**Appendix 4: Industry Advisory Group (IAG) December 10, 2019 Workshop Details**

The Director of PP&D hosted a 3 hour workshop on December 10, 2019 with the Industry Advisory Group (IAG). The Industry Advisory Group is represented by key stakeholders associated with the commercial construction industry in the Winnipeg area. Organizations in attendance included:

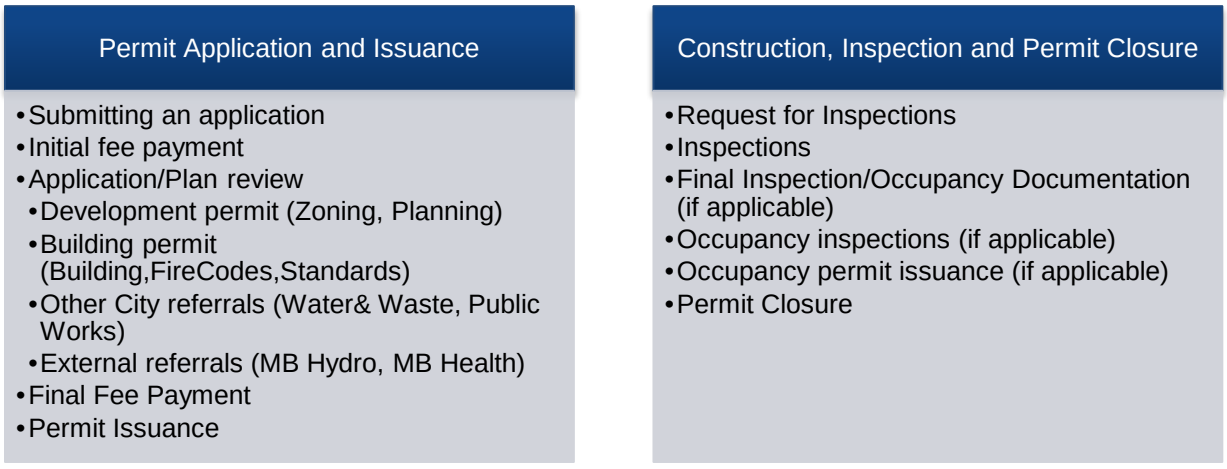
- Winnipeg Construction Association
- Economic Development Winnipeg
- Manitoba Association of Architects
- Professional Interior Designers Institute of Manitoba
- Winnipeg Chamber of Commerce
- Manitoba Home Builders Association
- Engineers Geoscientists Manitoba
- Electrical Association of Manitoba
- Winnipeg Realtors
- Graham Construction
- PCL
- Winnipeg Building & Decorating
- Concord Projects
- Bockstael Construction
- SMS Engineering
- Shindico Realty

Workshop goals were to:

- Build on recent discussion and process improvement activities,
- Focus in more detail on the permitting and inspections process together to gain greater clarity and understanding of issues and opportunities, and toopportunities for collaboration and feedback on further process improvement.

Building on the LEAN-in Audit experience with the workshop was structured to enable participants to comment on each step of the commercial permitting and inspections process.

**Figure 1. High Level Commercial Permitting Process Steps**



For each of the above steps key questions examined with IAG members included:

- What is 'critical to quality' in the permitting and inspections processes from an industry perspective,
- Which steps within the permitting and inspections process pose the greatest challenges for industry (Industry pain points within the process),
- Potential solutions, ideas and opportunities to improve the process.

A summary of the IAG feedback is outlined below.

**Pre-Application (Research and preparation of Information)**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Professionals have knowledge base to support application process<br>• Pre-application information is clear<br>• Knowledge of requirements/which forms to use | • Small business owners confused/intimidate by the process<br>• Occupancy permit information unclear/hard to understand<br>• Not clear which forms to use | • Provide clear information on which forms to use |

**Submitting an Application**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Thorough applications<br>• Proper review and verification that application package is complete | • Clarity with OPCP<br>• Providing multiple 'sub documents' such as caveats, easements etc.. | • Clarify/review OPCP process to avoid delays during the building permit process<br>• Determine how/who qualifies to sign-off on an OPCP (professional or Plan Exam)<br>• Cut back on additional/multiple documents (e.g. caveats, easements) |

**Application Review – Building Permits**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Better allocation of resources<br>• Communication<br>• Call applicant (not just consultant) if there are is an issue/revisions required<br>• Consistency from review to inspections<br>• Knowledge of the reviewer<br>• Greater reliance on professional seals<br>• Quick processing times | • Delays when applicant doesn't know about an issue<br>• Not communicating with an applicant and going to consultant directly<br>• Not being notified when application is on hold<br>• Existing building conditions – when to change something in a renovation<br>• Old Building Code<br>• Title Insurance an issue | • Ensure communication with applicant and consultants<br>• Someone at the City with ownership for managing, overseeing status of permits (e.g. if with legal)<br>• Understand concerns of Title Insurance providers<br>• Clarify options for professionals when there are professional disagreements<br>• Jurisdictional scan – How other cities address existing |

| | | |
|---|---|---|
| (establish a benchmark for each part of the process and work towards consistency on that benchmark "You cannot manage what you do not measure')<br>• Turnaround times for small projects (lower $) | because of enforcement (listings)<br>• Disagreements between City and reviewer<br>• Building Commission takes too long<br>• City review after technical expert signs off<br>• Sprinkler plan review creates delays<br>• Approval time consistency | situations<br>• Adopt new Building Code (Province/City)<br>• Explore M2 process to address sprinkler plan review delays<br>• Let the sprinkler designer take full inspection risk – design – install risk |

