Agenda – Executive Policy Committee – May 18, 2021

REPORTS

Item No. 4 Organizational Improvement and Process Improvement Update – Planning, Property and Development Department

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That the actions undertaken to date by the Public Service, the proposed set of By-Law changes, and the update on inter Department Continuous Improvement Plan be received as information.

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On April 21, 2021, the Executive Policy Committee granted a further extension of time of 30 days for the Winnipeg Public Service to provide an update on the City-wide ongoing initiatives.

On March 17, 2021,the Executive Policy Committee granted an extension of time of 30 days for the Winnipeg Public Service to provide an update on the City-wide ongoing initiatives.

COUNCIL DECISION:

On March 20, 2020, Council concurred in the March 17, 2020, recommendation of the Executive Policy Committee, which included the following recommendation:

3. That the Public Service provide an update to Executive Policy Committee on the City-wide ongoing initiatives in March 2021.

ADMINISTRATIVE REPORT

Title: Organizational Improvement and Process Improvement Update

Critical Path: Executive Policy Committee

AUTHORIZATION

Author	Department Head	CFO	CAO
J. Kiernan	J. Kiernan	N/A	M. Ruta, Interim CAO

EXECUTIVE SUMMARY

Over the last 12 months, the Public Service has continued to implement the remaining action items brought forward in September 2019, and utilized a continuous improvement model to implement additional service initiatives.

Additionally, adjustments in work plans were required in 2020/21 to address COVID-19 impacts and ongoing service delivery. The Public Service has ensured that resources and key strategies are in place to meet the continuous improvement goals of the Department and the City of Winnipeg. There have been ongoing investments in customer service initiatives, online processing of permits, and the streamlining of operations for the benefit of commercial and residential users, and enhanced use of technology by field staff. Revenues from permit fees are being used to directly support permit process initiatives.

Significant progress on the Planning, Property and Development Department's improvement plan was made in 2020, particularly in the first part of 2020. With COVID-19, the plan required adjustments to respond to the realities of the pandemic and emerging community needs. A number of new projects were added or were moved forward in light of COVID-19, including: permits online; piloting remote visual inspections; temporary patios; supporting online appointments; the opportunity to submit permits 24/7; and for applicants to track their permit status online. A full list of 2020 projects and their implementation is available in Appendix 2.

The Planning, Property and Development (PP&D) Department and the Innovation, Transformation & Technology Department collaborated in the development and implementation on the Permits Digital Services Delivery, and the creation of Field Staff Tracking applications.

Human Resource Services (HRS) implemented a Three Level Employee and Leader Development Training Framework which created: a New Leader Orientation Framework; and two new Courses; Course #1 – "*Working alongside the Public*", and Course #2 - "Frontline Supervisor" both available virtually starting in May 2021. In addition HRS created a Safe Driver Administrative Standard, and a Workforce Management Technology Administrative Standard to support organization and supervisor performance.

Further, ongoing service improvements were undertaken and aligned with: proposed red tape reductions; introduction of bylaw and charter amendments; and in consideration of Provincial recommendations in Bills 37 and 38.

RECOMMENDATION

1. That the actions undertaken to date by the Public Service, the proposed set of By-Law changes, and the update on inter Department Continuous Improvement Plan be received as information.

REASON FOR THE REPORT

On March 20, 2020, Council approved the recommendation of the Executive Policy Committee that the Public Service provide an update to Executive Policy Committee on the Citywide ongoing initiatives in March 2021 related to the report titled “Organizational Improvement Update for the Planning, Property and Development Department”.

On March 17, 2021 and April 21, 2021, extensions of 30 days were granted.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications as the report is to be received as information.

HISTORY/DISCUSSION

On September 26, 2019, Council received the results of a formal investigation into the allegations to Council “Investigation into the Allegations of Improper Conduct within Property Planning and Development” and directed the Public Service to report back on the status of recommended action items in response to the investigation into allegations of improper conduct within Planning, Property & Development Department.

In support and in identifying process improvement opportunities specific to the PP&D Department, the September 26, 2019 report to Council recognized that all City departments could benefit from process review and improvement.

