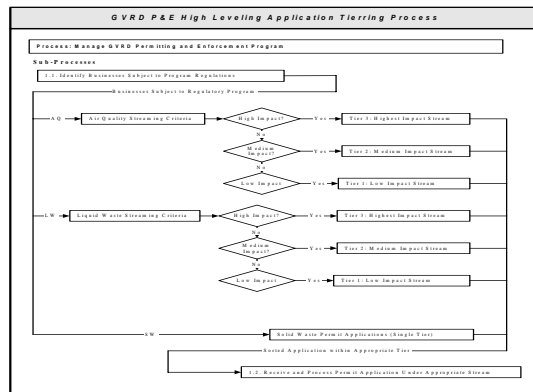


Business Process Redesign for Permit Application Review and Administration



GVRD's Permitting and Enforcement (P&E) Team, which is part of the Demand Side Management division of the Policy and Planning department, administers three regulatory programs: Air Quality Control, Liquid Waste (Sewer Use By law), and Solid Waste Management

Following a reorganization in 2000, the need to improve efficiency for three previously separate programs prompted this project. The objective was to redesign all of the related business process to improve the efficiency and effectiveness of permit application review and administration in a manner that is open and transparent to process stakeholders.

Process mapping in close association with a series of workshops involving a GVRD Working Group as subject matter experts was the primary methodology in delivering this project.

The business process analysis resulted in a wide range of work process improvements including:

- ❖ The streaming of the review of permit applications based upon complexity so that appropriate resources could be involved when required,
- ❖ Adoption of a formalized system of project management to plan and conduct complex application reviews,
- ❖ Elimination of redundant and duplicative tasks (that remained from legacy processes),
- ❖ Consolidation of business requirements to plan and implement a single permit information system,
- ❖ Documentation of all revised business process using process mapping and task documentation, including transparency via the GVRD website.

PROJECT DETAILS

CLIENT: Greater Vancouver Regional District Policy and Planning Dept

LOCATION: British Columbia, Canada

REFERENCE INFORMATION

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PROBLEM

Following a reorganization that consolidated all regulatory programs under a single work team, GVRD needed to redesign the business processes to maximize departmental efficiency.

CHALLENGES

Staff from three different departments, with different tools, processes and skills had to come to a consensus on a standard series of business process to conduct all permitting operations as a team.

SOLUTION

A series of Earth Tech facilitated workshops in close association with process mapping was used to leverage the best use of work practices, skills and tools resident in the GVRD.

BENEFITS

The three individual permitting programs can be conducted in a manner that is more efficient, with improved effectiveness. Additionally, with detailed process documentation that can be viewed by anyone on the GVRD website, the transparency of these publicly focused programs is improved.