



City of Richmond

Report to Committee

To: General Purposes Committee
From: Joe Erceg
General Manager, Urban Development
Re: "Why Not" Initiative – Report on Progress

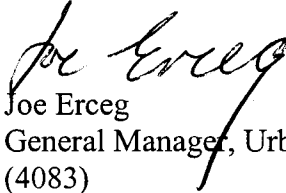
To General Purposes - Feb 16, 2004

Date: February 2, 2004

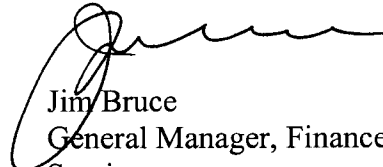
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Staff Recommendation

That the attached progress report on the current status of "Why Not" initiative be received for information.



Joe Erceg
General Manager, Urban Development
(4083)



Jim Bruce
General Manager, Finance and Corporate
Services
(4095)

Att. 2

Staff Report

Origin

The “Why Not” initiative was created in October, 2003 as an integrated process improvement program with the goal of:

- Enhancing the quality of our service delivery;
- Clarifying roles, responsibilities and accountabilities;
- Reducing process timelines and related costs; and
- Improving process coordination among affected parties.

This project involves a comprehensive review of the way the Urban Development Division performs its operations and interacts with both internal and external clients by reinforcing the following corporate service values:

- Attitude;
- Client orientation;
- Accountability;
- Certainty around “requirements” and “schedule”;
- Communication; and
- Process coordination.

This progress report summarizes the overall work program established under the “Why Not” initiative, presents a number of “Quick Wins” achieved to date, as well as the remaining tasks to be carried out in 2004. It also offers an assessment of the interim impacts experienced so far on staff’s regular work program and service level to the customer.

Analysis

1. Overall Work Program

A total of 30 project teams with about 100 corporate-wide staff team members are committed to undertake the tasks in Why Not initiative with the objective of making positive changes in the way that the City of Richmond conducts its business related to development. The Why Not initiative considered the specific comments received through the on-going interactions with Front-of-House customers as well as the development industry. This consultation process has resulted in the identification of a number of issues, in addition to those raised by staff, to be examined by the appropriate Project Team.

The overall work program is summarized in the Project Summary presented in **Attachment 1**.

The Why Not project teams consist of staff from various departments across the corporation who are contributing to the process in a manner that effectively utilizes the existing resources by limiting large group discussions to general and policy issues and focussing technical discussions in small groups involving key staff members. In that regard, each Why Not Team developed a Project Charter that outlined the various tasks that would address the identified issues from the

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customer feedback in a timely manner. It has proven so far to be a very effective team building and educational process for staff that will have long range benefits in regards to internal interaction and customer service.

2. Tasks Accomplished and Resulted Benefits

Within each Why Not project team, staff have examined the various processes within each section of Urban Development and across other departments outside of Urban Development. The use of collective wisdom and mutual feedback to identify issues and solutions along with the empowering approach of the Why Not initiative has generated and implemented 42 solutions termed "Quick Wins" detailed in **Attachment 2**. Some examples are:

- *Customer Information Cards* – These cards are now handed out to permit applicants that provides a single staff contact for follow-up enquiries on the applications, along with an explanation on the back of the card on the Why Not initiative.
- *Good Neighbourhood Brochure* – This new brochure is distributed to home construction contractors/builders to offer helpful tips on maintaining good relationship with neighbouring residents of home construction sites.
- *Fast Tracking Application Process* – This new rezoning processing service is now offered to qualified applicants on fast tracking simple applications which comply with general policies which saves an applicant up to 2 to 3 months of time.
- *Fast Tracking Building Permit Applications after Subdivision* – For single family dwellings, a building permit application will be accepted and processed prior to the subdivision plan being registered at the Land Title Office provided the City's Approving Officer has signed the subdivision plan which saves an applicant up to 2 to 3 weeks of time.
- *Conditional Requirement Letter* – A letter will be sent to the applicant at the rezoning or development permit stage, in advance to the Planning Committee meeting, that identifies the City's requirements of a particular project and all foreseeable City requirements. The applicant would be asked to sign-off on this letter. The letter, once signed-off by the applicant, would be attached to the staff report of a particular project. The advantage is that the applicant would know early in the process all of the known City requirements.
- *Integrated Servicing Drawing Review* – This will see BC Hydro, Telus, Teresan and Shaw designs completed at an earlier stage in the process rather than after the City has provided approval. This should minimize construction conflicts and delays for the development industry.
- *Enhanced Public Consultation on Neighbourhood Road Improvements* – A new enhanced public consultation process involving increased neighbourhood input and cross-departmental staff on local road improvements has now been implemented.
- *Front of House Reorganization* - Reorganized and simplified staffing structure under a single Customer Service manager with the goal to increase overall knowledge base of staff and implement physical improvements that will result in customers being able to complete most of their business without having to deal with different staff or physically move. For example, all of the permits (gas, plumbing, electrical) will be provided by one staff contact at one location in City hall.
- *UDI Liaison Committee Restructuring* - In discussions with UDI, the Liaison Committee has been restructured to allow it to function as a discussion forum for topics of mutual interest.

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The City and UDI have both committed to ensuring that senior staff and members attend the meetings on a consistent basis to provide effective dialogue.

