

Attachment 2: DAP 02 Work Stream Activities and Impact / Outcome

TIER 1 PRIORITIES – September 2022 to August 2023

Work Stream 1: Develop and action a prioritized plan to update key policies, processes, and bylaws

(Link to DAP 01 Recommendation 11)

Key Activities:

- Reviewed the current Preliminary Plan Approval (PPA) process, a zoning approval process that is unique to Burnaby, making it a regional outlier in the development approvals process.
- Identified opportunities and considerations for establishing a new Development Permit (DP) process, to replace the PPA process.
- Identified rationale for undertaking this transition and all necessary steps for successful implementation.
- Inventoried all policies, bylaws, procedures pertaining to development approvals in a single document registry.
- Identified and prioritized highest value policy or procedure updates to be resourced and scheduled, focusing on review of legal agreements related to Rezoning and Subdivision cases.
- Identified policies or procedures that could be converted to bylaw.

Impact / Outcome:

- The City now has a clear and detailed implementation roadmap for transitioning from the PPA process to the DP process, which will be undertaken by the DAP 03 team and in coordination with related projects, namely a new and updated Official Community Plan and Zoning Bylaw
- A streamlined document registry now provides a consistent review procedure and update cadence and prioritization approach across departments/divisions and development approval case types.
- New policy creation and documentation procedure has enabled consistency across all areas of practice.
- Streamlining the Rezoning Third Reading memo process now saves 45 hours of staff time annually and reduces documentation by 53%.
- The City now has a clear and detailed implementation roadmap for streamlining legal agreements related to Rezoning, Subdivision, and Servicing cases, with 9% of agreements already eliminated, 20% identified for conversion to bylaw (with two high value items prioritized for completion by Q1 2024), and 13% to be standardized, which will significantly reduce staff and applicant effort and reduce processing time.
- A new Public Hearing report template (mid-Fall 2023 deployment) will provide greater consistency, clarity, and faster review, by outlining all rezoning requirements at time of Suitable Plan of Development.

Work Stream 2: Undertake a Lean / continuous improvement review to identify opportunities for streamlining the City's five core approval processes

(Link to DAP 01 Recommendations 3, 7, 14)

Key Activities:

- Documented existing processes for five major development approvals case types: Rezoning, Subdivision, Preliminary Plan Approval, Commercial Building Permit, and Single & Two-Family Building Permit applications, including all related organizational touchpoints.
- Conducted end-to-end Lean review of the five major case types, highlighting major pain points and opportunities.
- Developed future state process maps for the five major case types, collapsing them into two: "Single & Two-Family" ("STF") and "Complex End-to-End" ("Complex E2E").
- Developed Standard Operation Procedures, RACI matrices, and detailed implementation plans for the future state processes.
- Implemented the process changes for Single & Two-Family Building Permits, which included the establishment of a new "Engineering Pre-Application Process" and a new Building Department "Team Lead" role.

Impact / Outcome:

- The new "Engineering Pre-Application Process" provides early information on site-level issues to applicants that influence project design (e.g. location of street trees and utilities, driveway location and stream setback requirements, potential floodplain or heritage consideration). This has led to higher quality STF application submissions, as well as greater early collaboration across departments
- Since the implementation of the STF process changes on April 17, 2023, STF building permit processing time has decreased up to 85%. The application backlog has reduced by 63% and is anticipated to be fully eliminated by end of year.
- The City has a clear and detailed implementation plan for the Complex E2E process that:
 - addresses root causes of pain points;
 - establishes key milestones for alignment and coordination between departments;
 - identifies times targets for each milestone with a cumulative target for the full process;
 - integrates a new DP structure to better align with practices of other regional municipalities;
 - introduces a new construction management permit process to enable early construction planning for large projects;
 - aligns with Provincial legislative changes and processes, overall supporting applicant experiences and reducing bottlenecks; and
 - provides a foundation for ongoing and sustained change management and communication.

Work Stream 3: Develop and Refresh External Documents; Implement a Customer Portal / Dashboard Consolidating Application and DAP Information

(Link to DAP 01 Recommendations 10, 18)

Key Activities:

- Held a two-day, cross-departmental Kaisan event to fast-track the refresh of the City's website as it pertains to construction and development, for more intuitive flow and a more customer-friendly structure and pages.
- Refreshed and restructured the City website to provide clear development guidance, process expectations, and linked detail resources for all development application types. This work was informed by the Kaisan event as well as the results of a website functionality survey that was sent to internal and external website users.
- Created customer-friendly information on how to submit an application and navigate the approvals process, by development type (residential or commercial) and permit type (building, trade or development).
- Created a website inventory and document registry with prioritized updates, update cadence, and RACI for file ownership across the City.
- Defined baseline website metrics for active ongoing monitoring.
- Held discovery workshops, gathered requirements, and configured and deployed new permit application types in the My Permits Portal, allowing Burnaby clients the ability to apply for 24 new permit types online, including residential building permits, trade permits, and the Engineering Pre-Application.
- Substantially completed all planning to deploy online inspections booking in Fall 2023.

