Appendix 1 Council Report Action Items

Action Item	Status
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. (March 2020 report status shown as In Progress)	KPMG workshops in 2019 related to building and trade processing. These items were incorporated into the 2020 PP&D Process Improvement Plan for implementation. KPMG further assisted PP&D in 2020 with a Lean-In workshop on the Pre-application process. This workshop introduced concepts of process improvement to the Planning and Land Development Branches of the Department. In support of further considerations for process improvements with these areas, PPD engaged KPMG to carry out a cross-jurisdictional scan of planning services in other jurisdictions to assist with benchmarking and understanding of gaps and opportunities with respect to planning services.
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. **(March 2020 report status previously shown as In Progress)**	Realignments and changes within the Department to support organizational efficiencies and service improvements include: Development and Inspections: Leadership - New Manager Through recent process improvement reviews, the Development & Inspections Division identified both the opportunity and value of aligning Divisional team resources and structure to support service for each of the following key permit and approval streams: • Housing Building Permits • Commercial Building Permits • Zoning & Land Use Approvals. The alignment allows the Division to: • focus operationally on delivery of customized services to each customer stream • support staff in developing a strong expertise in their particular 'product stream', with supporting documentation and standard operating procedures that also enables cross-training of staff within both Housing and Commercial streams when possible. Urban Planning and Design: Leadership - New Manager and further recruitment again underway Recovery plan – housing supports, long range planning updates, additional temporary positions to support economic recovery, and a transition to alignment of planning and zoning to support more effective and integrated delivery service. Municipal Accommodations: Leadership - New Director March 1, 2021 the Municipal Accommodations Division transition was initiated to transfer the Division from Planning Property and Development to the Director of Assets and Project Management. This ensures a consolidation of property and municipal facilities

	into one city wide service for multiple departments and aligns with capital budget asset investment. This transfer includes over 900 buildings, 6 million heated sq./ft, 300 positions, 1800 structures in total, and a budget of $72 million. Strategic Initiatives: New Manager recruitment underway Process improvement and the coordination for major projects in PP&D is currently being consolidated into the Director's office under an existing Strategic Initiatives position and will include: process improvement; communications; major development projects and records management (FIPPA). The online and digitization of the permit and inspections process will result at full implementation in 2023 in an approximate reduction of 10 FTE positions and a yearly savings of approximately $0.9m per annum. This is reflected in PP&D's current 2020 four-year balanced budget plan.
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 previously shows as In Progress)	In 2020, analysis of the Department's AMANDA system and core business needs were undertaken to determine a roadmap/plan to achieve required business outcomes. Project planning is currently underway to produce a Class 3 estimate required to proceed to solution procurement (with the intent of maximizing the use of the AMANDA system). Completed: ○ Implementation of Inspection Appointment Enhancement to provide data for enhanced service delivery and data analysis. ○ Building inspections requested online and tracked within AMANDA; inspector outlook schedules synched with AMANDA; centralized scheduling ○ 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. In progress: ○ Field Inspections software development to provide real-time data on field activity to help better understand and improve service delivery ○ Technology currently under review in accordance with the recently adopted Workforce Management Technology Standard.

	○ PP&D staff are assisting in piloting of technology which is pending approval of privacy and workforce technology review. ○ A separate 2021 initiative will look at providing further functionality within the Department's AMANDA software system to create additional field activity efficiencies, including real time communication of inspections defects. ○ Field Staff Dashboards will provide the opportunity for real-time analysis of service delivery to allow for service optimization and immediate issue mitigation ○ To be explored in conjunction with above noted pilot and in conjunction with PP&Ds analytics initiative (2021). ○ Review of the implementation of Monthly Service Scorecards to provide evidence-based performance analysis for service optimization: ○ To be explored in conjunction with above noted pilot and in conjunction with PP&Ds analytics initiative (2021). ○ 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. ○ Initial pilot in progress with functionality to be deployed with all field staff Overall process improvement includes: Digitalization Project Update Enhancements are being implemented within a coordinated upgrade and expansion of the Department's AMANDA permitting system. Key objectives include: • Enhanced customer experience with submission of all permit types available online; • Improved ease of understanding of permit requirements with all relevant information presented when a permit is submitted; • Improved customer service with full visibility into the permit status at all times; • Increased predictability of permit results with inspection processes designed for maximum consistency; • Improved appointment scheduling with all client groups able to request and manage appointments based on their availability; • Effective and timely dispute resolution mechanisms 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.