- *GVHBA Workshops* - Established and held two workshops in cooperation with GVHBA to assist small developers understand and navigate the processes at City Hall. Workshops will continue to be held on an ongoing basis.
- *SuperTech Approach to Servicing Agreement Design Drawing Review* – Currently, there are six technicians who review the servicing agreement design drawings within the Engineering Department. Each technician reviews their utility and forwards it to the next person. Staff have investigated the possibility of combining several of the utility reviews under one person (SuperTech) with the intent that there would be three primary reviewers. Staff have recently implemented this SuperTech approach and realized the benefit of reduced overall drawing review time. In addition, a more complete review is accomplished as the SuperTech reviews several utilities, further minimizing the requirements for drawing revisions and potential construction conflicts which are additional benefits to the development industry.
- *Development Requirements and Standards Workshop with Developers* - Two workshops with developers have been held to discuss the “Quick Wins” developed to address the concerns with development requirements and standards, including servicing agreements. In addition, the developers were asked to brainstorm with staff on ideas or suggestions to further improve the development process. Very positive feedback was received on the City existing development process and the efforts to make further improvements. The City was noted as “the best” municipality to deal with in terms of development. An additional workshop will be held with engineering consultants in February 2004.
- *Baseline Study* - A comprehensive study of application processing times has been completed and will be used as a baseline for measuring future improvements in efficiency. The study found significant (up to 93%) improvements in processing times between 1998 and 2002.
- *Divisional Customer Service Standards* - Customer Service Standards which identify how Urban Development Division staff will provide customer service have been drafted and will be finalized shortly. The new Customer Service Department will be preparing a separate set of Customer Service Standards which will address respect, professionalism and timely service.

A brief description of each of the tasks of the Why Not initiative is summarized in **Attachment 1**. Further, the tangible solutions that have been developed were designed to address many of the issues of the development industry that were received by both Council and staff.

3. Tasks To Be Carried Out in 2004 and Beyond

Since it was created in October, 2003, the Why Not initiative has established 30 projects of which 14 have been successfully completed. The remaining Why Not projects are anticipated to be substantially completed within the next six months. There will be tasks from different projects that will require the remainder of the year to complete. For example:

- A number of Amanda enhancements, which are aimed to result in better tracking of applications and detailed mirroring of the actual processes more accurately, will continue to be implemented throughout the year. These enhancements will also provide more accurate information to be shared with the City’s customers, and allow the City to monitor bottlenecks in the processes and be in the position to respond to the ever changing needs of the development industry.

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- Divisional Customer Service Standards will be finalized (e.g., response time to a phone call; correspondence, etc.) to reinforce the corporate customer service principles of respect, professionalism and timely service.
- Streamlining Service Delivery and Redesigning the Front of House structure with the aim to create a more efficient and user friendly approach in interacting with our customers and shortening our service delivery time.
- Zoning and Sign Bylaw amendments to add clarity and consistency will be prepared by a consultant for Council's consideration in late 2004.
- Social Policy Framework Discussion Paper will be presented to the Planning Committee in March/April 2004.
- Servicing Agreement Legal Document Review will undertake to simplify the language and complexity of the current documents with cost and time saving benefits to the applicant.
- Development Requirements and Standards Bylaw Review involves consolidating two bylaws into one, revising the bylaw to eliminate inconsistency and redundancy, updating the engineering standards and providing clarity in language to improve understanding and minimize misinterpretations.
- Succession Plan – various elements of the succession plan framework will be implemented throughout 2004, like staff training and development with the benefits of consistent, highly qualified customer service via multi-skilled and motivated staff.
- Core Priorities in Urban Development will be defined. The focus of this task is to determine the most important tasks and functions and ensure the work programs reflects Council and Corporate priorities.
- IT Upgrades will be implemented in the remainder of 2004 to provide for on-line access to complete development and permit applications and an enhanced tracking system in Amanda that more closely mirrors the development application process.
- Building Bylaw Review – as part of this review, the Certified Professional Program in Vancouver and Surrey will be investigated with a view to adopting a similar program in Richmond.
- Establish a New Mechanism for Funding Area Plans – Legal framework and other jurisdictions are currently being reviewed with the intention to adopt a mechanism to fund Area Plan preparation during times of slower development via the establishment of a stabilization reserve fund.
- Community Amenities Fees will be reviewed and a report brought to Council for consideration of whether to establish levies for childcare, affordable housing, etc. This will address the issue of “certainty” for developers by identifying all applicable fees early in the process.

It has also become evident that there is a desire from the development industry to establish an ongoing, informal interaction with the City. We are investigating into establishing a “Team” that will continue to interact with the development industry, review the changes that have been implemented and continue to seek ideas and suggestions to further enhance the way Urban Development carries out its business.

3. Interim Impacts on Regular Work Program and Service Level

Staff have undertaken the Why Not initiative with high enthusiasm and a strong collective desire to continually improve the manner in which the Urban Development Division operates and

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interacts with its customers, both internally and externally. The significant undertaking has been very successful due entirely to the positive and participatory attitude of staff.

In addition, staff have continued to deliver on schedule the majority of their regular work programs. This has occurred through staff dedication to both their job and the Why Not. No complaints have been received by the development industry with regards to delays or inaccessibility of staff.

However, an undertaking of this magnitude has impacted, to a relatively minor degree, some of the work in the Urban Development departments (e.g., in Policy Planning, the Flood Management Strategy update has been delayed by several months).

4. Next Progress Reports

Council will continue to receive a monthly status update on each project along with a more detailed progress report on a quarterly basis. The next progress report is expected at the end of April, 2004.

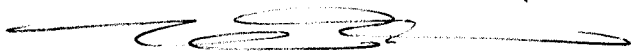
Financial Impact

There is no financial impact to the City at this time. As the remaining tasks progress through 2004, any financial implications to the City as a result of the "Why Not" initiative, either in savings or additional expenses, will be reported to Council once they have been determined.

Conclusion

The 42 Quick Wins (**Attachment 2**) accomplished to date focus on immediate solutions, like the customer information cards, brochures and fast tracked processes. These quick wins were designed to address the issues and concerns raised by the development industry as well as staff through their day-to-day interactions with customers.