Impact / Outcome:

- The Kaisan event proved to be a new and successful way for staff to quickly improve a process, with a high level of collaboration amongst staff. This approach will be applied to other process improvement initiatives.
- Customers are now able to find information on the website that is relevant and current, along with supporting guides, checklists and forms. This is resulting in higher rates of complete applications being submitted, especially for new single- and two-family dwelling applications.
- The website inventory and document registry now enables regular, systematic update of website materials to ensure most up-to-date information is available to customers.
- An over four-fold increase in the number of permits types that can be applied for online improves access to City services and provides greater convenience to residents of Burnaby, contractors, and developers. In August 2023, the first month following the soft launch of the expanded My Permits Portal, 39 single- and two-family building permits and trade permits were submitted online, with this number expected to increase significantly as building activity picks up in the fall season and applicants gain better awareness of this new functionality.
- Online inspections booking will provide additional convenience for residents, contractors, and developers, and is anticipated to significantly reduce telephone call volume to the Building Division customer service line, freeing staff to support other customer service activities.

Work Stream 4: Improve Application Intake Processes

(Link to DAP 01 Recommendations 15, 16)

Key Activities:

- Developed and implemented new intake checklists for new Residential Building Permit submissions.
- Established triage protocol for Residential Building Permits.
- Completed analysis of commercial tenant improvement data to inform initial triage protocol.
- Formalized expedited processing for civic building projects and enquires.

Impact / Outcome:

- The new checklists provide customers with clarity, predictability and transparency on application requirements.
- The new checklists are driving higher compliance with application requirements, resulting in intake of 100% complete submissions only and contributing to improved processing times.
- Triage protocols are helping to ensure that simple and/or priority applications are expedited.

Work Stream 5: Establish a Performance Management Framework

(Link to DAP 01 Recommendation 9)

Key Activities:

- Completed analysis of application data on the Single- and Two-Family Building Permit, Commercial Tenant Improvement Permit, Rezoning, and Subdivision case types, as well as processing time for legal documentation related to the Complex E2E Process to establish baseline metrics.
- Established processing time targets for Single- and Two Family Building Permits and for the future-state Complex E2E Process.
- Held two workshops with senior staff on performance measurement, introduced approaches that can be considered by the City.

Impact / Outcome:

- Ongoing process improvements will be measured against the established baseline metrics.
- Time targets provide clarity in expectations for both customers and staff, and will guide further implementation efforts.
- The two workshops expanded staff views of performance measurement, including consideration of measures that can provide proactive insight into future activities and better predict outcomes.

Work Stream 6: Modernize Permitting Software (Energov) and Implement New Tools and Capabilities

(Link to DAP 01 Recommendations 12, 13, 17)

Key Activities:

- As part of configuring new permit types for My Permits Portal and preparing to enable online inspection booking, reviewed the end-to-end processes and omni-channel business operating model to:
 - streamline processes by aligning business workflows, terminology, and process management across all different permit and case types in EnerGov;
 - provide more robust capabilities to manage development applications and permitting processes through technological enablement; and
 - support consistency and interoperability across business units and use cases for EnerGov.
- Consolidated requirements and issued an RFP for “Municipal Regulatory and Business Rules Digital Compliance Platform” solution, a tool intended for applicants to use to pre-check drawings for compliance with zoning bylaw and other municipal requirements before to submitting permit applications online.
- Initiated activities to support deployment of the Executive Insights dashboard, including contract negotiation with the vendor, completing privacy impact assessment for the datasets planned with be shared via Executive Insights, completing confirmation and set up sessions with the vendor, and launching a QA site.

Impact / Outcome:

- As noted under Work Stream 3, enhance ability to submit permits and book inspections online provides greater convenience to customers, saves staff time, and leads to better customer service and efficiency.
- Responses to the RFP are under evaluation, with a Proof of Concept planned between October 2023 and June 2024 to test the solution for a subset of Single- and Two-Family Residential submissions based on the Burnaby Zoning Bylaw.
- Staff are prepared for a pilot launch of Executive Insights in Fall 2023, which will include select managers, supervisors, and executives to test the new dashboards and analytical capabilities offered through the module. Following the pilot phase, a more fulsome launch will be planned to extend the permitting time, trends, and performance metrics and dashboards to the City supervisory staff and executives.