As such, the September 26, 2019 report indicated that the Interim CAO would work with City departments to implement the eight action items all of which have now been implemented or completed. Please see Appendix 1 for complete details on works undertaken since the last report by the Planning, Property and Development Department related to the action items below.

Action Item 1: Prioritize a review of field operations across all City departments to ensure consistency in procedures and management.
Status: Complete

Action Item 2: 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: Complete

Action Item 3: 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: Complete

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: Complete

Action Item 5: 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: Complete

Action Item 6: 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 and ensuring the terms of the Collective Agreements.
Status: PP&D – Complete

Action Item 7: 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. HRS will also work to implement stronger training to assist supervisors across all City departments in transitioning from coworker to supervisor.
Status: Complete

Action Item 8: Request PP&D explore the use of fleet vehicles for field staff instead of the current practice of using private vehicles.
Status: Complete

March 20, 2020 Council accepted the recommendation of the Executive Policy Committee and approved the following:

1. That the following adjustments included in the 2020 – 2023 multi-year preliminary budget be received as information:
   A. $4.2M (Class 5 estimate) has been included in the 2020 preliminary Capital Budget and five year forecast for the digitalization of the Planning, Property and Development Department permitting processes, funded through the Permit Reserve.
   B. $823,000 of operating costs, beginning in 2021, increasing to $1.4 million on an annualized basis in 2022, for the digitalized permitting process, will be funded by surplus permit fee revenues in each year.
   C. That as part of the development of continuous improvement tools, such as Lean Management, and the continuation of operational reviews, $50,000 annually has

been allocated to the Operating Budget of the Office of the Chief Administrative Officer for external process reviews of City departments starting in 2021.

D. $135,000 annually has been allocated beginning in 2021 for the Human Resource Service Department Operating Budget, including one additional FTE and additional consulting dollars, to support the creation of course content for the City Leadership Training program.

2. That the action undertaken to date by the Public Service, the proposed set of By-Law changes, and the Planning, Property and Development Department Continuous Improvement Plan all be received as information.

3. That the Public Service provide an update to Executive Policy Committee on the Citywide ongoing initiatives in March 2021.

Other Organizational Changes and Improvements

Changes were to be focused on three key aspects of Public Service operations: people, technology, and processes, to improve workplace performance and to support positive customer experiences. Organizational improvements and opportunities have not been limited to the eight action items noted above. Significant progress was made on the Department's continuous improvement plan through 2020, particularly in the first part of 2020. However, with the impacts of COVID-19 on industry and operations, the plan required adjustment to respond to the realities of COVID-19 and emerging community needs.

A full listing of 2020 projects and their status is available in Appendix 2 and are noted in the Red Tape Reduction update report which was tabled at the April 21, 2021 EPC meeting.

Other related changes and improvement included:

Virtual Inspection Options: City of Winnipeg Inspection staff are following City of Winnipeg and public health protocols to protect both staff and residents, and offering alternative options to in-home inspection services. Our virtual inspection service has seen significant uptake, with over 4500 virtual inspections taking place over the last year. This is an optional service, and can be facilitated by either the homeowner or the contractor. Residents not comfortable with a virtual inspection are not required to have one, they can request that their contractor be onsite for the inspection, or can request a permit extension and have an in-person inspection when in-home services are restored. The City's Emergency Management and Workplace Safety and Health teams will determine when these services can safely be restored.

Permits Online: Services were expanded in April of 2020 to allow for electronic permit applications and plan submissions. Permit holders can view the status of their permit online, make payments, and request inspections. The licensed electrical contractor is authorized to apply for permits on behalf of a homeowner and will often assist with scheduling and facilitating final inspections. At the beginning of March 2021, the Housing Inspections team launched an additional inspection option for licensed contractors that allows them to submit photos of simple mechanical installations (air conditioner, furnace, or hot water tank) to verify completion and compliance with applicable Codes and By-laws.