Strong commitment and hard work by staff has achieved the objectives of Why Not despite recent significant changes in personnel within the Urban Development Division, increasing demand for staff resources to respond to the intensive development market, and other emerging major initiatives such as the RAV line.



Victor Wei, P. Eng.
Manager, Transportation Planning
(4131)

VW:vw



Carol De La Franier, P. Eng.
Transportation Engineer
(4049)

Project “Why Not”

Project Summary as of January 31, 2004

Project No. 001 – Client Service Centre – Team Leader Anne Stevens

Tasks Completed:

- ✓ Met with all the staff at the Front of House to identify issues, opportunities, and challenges related to continuous improvements on customer service.
- ✓ Implementation program for staffing optimization put in place for 2004.
- ✓ Reorganized and simplified staffing structure with single Customer Service manager.
- ✓ Identified training needs for staff related to effective program implementation.
- ✓ Implemented staff training program.
- ✓ Developed and implemented Customer Information card to improve user friendliness by providing customers with a single staff contact throughout the application process.

Remaining Tasks:

- ✓ Training of staff.
- ✓ Streamlining the FOH processes.
- ✓ Physical reconfiguration to customer service counters, signs and queue lines.

Project No. 004 – Core Service Priority – Team Leader Terry Crowe

Tasks Completed:

- ✓ Purpose - this project will establish the priorities for core services response for the Urban Development Division
- ✓ Commenced joint working sessions with Front of House to establish priorities for customer service response.
- ✓ Completed baseline project to establish existing baseline service levels.
- ✓ Team reviewed examples of existing City standards.

Remaining Tasks:

- ✓ Team to draft UDD service response priorities (e.g., standards to respond to written correspondence)
- ✓ To finalize priorities.

Project No. 005 – Buildings Approvals of “What We Do” Brochure – Team Leader Rick Bortolussi

Project Completed:

- ✓ Staff participation in the development of the brochure.
- ✓ Initial feedback from customers has been positive as the brochure clarifies roles and responsibilities of the Building Approvals Department.
- ✓ New brochure (copy provided to Council) created for customers describing the role and responsibilities for each functional section within Building Approvals Department.

Project No. 006 – Managing Client Relationships – Team Leader Joe Erceg

Tasks Completed:

- ✓ Prepared protocol (handy tips) for maintaining positive relationships with major clients.
- ✓ Reviewed UDI Liaison Committee arrangements with UDI (recently endorsed by TAG) and discussed with Council.
- ✓ “Good Neighbour” brochure (multilingual) prepared for small, infill projects in co-operation with GVHBA
- ✓ “Good Neighbour Program rolled out during “Builders’ Round Table” held on December 10, 2003. Program is a guideline for builders constructing on adjacent properties having existing dwellings and infill lots. Utilizes the “Good Neighbour” brochure.
- ✓ City workshop with GVHBA (one of regular meetings as an on-going initiative) recently held.
- ✓ Second meeting held with GVHBA, called the “Builders’ Round Table” held on December 10, 2003. This session was sponsored by Building Approvals and addressed various issues and introduced program enhancements such as Interactive Voice Response improvements including extending the cut off time for requesting inspections to 8:00 p.m. the evening

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before the scheduled inspection date; property drainage options; retaining wall options and changes in the access time to inspection staff.

- ✓ Summary of GVHBA workshop and the "Builders' Round Table" presented to Planning Committee.

Remaining Tasks:

Project No. 007 – Master Charter for Project Why Not – Team Leader Chuck Gale

Project Completed:

- ✓ Master Charter signed by all senior managers and core team members to reaffirm commitment.

Project No. 009 – Development of a Succession Plan – Team Leader Glenn McLaughlin

Tasks Completed:

- ✓ Succession Planning Competency Model made available on the intranet for access by staff. The City has developed a model that describes the behaviours all employees should exhibit to achieve our corporate objectives in the areas of leadership, teamwork, managing themselves and others, achieving results, innovation, communication and customer service. This model is available on the City intranet.
- ✓ Conducted review with UD department manager on Succession Planning for potential retirees and high risk positions. Human Resources staff and UD managers assessed the potential retirements from each department to determine the time horizon for employee retirement. The potential retiree's position is reassessed to align it's functions and duties to corporate and division business plans.
- ✓ Assessed high risk positions and developed training strategies in context of corporate business plans. All positions were reviewed to determine if a continued vacancy in the job would result in hardship to the organization. A strategy to support key positions was/is being developed to ensure continuity of function.
- ✓ Established framework and document template to identify Job Profiles. This function is the next step of a the positions retirement & high risk assessments. Establishing the core duties of the "newly retired from" position will identify the knowledge and skill sets required to fill the position. This information becomes the basis for assessing current employees against to identify education and development programs for them.

Remaining Tasks:

- ✓ Staff publication in Applause - Article on Succession plan with emphasis on the Competency Model. This is an additional communication of the competency model to the organization.
- ✓ Identify Core Financial and Human Resource activities / behaviours / role to position hierarchy. This task will identify employees duties with the city's method of budgeting, contracting, employee hiring, training, evaluation etcetera.
- ✓ Manager refinement of the Job Profile of eminently "retiree" positions. Final review to identify a positions duties.
- ✓ Staff succession reviews against job profiles. This process assesses potential successors to a positions duties to identify where development is needed to be considered for succession into the position.
- ✓ Individual Development Programs. This step is a meeting between an employee, their manager and/or human resources to identify specific training programs and methods to develop an employees skills, experience and knowledge base.

