

## Internal Process Improvements

1	Software/Technology	Status
1.1 Permit Timeline Report	Implement first phase of data visualization so that CityView data can be integrated within the PowerBI software	Complete
1.2 Power BI	Implement Phase 2 of reporting permit timelines. This will change how data is reported from CityView to PowerBI to ensure that each step of the process is individually captured and able to be analyzed in future reports	Implementation
1.3 Pre-application	Create a standardized pre-application CityView process for each team and develop a decision-matrix for when to charge fees	Implementation
1.4 Planning Coordination	Create an application type and work flow on CityView for the Planning Coordination team	Implementation
1.5 Subdivision	Develop improved templates within CityView for the Subdivision team and refine existing work flow to better meet the needs of applicants and reviewers	Implementation
1.6 Advisory Services	Refine the intake process and implement the ability for CityView to notify staff for specific processes	Implementation
1.7 Plan-It	Refine the Plan-It portal for better application submission information and flow	Implementation
1.8 Conditions	Update the permit conditions within CityView and refine how they are applied and updated on an annual basis	Implementation
1.9 Landscape Security	Apply changes to the landscape security workflow within CityView	Implementation
1.10 Levies and Securities	Configure the levies and securities processes into the development and subdivision application work flows	Implementation
1.11 Software Users	Increase the amount of 'configuration users' for ease of implementing changes to CityView within the department	Implementation
1.12 Permit Data	Redesign how information is to be entered into CityView so that future data sets will allow more specific queries	Implementation
1.13 KPI's	Ensure the data captured within the Power BI dashboard reflects the information needed to track KPI's and performance measures	Implementation
2	Administration/Organization	
2.1 Inquiry Response	Exceed mandated corporate response time from 48 hours to 24 hours	Complete
2.2 Liaison Services	Creation of a Liaison Services team to help guide developers and complex projects through County processes	Complete
2.3 Department Re-organization	Re-organize department team resources to ensure core services are provided. Creation of Planning Coordination, Subdivision Planning and Advisory Services	Complete
2.4 Administrative Assistant Key Performance	Creation of a contract position to aid in the administrative duties and overall efficiency of the department	Complete
2.5 Indicators	Develop a comprehensive set of key performance indicators and performance measures	Implementation
2.6 KPI Report	Develop a process to produce a quarterly report detailing the trends and results of our KPI's	Implementation

2.7 Committee	Create an internal working group to determine how to utilize KPI and Survey data to improve internal and external processes through the continuous improvement process	Continuous Improvement Plan
2.8 Team Scoping	Lead an exercise to define and refine team scopes and ensure that all core and supplementary services are under the 'ownership' of a specific team	Implementation
2.9 Wiki	Comprehensive review and renewal of information stored within department 'wiki'	Continuous Improvement Plan
<b>3 Culture/Education</b>		
3.1 Front Counter Expansion	Implement ability for interim use of break out rooms to be used for Advisory Services and customer reception	Complete
3.2 Chat with a Planner	Create a process for County Residents to book time with a Planner to discuss their development needs	Complete
3.3 Advisor Availability	Implement a mandate for Advisor positions to be in-person 100% and available for customer needs	Complete
3.4 Interpretation Guide	Develop an internal interpretation guides to build capacity and consensus for policy and LUB decisions/issues	Implementation
3.5 Staff Survey	Create a staff survey to assess the County's work culture and satisfaction	Continuous Improvement Plan
3.6 On-boarding	Develop a comprehensive on-boarding package and training plan for new employees to PDS	Continuous Improvement Plan
3.7 Roadshow	Engage teams inside and outside of the department to share our work and cross-pollinate ideas within the organization	Continuous Improvement Plan
<b>External Process Improvements</b>		
<b>4 Software/Technology</b>		
4.1 Payments	Make improvements to the payment interface for external users	Implementation
4.2 Plan-It	Apply targeted changes to the Plan-It portal interface to ensure an easier navigation when submitting an application	Implementation
4.3 Timeline Reporting	Publicly report on department success rate for timeline targets	Continuous Improvement Plan
4.4 Automated Approvals	Explore ways to create an automated approvals system for minor development and building permits	Continuous Improvement Plan
4.5 Machine Learning	Explore ways for AI-related tools to assist with answering inquiries and other simple development inquiries	Continuous Improvement Plan
<b>5 Administration/Organization</b>		
5.1 Application Checklists	Create updated comprehensive checklists for each application type	Implementation
5.2 Requirements Letter	Create a standardized format and delivery of the requirements letter for all sections in the department	Implementation
5.3 Fee Schedule	Ensure a comprehensive fee schedule is created to provide transparency to the applicant of a given application type	Implementation

6.1 Interactive Tool	Implement the Interactive Planning Tool which will allow residents to navigate various planning scenarios and will guide them to the appropriate information and application stream	Implementation
6.2 Application Guides	Create a set of application guides to assist applicants with various requirements	Implementation
6.3 Website Updates	Implement a collection of website changes to better guide applicants	Implementation
6.4 In-Person Engagement	Create materials and a schedule to engage with county residents. Seminars and education materials included	Implementation
6.5 Video Guides	Develop a series of educational videos that will highlight 'why' and 'how to' of building within the County	Continuous Improvement Plan
6.6 Survey	Collect feedback from applicants and users of our services to reflect satisfaction	Continuous Improvement Plan