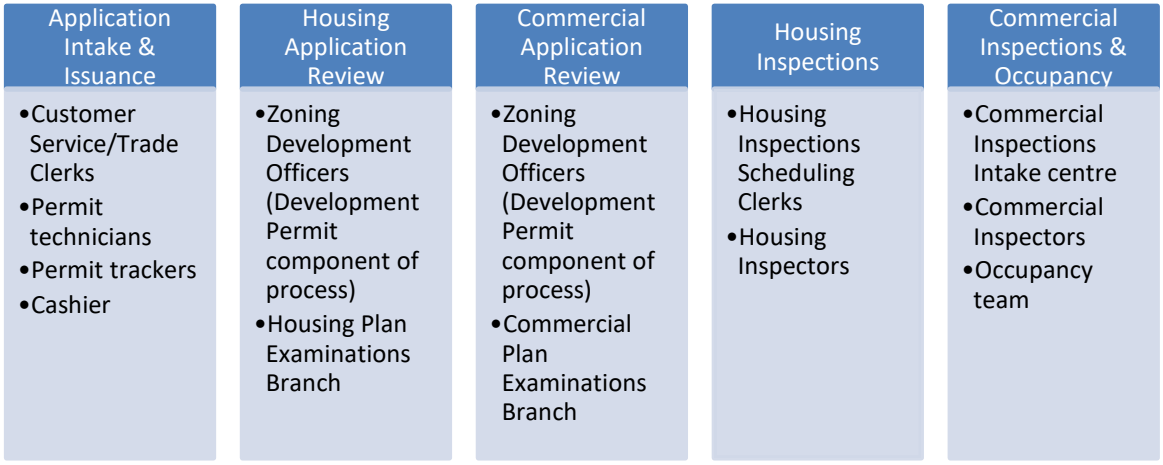
Appendix 6: Development & Inspections Product Stream Alignment

In recent years, the structure of Development & Inspections teams has been based on individual steps within the permitting process and some teams are separated on the basis of Housing versus Commercial permitting, as outlined in Figure 1. The teams are often physically separate from one another, and as such are not physically connected to processes that may be occurring upstream or downstream. Team supervisors and staff have had ownership over their own step in the process, however did not have a sense of ownership over the permit process as whole.

Figure 1. Current State Development & Inspections Team Alignment



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

Such an 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
- enables staff within the same process to collaborate more naturally between process steps
- establishes a framework that can be better suited to promotion and professional progression in responsibility (e.g. graduation of Permit Technician to Plan Examiner)
- creates a stronger sense of ownership amongst the team for the entire product stream
- enables the creation of a single authority, responsible for the product stream and the team

This new structure is described at a high level in Figure 2.

Figure 2. Future State: Draft Development & Inspections Team Alignment



Initial steps were taken this year to update the job descriptions for both the Administrator of Housing Permits as well as the Manager of Commercial Construction Permits to enable these roles to have concern for each respective product stream, from cradle to grave.

A project plan is currently under development to assist with the rest of the transition, with a goal of minimizing disruption to staff and customers.