Project No. 010 – Review of Secretarial Support for Committees – Team Leader Terry Crowe

Tasks Completed:

- ✓ Purpose - this project will establish a policy to ensure adequate City administrative staff support for all City advisory and related committees
- ✓ Identified all City committees
- ✓ Identified City staff's administrative problems in supporting committees (e.g., support before, during and after committee meetings)

Remaining Tasks:

- ✓ Assess findings

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<ul style="list-style-type: none"> ✓ Evaluate options ✓ Finalize a solution
<p>Project No. 011 – Training Team Building – Team Leader Rick Thomas Tasks Completed:</p> <ul style="list-style-type: none"> ✓ Customer Service, Teambuilding and Amanda Training has begun with the Customer Services Team. An Introduction to Insights, followed by customer service training, incorporating the ‘FISH’ model, and team planning have been successful components to support the redesign of our Front of House services. ✓ Ongoing Amanda training and personal productivity (Insights) training is planned for the future to embed and integrate new knowledge and skills. ✓ UD managers have been solicited to identify knowledge and skill gaps. Research into enhancing business relations, customer service, and attitude awareness will result in an opportunity for managers, supervisors and front line staff to work together and learn how these concepts impacts their daily worklife, through training and information sharing sessions. ✓ Performance enhancement will be ongoing in these areas. ✓ <p>Remaining Tasks:</p> <ul style="list-style-type: none"> ✓ Finalize requirements for UD manager and supervisor training with external service provider. ✓ Finalize requirements for UD front line employees training – customer service training. ✓ Schedule and deliver training to target audience taking care to address logistical issues (work schedules, coverage, etc.) ✓ Work with Customer Service Team (former Front of House) to identify, schedule, and delivery ongoing team-building, customer service, and job specific training to build bench capacity, enhance knowledge and skills, and support new customer service delivery model. ✓ Determine best way to monitor and evaluate success and effectiveness of training related performance solutions.
<p>Project No. 012 – Fast Tracking – Team Leader Joe Erceg Project Completed:</p> <ul style="list-style-type: none"> ✓ Fast track process for simple rezonings and development permits adopted by Council. ✓ Fast track fee established. ✓ Prepared updated literature for customers. ✓ New process fully implemented and offered to customers on Jan 1/04. ✓ Fast track building permit application review process offered for those rezoning or development permits using the fast track process.
<p>Project No. 013 – Analyzing and Streamlining Processes – Team Leader Victor Wei Tasks Completed:</p> <ul style="list-style-type: none"> ✓ A review of the existing functions related to the Front of the House has been completed to identify opportunities to improve customer service. ✓ The various permit application processes related to UD have been compiled, documented, and tabled for discussions with the corresponding managers and supervisors to identify customer service issues that need to be addressed. ✓ A number of permit and customer service related processes have been selected as high priority tasks for immediate streamlining and improvements. These include residential building permits, Front of the House service interactions with customers, transportation review of smaller scale developments, and the overall development application review process by staff and its related circulation procedures. ✓ The above identified tasks were then confirmed with the corresponding task leaders on their scope and timelines for completion with a view to addressing key issues and producing positive results in a timely manner. ✓ One of the immediate tasks was to examine the feasibility of preparing and installing development site signage by the City with a lower cost and shortened delivery time of the signs for the developers than what is being offered by the private industry. While net revenues can be generated for the City. It was concluded that due to the lack of current staff resources

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to design and manufacture the signs in a competitive manner, this initiative not be pursued further.

- ✓ A streamlined approach to reviewing various types of development applications by Transportation was developed to simplify and shorten the overall application process, particularly for smaller scale residential development applications. This would also result in eliminating the need for circulating some of the minor applications to Transportation for review.
- ✓ A more coordinated process of tracking fees collected by the City for School Site Acquisitions was developed jointly with Finance to result in more efficiency and accuracy.
- ✓ A comprehensive review of the current residential building permit process has led to the development of a streamlined, more customer focussed approach to receiving, reviewing and approving residential building permits. This work included a detailed assessment of current issues / problem areas and the development of two proposed options to improve the overall process described in the form of flow charts. Both internal (staff) and external (residents, builders, developers) are now being consulted on both proposed options prior to the selection of a recommended process for further refinement and implementation.

Remaining Tasks (Estimated completion date – March 31, 2004):

- ✓ The above two proposed options to improve the overall process for residential building permit approval are now being presented for feedback to both staff who are involved in the process as well as customers who had concerns and/or experience with the process. The comments offered by these stakeholders will be incorporated into the refinement of the recommended option for trial implementation.
- ✓ It is anticipated that the streamlined structure at the Front of the House will be implemented early this year which is aimed to create a more user friendly approach in interacting with our customers and shortened timing of delivering our services. This work will include an improved and seamless functional coordination between the front and the back of the house.
- ✓ The streamlining of the overall development application process, inter-departmental application circulation and referral will focus on the use of the Amanda system for better tracking and reducing the overall processing time. A number of enhancements have been identified to be explored with the current review of the Amanda system with the objective of developing an updated and improved system to better suit the needs of its users.
- ✓ Upon completion of the above streamlining processes, an education strategy will then be developed for external clients and staff – to ensure that the new processes are well understood for smooth implementation

Project No. 014 – Develop Monitoring System for Permit Applications – Team Leader Rick Bortolussi

Tasks Completed:

- ✓ Completed and distributed information letter to customer offering coordinated "24-Hour" permit issuance service.
- ✓ New 24-Hour Major Project Turnaround service implemented on new permit applications.
- ✓ Posted new staff position to carry out monitoring of status of applications.
- ✓ Established flow chart of process (milestones) for non-residential permits to be incorporated into Amanda for tracking purposes.

Remaining Tasks:

- ✓ Monitoring role for the Plan Processing Team to be developed.
- ✓ Testing of Amanda tracking system and implementation.

