and procedures via updates to the Interim Strategy SOP
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Online payment options above $10,000	Create additional payment options above $10,000
Appendix 3: IAG Workshop	Q2	OPCP Process	Clarify/review OPCP process to avoid delays during the building permit process, including Public Works and Water and Waste
Appendix 1: Projects in progress	Q2	Permits Direct Line – Phase 2 (5300 Housing Inspections Line)	Transition phone line to FlexITy system in conjunction with IVR system update to improve service delivery and enable data analysis regarding call wait times.
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Pre-application materials in AMANDA	Standard operating procedures to ensure pre-application information is documented in AMANDA, including pre-application minutes
Appendix 2: KPMG Workshop Commercial Inspections	Q2	Reliance on certifications	Assess use of certifications on an ongoing basis (in lieu of certain inspections), including whether an audit requirements
Appendix 3: IAG Workshop	Q2	Senior inspector	Investigate pros and cons of having one ‘head’ inspector that manages the others
Appendix 3: IAG Workshop	Q2	Standard Operating Procedures- inspections for large projects	Explore industry concerns regarding large projects requiring multi-agency inspections
Appendix 3: IAG Workshop	Q2	Structural drawings	Carry out jurisdictional scan re acceptance of ‘revised as noted’ drawings. City should accept
Appendix 3: IAG Workshop	Q2	Title insurance	Explore concerns of Title Insurance providers in relation to City of Winnipeg enforcement activities
Appendix 7: Fleet Analysis	Q2	Vehicle placards	Purchase and use of City of Winnipeg visible identification for vehicle (placards). Development of Standard Operating Procedure.

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 1: Projects in progress	Q2	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)
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	311 Service requests (Zoning & Permits Office)	Update Service Level Agreement to support transition from take and transfer system to service request system (AMANDA based)
Appendix 2: KPMG Workshop: Commercial Permitting	Q2	Aging permits prior to issuance	Development, implementation of management plan for aged permits
Appendix 2: KPMG Workshop Commercial Inspections	Q2	4th Floor Walk-in Assessment	Assess the purpose of walk-in traffic to better understand customer needs and alternative service delivery options
Appendix 1: Projects in progress	Q2	Commercial Inspections Code Training	Development of a Training Plan to support consistency amongst all Commercial Building & Trade Inspection teams
Appendix 4: Red Tape Review	Q2 (for most activities)	Commercial Inspections	Assessment and updates to the Management Strategy for Commercial Inspections, including: ongoing improvements to the inspections scheduling system, the introduction of defect checklists to standardize inspections activities, confirmation of mandatory inspections, use of certifications/inspections audits
Appendix 3: IAG Workshop	Q2-Q4	Digital applications (Planning)	Keep improving online applications (e.g. conditional use applications)
Appendix 3: IAG Workshop	Q3	Existing construction situations (renovation) and Code interpretation	Carry out jurisdictional scan – how other cities address existing situations
Appendix 4: Red Tape Review	Q3	OPCP (Optional Professional Certification Program)	Further updates (e.g. scope)
Appendix 2: KPMG Workshop: Commercial Permitting	Q3	Update MB Hydro processes	Hold discussions with MB Hydro to update processes for demolition permitting