**Application Review – Development Permits**

| Critical to Quality | **Pain Points** | **Ideas/Opportunities** |
|---|---|---|
| • Development permit process is not always clear<br>• Knowledge of steps required | • Conditional Use application hard copy<br>• Development agreement parameters<br>• Development permit process is not clear<br>• Expiration for conditional uses is arbitrary | • Keep improving online applications<br>• Conversation with industry re development permit parameters |

**Application Review – City of Winnipeg Referrals (e.g. Water & Waste, Public Works)**

| **Critical to Quality** | **Pain Points** | **Ideas/Opportunities** |
|---|---|---|
| | • Application hold up in Legal services, Water & Waste, etc…<br>• Water & Waste accessibility and joint reviews | • Better access, communication, engagement with Water & Waste, Public Works |

**Construction**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Maintain schedule<br>• Quality contractors | • Rotating inspectors | • Pre-qualification of quality contractors and consultants to expedite process/approvals<br>• Develop process to assist large projects requiring multi-agency inspections<br>• License all contractors (trades & GCs) |

**Request/Schedule Inspection**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Timely and consistent inspections<br>• Availability of personnel | • Only 1 hr to call for inspections<br>• Waiting for simple inspection holds up projects<br>• Timely inspections scheduling<br>• Scheduling inspectors<br>• Booking occupancy inspections is difficult<br>• timing | • Online real time scheduling (benchmark inspection time requirements in order to develop this) |

**Inspections**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Proper training of inspectors<br>• Qualifications of inspectors<br>• Respect safety<br>• Consistency with plan examinations and inspections<br>• Quick inspections<br>• Communication of project status to inspections | • Consistency between inspectors and their reviews<br>• Disagreement between City and professional<br>• Multiple AHJ Inspections (City,OFC,Water,MB Hydro)<br>• Mechanical/Electrical interpretation and communication<br>• Fines issued appear to be based more on revenue generation than resolving issues | • Develop framework to support inspections consistency<br>• Deficiency lists for inspectors<br>• Professional letter requirement<br>• Green sticker program for commercial inspections |

**Final Inspection/Occupancy Documentation (If Required)**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Clarity of purpose | • Structural drawing submission over and above industry standard | • Structural drawings – City should accept 'revised as noted' drawings for the record<br>• Jurisdictional scan – 'revised as noted' professional documents<br>• Professional letter requirement |

**Final Inspections**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Consistency<br>• Ability to schedule multiple inspections<br>• Occupancy documentation review timing<br>• Clarity of occupancy requirement early in the process | • Inspections lack of transparency (consistency, rules, enforcement)<br>• Inspectors have too much authority and can stop any project | • Code discussions – customer service approach<br>• Inspector training that explains intent<br>• 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)<br>• Have one 'head' inspector that manages the others<br>• Maintain interim inspection strategy |

**Occupancy Inspection (If Required)**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Consistency<br>• Common sense<br>• Communication | • Charges for re-inspections<br>• Not clear when occupancy permit is required<br>• Better explanation and rationale for occupancy permit<br>• Multi-tenant occupancy | • Revise fees for interim occupancy<br>• Clarity on what occupancy is<br>• Define occupancy<br>• Rosser – example re multi-tenant<br>• Issue open ended interim occupancy/final occupancy in multi-tenant spaces<br>• Owner willing to provide security until final achieved |

**Occupancy Permit Issuance**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • Timely issuance | • Timeliness of issuing occupancy permits<br>• Delayed occupancy paperwork<br>• Timing of furniture installation related to occupancy | • Real time communication of occupancy permit approval<br>• Email in advance of paperwork<br>• Recognize impact on tenants<br>• City to define when tenants can move furniture in (bulletin) |

**Permit File Closure**

| Critical to Quality | Pain Points | Ideas/Opportunities |
|---|---|---|
| • | • Timely close out of inspections | • |

The ideas and opportunities shared by the IAG have been integrated into the overall draft action plan for 2020 (Appendix 8).

PP&D has met with the IAG several times a year since 2016. During the workshop, the Director sought additional guidance from IAG on how the Industry Stakeholders might want to be involved in process improvement in 2020.

Feedback received included:

- Engaging with PP&D to rank the priority of process improvement initiatives for 2020.
- Ongoing consultation to improve the permit/inspection process.
- Distributing industry surveys to gather stakeholder data on preferred service levels.
- Participating during the development stage of online permit applications.

The above feedback is to be integrated into the overall process improvement program for 2020.