Project No. 015 – Fast Licence Inspection Program (FLIP) – Team Leader Rick Bortolussi

Project Completed Subject to Staff Approval:

- ✓ Developed procedures and flow charts for special program to fast track the processing of business licences. Two streams were identified, those with active building/plumbing permits and outstanding permit inspections and those business licence applications that do not have active permits.
- ✓ Pilot undertaken with auxiliary staff to address those business licence applications that did not have active building and plumbing permits. Feedback from customers was positive as they were provided with an additional level of service to process their business licence applications.
- ✓ Final report on proposed program drafted.

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Project No. 017 – Review Building Approvals Forms – Team Leader Rick Bortolussi

Project Completed:

- ✓ Reviewed and updated inspection cards (reduced from 13 inspection cards to 3) with new legal waiver.
- ✓ Began full utilization of two of the new forms by inspection staff.
- ✓ Completed review of all application forms used for Building Approval permits for streamlining (to determine those to be deleted, amended or remain as is).
- ✓ Initiated amendments of application forms needing updating.
- ✓ 98 forms, brochures and public bulletins were reviewed. (4 were deleted; 48 revised; 45 reissued with new headers and a new brochure was created)
- ✓ Began production of special brochures on new improved format for distribution to customers.

Project No. 018 – On Line Applications – Team Leader Eddie Hung

Project Completed:

- ✓ Collected and reviewed all existing applications available at the front-counter.
- ✓ Identified two application processes as high priority to be put on-line (Quick Wins):
 - 1) Gas Permit application; and
 - 2) Plumbing Permit application.
- ✓ Commenced working sessions with IT staff on utilizing new and current technologies to implement the new on-line approach in providing improved customer service.
- ✓ All task completed with final report to Amanda Team
- ✓ Merged online-applications team with Amanda Team

Project No. 019 – Amanda System Review/Development Application & Building Permit Tracking – Team Leader Eddie Hung

Project Completed:

- ✓ Developed a working prototype for continuous tracking of development applications.
- ✓ Identified 24 new information fields in the system for application costing purposes.
- ✓ Developed customized work tasks for development application process with projected time durations and responsibility assignment.
- ✓ Identified training requirements for development applications staff using Amanda.
- ✓ Merged online-applications team with Amanda Team

Project No. 020 – Additional IT Requirements – Team Leader Eddie Hung

Tasks Completed:

- ✓ Established BC online access for Development Applications (in addition to Law Department) to maximize efficiency in carrying out title searches.
- ✓ Established draft list of requirements related to IT support to complete the Why Not initiatives.
- ✓ Identify traffic accident data requirements and needs analysis
- ✓ Establish relationship with ICBC in obtaining crash data for safety improvement
- ✓ Research opportunities with traffic volume and GIS capabilities
- ✓

Remaining Tasks:

- ✓ Coordinate training requirements with Clerks on BC online training.
- ✓ Follow-up with ICBC in obtaining crash data for traffic analysis.
- ✓ Meet with computerized traffic signal system staff in providing traffic information online.

Project No. 021 – Document Management – Team Leader Eddie Hung

Tasks Completed:

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- ✓ Completed draft report on new ideas and suggestions with a list of potential solutions.
- ✓ Identify opportunities with digital signature technology in moving the city toward a less paper office
- ✓ Integration of Acrobat PDF with REDMS
- ✓ Identifies training issues with HR in provide REDMS refresher course
- ✓ Met with user to review document routing process
- ✓ Identifies user requirements for REDMS 5 upgrade.

Remaining Tasks:

- ✓ Review work process with the records staff on scanning drawings for development and building approvals.
- ✓ Establish priority for the suggestions and ideas provided by users.
- ✓ Meet with REDMS upgrade team to incorporate the new enhancements.

Project No. 022 – Development Requirements and Standards (includes Servicing Agreements) – Team

Leader Gordon Chan

Tasks Completed:

- ✓ Completed the analysis of development related processes (rezoning, development permit, building permit and subdivision) and identified the strengths, issues and concerns as well as preliminary recommendations.
- ✓ Completed the documentation of the Servicing Agreement process, including design drawings and identified the strengths, issues and concerns and preliminary recommendations.
- ✓ Completed the analysis of all applicable documents (e.g., bylaws, regulations, standards, etc.) and the areas of inconsistency and redundancy. Revisions to documents will be addressed in 2004.
- ✓ Identified four quick wins:
 - Issuance of a Conditional Requirement Letter. This is a letter which at the rezoning or development permit stage lays out all foreseeable requirements at all the stages. The letter, once signed-off by the applicant, would be attached to the staff report of a particular development. The applicant would know early in the process all of the known City requirements.
 - Use of Amanda to track the status of development applications at all stages. The increased usage of Amanda will enable the applicant or their consultant to obtain up-to-date information. In addition, City staff would be able to provide quicker responses to inquiries from the applicants. Modification to the Amanda system are required.
 - Design Drawing Checklist. This checklist, developed by Engineering, itemizing what design consultants typically need to address in the Servicing Agreement design drawings, is being finalized. It will ensure a more thorough submission from the design consultants which should reduce the number of submissions made, thereby, reducing costs and time for approval.
 - Copy transmittal letters to developers. Developers are not always aware of the status of their development applications, particularly the Servicing Agreement design drawings and rely on their consultants to inform them. For every design drawing submission, transmittals are currently sent to the consultants outlining the deficiencies. A copy of these transmittals will be sent to developers to ensure that they are aware of the status of their application. This is now being done.
 - SuperTech Approach to Servicing Agreement Design Drawing Review. Currently, there are six technicians who review the servicing agreement design drawings within the Engineering Department. Each technician reviews their utility and forwards it to the next person. Staff have investigated the possibility of combining several of the utility reviews under one person (SuperTech) with the intent that there would be three primary reviewers. Staff have recently implemented this SuperTech approach and realized the benefit of reduced overall drawing review time. In addition, a more compete review is accomplished as the SuperTech reviews several utilities, further minimizing the requirements for drawing revisions and potential construction conflicts which are additional benefits to the development industry.
- ✓ Identified means to utilize Amanda for better tracking of applications.
- ✓ Held two sessions with external stakeholders (developers) to brainstorm other solutions and creative ideas to enhance customer service and to address the issues and concerns.