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 4: Red Tape Review	Q4	Annual Fee Review	Consider changes to inspections processes and potential impacts on fees (reductions or increases that are reflective of demands for staff resources
Appendix 2: KPMG Workshop: Commercial Permitting	Q4	Application process	Streamline application process and consider implementing a triage process.
Appendix 2: KPMG Workshop Commercial Inspections	Q4	Auditing of professional certifications	Determine and implement longer-term audit strategy
Appendix 2: KPMG Workshop Commercial Inspections	Q4	Auto issuance of Occupancy permits	Consider automating AMANDA to issue final occupancy permit
Appendix 4: Red Tape Review	Q4	Conditional uses	Bring forward recommendations to City Council if required to clarify expiry date requirements for home-based businesses
Appendix 3: IAG Workshop	Q4	Contractor licensing	Explore the concept of consistent licensing for contractors (subs & General Contractor's)
Appendix 3: IAG Workshop	Q4	Contractor qualifications to influence process	Pre-qualification of quality contractors and consultants to expedite process/approvals. License all contractors (trades and GCs). Implement Green sticker program for commercial inspections.
Appendix 3: IAG Workshop	Q4	Development Permit Parameters	Hold discussion with industry re development permit parameters
Appendix 3: IAG Workshop	Q4	Development Permit process review	Explore the ability to separate the Development Permit from the Building Permit by creating a separate Development Permit process, and provide clear communication regarding the process
Appendix 2: KPMG Workshop Commercial Inspections	Q4	Fee structure	Consider fees for multiple inspections, defects for building permits, or reduced fees if less time is spent
Appendix 3: IAG Workshop	Q4	Inspections consistency	Review existing strategies and programs to determine if additional measures can be taken to continue to improve inspections consistency

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 3: IAG Workshop	Q4	Inspections Scheduling tools	Develop online, real-time scheduling. Requires first benchmarking inspection time requirements in order to develop.
Appendix 3: IAG Workshop	Q4	Interim occupancy fees	Understand industry concerns regarding interim occupancy fees.
Appendix 2: KPMG Workshop Commercial Inspections	Q4	Long-term IT Inspections scheduling solutions	Develop real time scheduling options for customers which tie directly to AMANDA systems data
Appendix 2: KPMG Workshop: Commercial Permitting	Q1-Q4	Monitoring/Quality Control	Develop monitoring / quality control processes (ongoing activity).
Appendix 3: IAG Workshop	Q4	Multi-tenancy & occupancy	Issue open ended interim occupancy/final occupancy in multi-tenant spaces. Owner willing to provide security until final is achieved.
Appendix 3: IAG Workshop	Q4	New Building Code Adoption	Encourage Province of Manitoba to adopt new Building Code
Appendix 2: KPMG Workshop Commercial Inspections	Q4	Occupy Only Permits	Create new stream/process to simplify and create efficiencies
Appendix 2: KPMG Workshop: Commercial Permitting	Q4	Payment requirement – business rule development	Develop policy requiring payment prior to review. Communicate with customers that a complete application includes payment. Define business rules around cancelling applications when no payment is made. Review SOPs for cashier role in relation to follow-up with customers re outstanding payment.
Appendix 3: IAG Workshop	Q4	Permit management	Someone at the City with ownership for managing, overseeing status of permits (e.g. if with legal) - Relates to D&I Team Alignment project.
Appendix 2: KPMG Workshop: Commercial Permitting	Q4	Pre-application consultation process/information services	Carry out cross-jurisdictional scan of how other cities provide consultation prior to submission of applications. Formalize pre-application consultation/information services (potentially by permit complexity – i.e. more complex permits necessitating more formal consultation processes) Formalize communication on website re pre-application consultation services and information. Review fee structure for pre-application consultation and information services.

Report Reference	Delivery Target Quarter	Topic	Description
Appendix 2: KPMG Workshop Commercial Inspections	Q4	Scheduling process/resource requirements following LT scheduling solution	Reassess scheduling process/resource requirements following LT scheduling solution
Appendix 3: IAG Workshop	Q4	Auto-issuance of occupancy permits	Consider developing a system to enable the automatic issuance of occupancy permits once professionals have submitted interim certificates
Appendix 3: IAG Workshop	Q4 (ongoing)	Simplify the permit process	Explore whether there are opportunities to simplify the permit process by reducing steps and city employees/departments required to process a permit
Appendix 8: PP&D (D&I) Team Alignment to Service Streams	Q2, 2021	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)
Appendix 1: Projects in progress	Q2, 2022	Digital Permitting Platform Improvements	Upgrades/implementation to complete digital services for Building Permit, Contractor Licensing and Zoning/Planning services.