Process Improvement highlights for 2020 included:

- Launch of digital processing of Commercial Building Permits. Previously, only residential permit customers and trade permit customers were able to submit their applications digitally (March 2020).
- Enhancement of the Permits Online service for Accessory Structures. These improvements enable homeowners to apply for the new construction of accessory structures, including decks, detached garages, outdoor pools, hot tubs/spas, carports, and other structures more than 10 m2 (108 sq. ft.). Customers were provided with an opportunity to provide feedback on their application experience. Permits Online videos also educate customers.
- Launch of a Commercial Inspections Customer Survey to support continuous improvement activities within Commercial Inspections. Following the completion of an inspection, one in 10 customers are contacted by the Commercial Inspections Clerk for a follow-up on customer experience and ideas for ongoing improvement.
- Launch of the Temporary Patio program in response to the Province of Manitoba's Restoring Safe Services plan. The program offers an expedited process to allow for restaurants and licensed manufacturers with tasting rooms (breweries, micro distilleries, etc.) to establish temporary patio spaces.
- Creation of an Information Bulletin describing Guidelines for Buildings Used for Temporary Overnight Shelters and working in the application of the guidelines to assist community providers in addressing new homelessness requirements.
- Launch of the Alternate Video Inspections program to provide service during COVID-19 while ensuring the safety of residents, contractors and employees. The Housing Inspections Branch uses informational drawings, photos and a smart phone with Google Duo video conferencing to satisfy the inspection process for occupied residential inspections (4,500+ inspections in 2020).
- Launch of online commercial building and trade permit inspections requests. By completing the Commercial Inspection Request Form, information is digitally forwarded to schedulers to coordinate and confirm appointment times with customers. This initiative is an important first step in providing the necessary data to support the development of a more automated self-service inspection appointment booking system in the future.
- Launch of digital processing of Standalone Development Permits (applied for independently from Building Permits).
- Fall, 2020 required an update to the Temporary Patio program to include unique winter patio requirements allowing restaurants and licensed manufacturers with tasting rooms to operate through the season.

The PP&D team is committed to continuous improvement, and have a number of projects underway to simplify and streamline online services, and provide a better customer experience.

Technology Improvements:

The Public Service has developed and is piloting the Field Staff application to enhance the scheduling, coordination, documentation, and reporting of PP&D activities performed in the field. The application will provide operational insights on the service delivery and is integrated with existing systems such as PeopleSoft (automated mileage calculation and submission), and the Amanda system (field activities requirements to be fulfilled). The Field Staff application

streamlines and enhances PP&D inspection activities, allowing for inspection progress and results in real time.

The Permits Digital Service Delivery project has been initiated, with the initial phase of requirements gathering now complete. The solution design phase is currently underway and will determine the approach to be undertaken to address the identified business requirements. Upgrade of the current AMANDA system (version 5.4 to 7) is a prerequisite for digital enhancements and is currently underway to support the project. As the AMANDA system is also utilized by other departments, collaboration with these other departments is a key element of the upgrade activities.

The technology improvements are comprised of these major elements:

- Upgrades to the Amanda system to the latest version to meet current Corporate requirements
- Revamping of the Permits Online system to implement a customer friendly solution with transparency to the entire life cycle of the permit process
- Adoption of an analytics module to create and customize dashboards for key performance indicators (KPI)
- Fully digitized permitting process allowing 24/7 permit submissions
- Acceptance of all permit types through Permits Online
- Improve clarity on permit submission requirements to promote application completeness
- Permit status to be viewed in real time all applications, residential, commercial, trades
- Online appointment booking for all client groups and direct customers use
- Open Data on permit and inspection activities
- Enhanced permit turnaround times with reduced operational costs
- Enhanced customer reporting and enhanced document management

Implementation of the full range of technology improvements requires extensive business and technical resources over a 34-month period as the optimized business processes are deployed.

Human Resources and Labour Relations:

PP&D Human Resources & Corporate Human Resource Services worked together to implement the following priorities (Appendix 3):

Organizational Development & Corporate Training have completed the following:

- Implemented a Multi-Level Employee & Leader Training Program complete with online & virtual training for improved access to new and current leaders across the City. The Employee & Leader Training Program.
- Created an orientation framework offering clarity on role expectation as employees are onboarded into a new supervisor role and / or are promoted into a new supervisory position.
- Created Course #1 – "*Working alongside the Public*" that will go live in May 2021.
- Created Course #2 - "Frontline Supervisor" has been completed and will be offered virtually, starting in May 2021.

