

I would like to provide you with an update on PP&D organizational improvement plans. Over the past six months, our Department has been actively engaged in moving forward on the action items that were presented to Council in September 2019 regarding improvements in how we deliver services to our customers. A report on this progress will be discussed at the March 17 Executive Policy Committee and can be accessed here:

[http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20200317\(RM\)EPC-11](http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20200317(RM)EPC-11)The organizational improvement update report (72 pages) covers a lot of ground. In addition to the attachment, below is an overview of some initiatives:

**We are re-imagining the permit experience in collaboration with you, and with our staff.**

- We are looking to fundamentally change the way we do business. Although changes were already underway prior to last spring, the 2019 incident allowed us to initiate several changes in what we do, and how we do it. There will be successes and learning along the way as we move to an online digital platform for permits. We are in month six of a 36-month process.
- We will continue to collaborate with industry to ensure our business solutions meet your needs, as you pay for our service and we are mutually invested in positive and efficient outcomes.
- Through collaboration with industry and sessions led internally by KPMG and externally by other facilitators, we learned that response times and dispute resolution, streamlining of processes, consistency of inspections, and alternative verifications of work were major concerns.

It is important to acknowledge that the Department is focused on ensuring continuity in operations and function, while simultaneously making major changes and improvements. We have a vision for how to implement current and future changes in partnership with you.

I am optimistic as the Department moves forward as we are developing solutions that meet your needs. We are not there yet and we will have challenges as we change but thank you for your understanding and continued collaboration.

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