Work Stream 7: Establish a Formal Weekly Departmental Resourcing Meeting

(Link to DAP 01 Recommendation 5)

Key Activities:

- Established weekly meetings for the Residential Plan Checker group, with occasional attendance by the Residential Project Managers from the Engineering Department.
- Established monthly cross-departmental meetings for the Metrotown Downtown development group and the Brentwood development group, attended by staff from the Development and Urban Design, Engineering Development Services, and Transportation Engineering groups.

Impact / Outcome:

- The Residential Plan Checker meetings have resulted in a consistent approach to item reviews, greater clarity on roles and responsibilities, and faster resolution of issues, and enhanced team collaboration.
- The Metrotown and Brentwood meetings have improved visibility on application status, and have enabled staff to prioritize/re-prioritize applications and review, discuss and resolve complex issues. Staff have also reported enhanced team collaboration.

Work Stream 8: Implement a Certified Professionals (CP) Program for Permit Reviews and Approvals

(Link to DAP 01 Recommendation 6)

Key Activities:

- Developed a complete program for CPs that has been integrated into process improvements. This included developing a CP Manual for Burnaby, obtaining endorsement for EGBC and AIBC, amending the Burnaby Building Bylaw, updating business and technology workflows, and internal and external communications.

Impact / Outcome:

- The CP Program successfully launched on September 1, 2023, with the first Commercial Building Permit application utilizing this expedited process made on September 17.
- The CP Program is providing improved customer service to applicants, and the construction industry, while maintaining the required level of rigor and building code compliance.
- Qualified private sector professionals who are hired by the developer are now supplementing City staff review of building designs and construction in the field. This is reducing the time a city building official needs for complex building permit application review, freeing up staff time for other building permit applications and inspections.
- As the CP is acting as the single point of contact between building officials and the applicant's project design and construction team, this also provides consistency and continuity throughout the approval process.

Develop and Implement a Change Management and Communications Strategy

(Link to DAP 01 Recommendations: n/a)

Key Activities:

- Developed and delivered a change management and stakeholder engagement strategy, which included 13 process workshops, 15 Staff Working Group meetings, 34 targeted discussions, and three external interviews.
- Established a Staff Working Group comprised of approximately two dozen managers, team leads and subject matter experts from ten departments, who met monthly to provide information, feedback, and insights on processes, operating procedures, roles and responsibilities, templates and tools. As change leaders and influencers, their participation in the project was key to promoting implementation work and gathering the required support from their respective departments.
- Developed a communications strategy to keep stakeholders informed of project activities by: developing and distributing 11 internal newsletters; creating digital content to be shared on Staff Connect, the City of Burnaby's website, and social media channels; creating posters; distributing "pulse check" surveys to key staff and external contacts; and sending direct emails to external contacts.

Impact / Outcome:

- Staff engaged with DAP activities have expressed they now have a greater understanding of the development approvals process within a broader, organizational context, rather than within department silos.
- External survey results confirmed areas which would most benefit from improvement efforts, to which staff have responded through the various work stream activities.
- Regular communication kept stakeholders informed about project activities and provided regular updates on novel project findings, insights, and ideas.

TIER 2 PRIORITIES – As Time Permits During DAP 02 and For Future Phases

Work Stream 9: Improve Team Structure and Coordination

(Link to DAP 01 Recommendations 1, 2)

- The Metrotown and Brentwood monthly meetings noted in Work Stream 7 are a pilot approach to broader establishment of geographic teams managing complex applications. This will be further reviewed as part of DAP 03.

Work Stream 10: Undertake a detailed staff resourcing assessment, and develop and action a staffing plan

(Link to DAP 01 Recommendation 4)

- The DAP team has identified the need for dedicated staff for continued process improvements, and will be seeking two new regular full time new positions through the budgeting process – a Business Process Improvement Specialist and a Business Data Analyst.
- A detailed staffing assessment will be undertaken in future DAP phases to identify further resourcing requirements needed to achieve the desired future states. This assessment can be compared to current staffing levels to identify where changes are required.

Work Stream 11: Establish a formal staff onboarding and training program.

(Link to DAP 01 Recommendation 8)

- A “Residential Plan Checker Tool Kit” containing Standard Operating Procedures for all steps within the Single- and Two-Family Dwellings approvals process has been created. This Tool Kit provides staff with an accessible, standardized approach to plan review and greater clarity in roles and responsibilities, resulting in consistent service delivery.
- An “Onboarding Tool Kit” for new Residential Plan Checkers is substantially underway, with target completion by December 2023. It is anticipated that better equipped new staff will have greater confidence in their roles and responsibilities, which will drive consistent service delivery for customers.
- Further development of other staff onboarding and training materials will be undertaken in future DAP phases.