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Remaining Tasks:

- ✓ Meet with the consulting engineers to brainstorm solutions and creative ideas to enhance customer service and to address the issues and concerns.
- ✓ Survey other municipalities for best industry practice to obtain additional ideas and solutions.
- ✓ Implement conditional requirement letter.
- ✓ Revise relevant bylaws and documents.
- ✓ Complete draft issues and concerns document, including suggested solutions and receive feedback from Urban Development and Engineering staff.
- ✓ Focus on concrete solutions to address all the issues and concerns raised throughout the process review.

Project No. 023 – Public Information Process – Team Leader Joe Erceg

Tasks Completed:

- ✓ Staff report on providing Managers with signing authority for servicing agreements endorsed by Council.
- ✓ Memo to TAG prepared to review public hearing process, notification process and delegation of authority to DP Panel.
- ✓ Reviewed internal report concurrence/sign-off process and improved process by allowing simultaneous review of report on-line.
- ✓ Public Hearing notices, advertisements and signage revised to increase user friendliness.

Remaining Tasks:

Project No. 024 – Bylaw Review – Team Leader Joe Erceg

Tasks Completed:

- ✓ Completed review of Business Bylaw.
- ✓ Completed review of Building Bylaw.
- ✓ Prepared Terms of Reference for review of Zoning and Sign Bylaws by consultant in 2004.
- ✓ Building Regulation Bylaw has been circulated to external stakeholders (UDI, GVHBA, AIBC and APEGBC) for comment.

Remaining Tasks:

- ✓ Building Regulation Bylaw comments from stakeholders addressed and report to Planning Committee drafted.
- ✓ Review and amendments of Zoning and Sign Bylaws to be completed by consultants.

Project No. 025 – Development of A Social Policy Framework For The City – Team Leader Terry Crowe

Tasks Completed:

- ✓ Prepared Discussion Paper on this issue (as directed by Planning Committee on October 28, 2003) for presentation to Council in early 2004.
- ✓ Drafted discussion paper.

Remaining Tasks:

- ✓ Finalize discussion paper
- ✓ Present to Planning Committee in March/April 2004

Project No. 026 – Establish a Protocol for Annual Policy Planning Department (PPD) Priorities – Team Leader Terry Crowe

Project Completed:

- ✓ Purpose - to establish an annual protocol whereby Policy Planning work programs for the next year will be reviewed by the Urban Development Division, TAG, Planning Committee and Council by August 31 of each year.
- ✓ Protocol has been developed and the proposed Policy Planning 2005 work program will be reviewed by the organization by August 31, 2004.

Project Summary as of January 31, 2004

Project No. 027 – Identify & Address Emerging Code Issues – Team Leader Rick Bortolussi

Project Completed:

- ✓ Identified Emerging Code related issues that need to be examined.
- ✓ Drafted recommendations to respond/prepare for those emerging Code issues identified above.
- ✓ Completed initial review and classification of 50% of all department application forms gathered.
- ✓ Drafted final report on recommendations.

Project No. 028 – Review Council Reports Formats – Team Leader Terry Crowe

Tasks Completed:

- ✓ Purpose - to streamline current report formats to reduce staff time and improve their readability and clarity.
- ✓ Discussed with Clerks and obtained their feedback.
- ✓ Discussed with George Duncan who provided additional direction.

Remaining Tasks:

- ✓ Revise council report formats and obtain final feedback.
- ✓ Finalize council report formats.

Project No. 029 – Neighbourhood Road Improvements – Team Leader Victor Wei

Project Completed:

- ✓ Review of existing process – The project team mapped out and reviewed the existing public consultation process related to City’s proposals for local road improvements, particularly traffic calming measures in residential neighbourhoods. The purpose of this step was to allow the team members to gain understanding of the nature of road improvements often requested by the public and the specific steps taken by staff involved in carrying out the existing process.
- ✓ Identify opportunities for improvements – Past experience of various departmental staff in dealing with local neighbourhood road improvements was discussed to identify lessons learnt and opportunities for enhancements. It was generally concluded that the public should be given increased opportunities throughout all phases of the process to provide input. In particular, public consultation in the early phases should be focussed on the development of options, in some cases including “Do Nothing”. Staff from other departments should also be working with Transportation Dept in carrying out the initial preliminary investigations on any public requests for improvements.
- ✓ Proposed draft enhanced process – As a result of extensive discussions among team members in a series of team meetings, detailed flow charts (attached) were developed to outline both existing and proposed processes. The draft process was refined in a number of iterations upon discussion in each of the subsequent team meetings to ensure that all aspects of the process were analyzed and all potential challenges in its implementation were addressed.
- ✓ Consultation with external and internal stakeholders – All staff involved in the planning, design, and construction of neighbourhood road improvements participated in team discussions to develop the above proposed enhanced process. The proposed enhanced process was then shared with a number of residents who were involved in past local road improvement projects (with expressed concerns on current process) and the Traffic Safety Advisory Committee to allow for their feedback.
- ✓ Refinement of Process – Based on the comments and suggestions received from both internal and external stakeholders, the draft proposed process was further refined to result in the recommended process. The recommended process would be tested immediately for current requests of traffic calming measures in residential neighbourhoods and any further and on-going refinements to the process would also be accommodated.
- ✓ Documentation of work and achievements – Bi-weekly Project Status Reports were prepared and presented to the Why Not Core Team. In addition to this report, a detailed flow chart describing the new enhanced process was prepared for use by staff involved in neighbourhood road improvements.