Human Resource Services – Organization Wide Priorities:

- Created the Workforce Management Technology Administrative Standard to provide clear expectations on the responsibilities of accessing technology in the workplace, and what the organization and employees' obligations are when using technology as part of their position with the City of Winnipeg.
- Workplace Culture Assessments have started in the organization. Winnipeg Fire Paramedic Service is the first City department to complete an employee workplace culture assessment. Additional city-wide general cultural assessments are being explored as part of city-wide Strategic Planning processes.
- Human Resource Services is working in partnership with the University of Manitoba and MITACS Manitoba to complete a city-wide workplace culture assessment which will be rolled out to all city departments. The project is expected to be initiated in 2021.
- Workplace Restoration work was completed in PP&D to support the immediate needs of staff in the department following the events of April 2019.
- Two Human Resource staff members were approved to attend a Workplace Restoration Course from Queens University: one in 2021, and the other in 2022. This will allow internal resources to assist in the management and recovery of the department during high profile events, and when significant changes are required.
- PP&D Management and HR, and Corporate HR Services worked with CAO's Office to examine the organizational structural changes needed to improve service delivery and management of the department. Changes to the organizational structure continue to be implemented in 2021 and additional details can be found under the PP&D section of the report Appendix 1- Section 4 and Appendix 6 Division Alignments.

Red Tape Reduction

On January 22, 2019, the Executive Policy Committee 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."

On December 3, 2019, Executive Policy Committee (EPC) 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. This itemized list was considered by EPC in February 2020. A follow up report on Red Tape Reduction along with the updated list of red tape items is addressed in a separate Public Service Report for consideration at the April 21, 2021 EPC meeting.

The reductions, specific to the Planning, Property and Development Department, can be found in Appendix 4.

By-law Amendments

As part of the larger overall review, the Public Service reviewed all by-laws, policies, and legislative provisions which fall under the responsibility of PP&D, through the lens of feedback received from the development industry. This list has been prioritized by the Public Service by reviewing the current adequacy of the existing by-law, concerns identified by the development industry, human resourcing levels in both PP&D and Legal Services, and available funding.

The Public Service identified the top three by-law update priorities as being the Development Procedures, OurWinnipeg, and Complete Communities all three are now substantially complete and have been advanced for Council review and consideration. The Winnipeg and Downtown Zoning Bylaws reviews will become a priority upon adoption of OurWinnipeg and Complete Communities 2.0.

This prioritization of by-laws and their current status is presented in Appendix 5.

Charter Amendments / Provincial Recommendations

Bills 37 and 38 introduce new procedures and performance standards for zoning/planning applications as well as building permits. Significant work has been undertaken by the Planning, Property and Development Department in order to respond to and execute required changes.

The Public Service has met with the Province on several occasions to review both Bill 37 and 38 and continue to engage as sub-committee co-chairs.

Upcoming regulations associated to Bill 38 will further drive process review and change management analysis.

FINANCIAL IMPACT

Financial Impact Statement

Date: May 4, 2021

Project Name:

Organizational Improvement and Process Improvement Update

COMMENTS:

As this report is to be received as information, there are no direct financial implications associated with it.

Mike McGinn May 4, 2021
Mike McGinn, CPA, CA
Manager of Finance

CONSULTATION

This Report has been prepared in consultation with:

Innovation, Transformation & Technology Department
Human Resource Services

OURWINNIPEG POLICY ALIGNMENT

N/A

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

N/A

SUBMITTED BY

Department: Planning, Property and Development
Division: Office of the Director
Prepared by: John Kiernan
Date: May 4, 2021
File No:

Attachments:

Appendix 1 – Council Report Action Items

Appendix 2 – PPD Process Improvement Projects

Appendix 3 - Human Resources – Labour Relations

Appendix 4 - Red Tape Reduction

Appendix 5 - By-law Amendments

Appendix 6 – Division Alignments