Project No. 030 – Total Resources Needed to Meet the Plan – Team Leader Jim Bruce

Project Summary as of January 31, 2004

<p>Project Completed:</p> <ul style="list-style-type: none"> ✓ Finalized project recommendations for determination of resource requirements. ✓ Reallocated existing staff resources to provide improved customer service at Front of House. ✓ Additional staff resources identified by the Why Not initiative will be reported to Council.
<p>Project No. 031 – Review Overtime Budget – Team Leader Terry Crowe</p> <p>Project Completed:</p> <ul style="list-style-type: none"> ✓ Purpose - to solve recurring overtime budget constraints for the Policy Planning Department ✓ Established a policy to “top-up” Policy Planning Department overtime budget as required, without increasing the budget.
<p>Project No. 032 – Production Centre Review – Team Leader Eddie Hung</p> <p>Tasks Completed:</p> <ul style="list-style-type: none"> ✓ Completed draft report on recommendations regarding Production Centre (PC). ✓ Identified three options for the PC Department along with their pros and cons. ✓ Identify office supply package for “New Employee” ✓ Developed procedure for “best bang for our buck” in reordering supplies items, e.g., ink cartridges
<p>Project No. 033 – Optimize Organizational Structures – Team Leader Jim Bruce</p> <p>Project Completed:</p> <ul style="list-style-type: none"> ✓ Finalized team recommendations for organizational structure review. ✓ Created 30 “Why Not” teams to improve to the delivery of customer service.
<p>Project No. 035 - Define and Set Core Department Services - Team Leader Terry Crowe</p> <p>Tasks Completed:</p> <ul style="list-style-type: none"> ✓ Purpose - to define core services for all departments in Urban Development Division to improve services. ✓ Drafted core services. <p>Remaining Tasks:</p> <ul style="list-style-type: none"> ✓ Finalize all core services. ✓ Establish department core service priorities. ✓ Obtain approval.

Project “Why Not”

Why Not Quick Wins - January 31, 2004

Quick Wins	Description
Customer Information Card	At the start of the Why Not process, staff immediately changed the way the City provides support to our customers. Every customer is given the name and phone number of a Customer Service Representative who is available to assist them throughout the project should they encounter any difficulty or require any clarification.
UDI Liaison Committee	In discussions with UDI, the Liaison Committee has been restructured to allow it to function as a discussion forum for topics of mutual interest. The City and UDI have both committed to ensuring that senior staff and members attend the meetings on a consistent basis to provide effective dialogue.
Good Neighbour Brochure	Prepared a “Good Neighbour” brochure (multilingual) for small, infill projects in co-operation with GVHBA.
Fast Tracking Application Process	Implemented a fast track process for simple rezonings and development permits, including an information brochure to customers on January 1, 2004 that can save an applicant up to 2 to 3 months in time. To further improve the efficiency of this fast tracked process, a new report template has been prepared which identifies conditions in writing and has the applicant's signature of agreement for clarity.
Agreed Schedules for Major Projects	Larger, more complex applications can be processed based on an agreed schedule, by both the applicant and City staff, that identifies all of the key steps for an application and establishes achievable dates. These agreed schedules will provide more “certainty” for the development industry.
Fast Tracking Building Permit Applications	For single family dwellings, a building permit application will be accepted and processed prior to the subdivision plan being registered at the Land Title Office provided there is a subdivision plan signed by the City's Approving Officer. This can save an applicant up to 2 to 3 weeks in time.
Servicing Agreement Design Drawing Checklist	A checklist developed by Engineering, itemizing what design consultants typically need to address in the Servicing Agreement design drawings, is being finalized. It will ensure a more thorough submission from the design consultants, which should reduce the number of submissions made, thereby, reducing costs and time for approval.
Copy of Servicing Agreement Design Drawing Transmittal Letters to Developers	Developers are not always aware of the status of their development applications, particularly the Servicing Agreement design drawings and rely on their consultants to inform them. For every design drawing submission, transmittals are currently sent to the consultants outlining the deficiencies. A copy of these transmittals is being sent to developers to ensure that they are aware of the status of their application.
Integrated Servicing Agreement Design Drawing Review	Currently, the City's servicing agreement design drawings do not include the private utility drawings. The private utility drawings are completed after the City's approval and has lead to construction conflicts and delays for the development industry. The private utility companies have agreed to a pilot project where the servicing agreement design drawings will include the private utilities (hydro, gas, cable and telephone). There will be a reduction in the overall time required for City approval and a reduction or elimination in conflicts between the utilities which are both significant benefits to the development industry.
Greater Vancouver Home Builders Association Workshops	Established and held two workshops in cooperation with GVHBA to assist small developers understand and navigate the processes at City Hall. Workshops will continue to be held on an ongoing basis.
SuperTech Approach to Servicing Agreement Design Drawing Review	Currently, there are six technicians who review the servicing agreement design drawings within the Engineering Department. Each technician reviews their utility and forwards it to the next person. Staff have investigated the possibility of combining several of the utility reviews under one person

Project "Why Not"

Why Not Project Quick Wins – January 31, 2004

Quick Wins	Description
	(SuperTech) with the intent that there would be three primary reviewers. Staff have recently implemented this SuperTech approach and realized the benefit of reduced overall drawing review time. In addition, a more complete review is accomplished as the SuperTech reviews several utilities, further minimizing the requirements for drawing revisions and potential construction conflicts which are additional benefits to the development industry.
Baseline Study	A comprehensive study of application processing times has been completed and will be used as a baseline for measuring future improvements in efficiency. The study found significant (up to 93%) improvements in processing times between 1998 and 2002.
Divisional Customer Service Response Standards	Customer Service Response Standards which identify how Urban Development Division staff will provide customer service have been drafted and will be finalized shortly. This project will address matters such as respect, professionalism and timely service. The new Customer Service Department will be preparing a separate set of Customer Service Response Standards.
Front-of-House Reorganization	Reorganized and simplified staffing structure under a single Customer Service manager with the goal to increase overall knowledge base of staff and implement physical improvements that will result in customers being able to complete most of their business without having to deal with different staff or physically move. For example, all of the permits (gas, plumbing, electrical) will be provided by one staff contact at one location in City hall.
Development Requirements and Standards Workshop with Developers and Consultants	Two workshops with developers have been held to discuss the "Quick Wins" developed to address the concerns with development requirements and standards, including servicing agreements. In addition, the developers were asked to brainstorm with staff on ideas or suggestions to further improve the development process. Very positive feedback was received on the City existing development process and the efforts to make further improvements. The City was noted as "the best" municipality to deal with in terms of development. An additional workshop will be held with engineering consultants in February 2004.
Development Permits Model Requirements	In response to feedback from the development industry, staff reviewed the need for models and UDI and DPP and provided exemptions for small projects.
Assignment of Single Planner for Developments	In response to feedback from the development industry, a training program has been initiated to assign a single planner to Rezoning and Development Permit files. If successful, this approach will be considered for expansion.
Standardize Written Responses to Customer Inquiries	The priorities for core services response for the Urban Development Division were reviewed and standard responses to written correspondence are being developed in an effort to improve current response time.
Building Approvals Department Brochure	New brochure was created for customers describing the role and responsibilities for each functional section in Building Approvals Department. A copy has been provided to Council.
Protocol for Managing Client Relationships	Prepared protocol (handy tips) for maintaining positive relationships with major clients.
Developed a Master Charter	Master Charter signed by all senior managers and core team members to reaffirm commitment to Why Not Process.
Succession Planning	Developed a succession plan strategy for Urban Development Division that consisted of identifying high risk positions, conducting job profiles and developing training strategies in the context of corporate business plans. Training programs have been established for staff.
Application Review Process	The Application Review process now includes a staff meeting from all relevant departments to improve co-ordination.

Project "Why Not"

Why Not Project Quick Wins – January 31, 2004

Quick Wins	Description
Streamlined Transportation Review	A streamlined approach to reviewing various types of development applications by Transportation was developed to simplify and shorten the overall applications process, particularly for smaller scale residential development applications.
Streamlined School Site Acquisition Tracking	Restructured the process of tracking School Site Acquisitions that has resulted in efficiency and elimination of potential errors.
Streamlined Residential Building Permit Process	A comprehensive review of the current residential building permit processes has lead to the development of a streamlined, more customer focussed approach to receiving, reviewing and approving residential building permits.
Permit Applications	Enhanced customer service to permit applications by sending an information letter sent to customers offering coordinated "24-hour" permit issuance service; providing a new 24-hour Major Project Turnaround service; and established a flow chart of milestones for non-residential permits to be incorporated into Amanda for tracking purposes.
Fast Licence Inspection Program	Developed procedures for a special program to fast track the processing of business licences with pending building inspections.
Inspection Request System (IVR)	Enhancements to the IVR has permitted a 4 hour extension of the cut-off time for requesting inspections, from the previous 4:00 pm to 8:00 pm, for next day scheduling. In addition, the system has been reprogrammed to be more user friendly. Additional enhancements to IVR, including translation, are being investigated. All inspectors now use IVR and customers are also able to book inspections via Front-of-House staff.
Access to Inspectors	Access to Inspectors in the morning (8:15 am to 9:00 am) has been reactivated.
Building Approval Forms	Updated and reduced the inspections cards from 13 to 3 and included a new legal waiver. Review 98 application forms, brochures and public bulletins and revised, amended or deleted as required.
On-Line Applications	Identified gas permit and plumbing permit applications for on-line access to enhance customer service.
Amanda System Enhancements	A number of enhancements to the existing Amanda system to improve tracking and customer response time have been identified and will be implemented throughout the year.
Conditional Requirement Letter	A letter is sent to the applicant at the rezoning or development permit stage that lays out all foreseeable requirements at all stages. The letter, once signed-off by the applicant, would be attached to the staff report. The applicant would know early in the process all of the known City requirements.
Delegation of Servicing Agreement Signing Authority	Improved customer service through the delegation of signing authority for servicing agreements to the Managers of Urban Development and Engineering.
Public Information Process	Improved internal report concurrences by allowing simultaneous review and sign-off on-line.
Bylaw Review	Staff have completed a review of the Business Bylaw and determined no amendments are required. A draft of the revised Building Bylaw has been prepared and Terms of Reference are being prepared for review of the Zoning and Sign Bylaws. A consultant will be hired to complete the review and amendments to the Zoning and Sign Bylaws with a target completion date of December 2004.
Protocol for annual Policy Planning Department Priorities	A Protocol has been established whereby Policy Planning work programs will be reviewed annually by the General Managers, Planning Committee and Council to ensure co-ordination.
Identify Emerging Code Issues	Identified 17 emerging code issues and prepared a draft strategy to respond and prepared for these changes.
Neighbourhood Road	Developed a new public process for neighbourhood road improvements (e.g., traffic calming)

Project “Why Not”

Why Not Project Quick Wins – January 31, 2004

Quick Wins	Description
Improvements	based on comments and feedback from staff and prior project neighbourhood participants.
Staff support at Public Meetings	Established a policy to address the budgetary constraints enabling staff attendance at required public meetings.
New Residential Redevelopment Along Richmond's Arterial Roads Brochure	This brochure will provide information on the redevelopment potential along the City's arterial roads, including the City's Arterial Policy and Lane Policy.